REIMAGINING THE MARTIN DRAKE POWER PLANT: A PARTNER INVESTMENT BETWEEN DOWNTOWN PARTNERSHIP OF COLORADO SPRINGS AND THE LEGACY INSTITUTE

COMMUNITY VISIONING PROJECT REPORT
February 6, 2023

DR. PAM SHOCKLEY-ZALABAK

COMMUNICON INC

The Drake Vision Project has been sponsored by The Legacy Institute and Downtown Partnership to develop vision and values to assist decision makers in planning future land use for the Drake Power Plant site; to learn from other decommissioning projects and communities; to develop possibilities for future planning; to validate vision and values through a broad community input process; and to provide broad recommendations for decision makers to consider as changes at Drake occur. The Legacy Institute and Downtown Partnership asked Dr. Pam Shockley-Zalabak, president of CommuniCon, Inc., to develop a process to examine opportunities for the site and gather broad community input. The process was reviewed at all stages by Zachary McComsey, CEO, The Legacy Institute, and Susan Edmondson, President and CEO, Downtown Partnership of Colorado Springs, and their respective boards.

Dr. Shockley-Zalabak was charged with designing the processes so that the resulting report might be utilized for guidance by decision makers, by funders requiring citizen input processes, for citizens seeking information, and by those interested in contributing to change. The task force members were selected by The Legacy Institute and Downtown Partnership and were responsible for generating the guiding principles and values and immediate recommendations presented in the report. The City of Colorado Springs and Colorado Springs Utilities provided technical information but were not engaged in planning the process or determining the recommendations in the report. We thank the task force members who provided hours of their time to consider values and principles important to guide decisions and review materials and input important for recommendations. We thank those who participated in interviews, focus groups, and open sessions, and who provided written input. We are grateful to the communities who assisted us in gathering information about projects in other parts of the country and world. We are proud of this work and believe it will have wide use as the complex process of decommissioning moves forward. We also know this is only the beginning of a long process for the Drake property. We look forward to your reading of these findings and ideas.

Zachary McComsey

Susan Edmondson

Pam Shockley-Zalabak

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DRAKE VISIONING PROJECT: EXECUTIVE SUMMARY

Objectives

- ⇒ Develop vision and values to assist decision makers in planning future land use for the Drake Power Plant site.
- ⇒ Learn from other decommissioning projects and communities.
- ⇒ Develop possibilities for future planning.
- ⇒ Validate vision and values through a broad community input process.
- ⇒ Provide broad recommendations for decision makers to consider as changes at Drake occur.

Summary from Phase One:

The initial information and input process for the Community Visioning Project was designed to assess other large-scale urban repurposing projects, to ensure active participation from multiple constituents, and to develop key guiding principles and values for the project. CommuniCon, Inc. was retained by The Legacy Institute to do this work and later the work was jointly overseen by The Legacy Institute and Downtown Partnership.

1. **Case Studies:** CommuniCon staff conducted an environmental scan on large-scale, international projects that involved repurposing decommissioned power plants and/or industrial centers. The research identified six case studies to be considered.

2. **Individual Interviews:** Consultants conducted over 20 individual interviews with community representatives who were asked to review the case studies and help provide feedback on what would be highly desirable for the site. Interviews informed next steps for public input and key questions for consideration.

3. **Focus Groups to Identify Guiding Principles and Values:** Community members from multiple sectors, including private business, nonprofit, military, and civic sectors, were invited to participate in focus groups to help determine guiding principles and values for the community visioning project. Four, one-hour, virtual focus groups were conducted the week of March 17-23, 2021, with 16 attendees. Multiple principles and values were identified.

4. **Formation of Drake Visioning Oversight Task Force:** Downtown Partnership and The Legacy Institute jointly formed the Drake Visioning Oversight Task Force. The task force is composed of 16 community members, charged with reviewing community and expert input, conducting site visits, and participating in a comprehensive visioning process.

5. **Neighborhood Focus Groups:** Community listening sessions were scheduled at Greenway Flats and the Hillside Community Center in September 2021. There were 15 participants and three facilitators. Purpose of the focus groups was to gather information from those living closest to the Drake site, but attendance was not

restricted. Findings of these sessions determined that there are some significant differences in priorities from local neighborhoods, in comparison to other focus groups and interviews. Specifically, neighbors close to the Drake site view the power plant as historically having had more of an impact on their neighborhood and any development potentially having more of an impact on their neighborhood than other parts of the City. Individuals living in the Mill Street neighborhood were active participants in the focus groups and other public input processes. The task force members and consultants understood and valued that input.

6. **Charette:** A half-day charette was conducted with 17 community leaders to help generate ideas and possibilities to be taken to the public. Participants represented higher education, the arts, nonprofits, commercial and residential development, and civic leaders.

   Steps 1-6 were conducted by CommuniCon, Inc., under the direction of The Legacy Institute and Downtown Partnership.

7. **Values and Guiding Principles:** Based on all information gathered, the task force created values and guiding principles for the redevelopment of the Drake property.

   - **PEOPLE** we value the dignity of all people through an inclusive, welcoming, and collaborative place.
   - **DESIGN** we value design that honors the surrounding neighborhoods' character while being both bold and ambitious and befitting of the heart and soul of our community.
   - **ENVIRONMENT** we value the environment by being stewards of the setting, restoring, and sustaining the water, land, air, and life.
   - **ECONOMICS** we value economics with a commitment to financial equity, feasibility, and long-term sustainability.

Summary from Phase Two:

1. **Categorize Alternatives:** Taking into consideration all data and information gathered from case studies, individual interviews, focus groups, and the strategic charette, the task force members and the CommuniCon team including technical consultants identified categories of possibilities for the public to consider: Community Centers, Housing, Environmental Innovations, Work Experiences, Outdoor Activities, Water Destinations, Pedestrian Experiences and Mobility Options. Sixteen images reflecting possibilities in each category were vetted by task force members to be presented to the public. No images were utilized from Colorado Springs.

2. **Public Input Meetings:** Six public meetings were held over a three-week period in October, 2022, one in each City Council district. A random sample mailing invite was sent to 31,396 households of registered voters within the City of Colorado Springs. Meetings were posted through the public library system and advertised through resources of The Legacy Institute, Downtown Partnership and task force members. Total number of participants in the public visioning sessions was 171. Participant breakdown was as follows:

   Banning Lewis Ranch Recreation Center = 3
   Rockrimmon Library = 21
   Ruth Holley Library = 26
   Sand Creek Library = 26
   Library 21c = 35
   Knights of Columbus Hall/PPLD = 60

In addition to the six public meetings, two additional listening sessions were offered in Old Colorado City and the Gold Hill Mesa neighborhood.

Key Findings for Consideration from Public Input Meetings:

- The guiding principles were overwhelmingly endorsed as a foundation to guide future decision making with regard to the Drake site.

- Water is a highly valued resource and asset. There is great consensus that any future plans include valuing, improving, and utilizing the adjacent creek.

- In general, there was no one area of possible use that was preferred over others, but rather a 'mixed use' approach which will provide a variety of valued experiences. Overwhelmingly the public favored redevelopment of the site as contrasted to the site remaining in use for a variety of potential utility uses.

The following three considerations were widely mentioned during the public input meetings. While they do not fall within the scope of the Drake Reimagined process, they are important to note.

- There is significant concern about energy resources as Colorado Springs continues to grow. Participants want more information about long-range resource planning from Colorado Springs Utilities.

- Participants are very cognizant of the complex issue of homelessness, particularly in the area surrounding Drake. While many expressed appreciation for surrounding organizations and resources, including Springs Rescue Mission and the Salvation Army, others were concerned about the numbers of homeless in the area and

increased safety issues and related crime. This concern extended beyond the Drake area and was voiced throughout the community.

- Numerous comments urged thoughtful consideration of the Mill Street neighborhood in all planning efforts.

The public input process was conducted by CommuniCon, Inc., with the assistance of technical consultants.

3. **Task Force Guiding Principles Revised:** Based on small committee work within the task force, the guiding principles were revised and approved by the task force.

♦ **PEOPLE** We value the dignity of all people through an inclusive, welcoming, and collaborative place.
- Site plans shall incorporate broad community feedback with keen attention to neighborhoods and districts in closest proximity.
- Ensure site partners demonstrate commitment to equity, diversity and inclusion in past performance, proposals and practice.
- The site shall incorporate housing serving a wide variety of socioeconomic strata.

♦ **DESIGN** We value design that is bold and ambitious, befitting the heart of our community.
- Design shall be alluring, timeless and engaging, incorporating public art and accessible public spaces that inspire and delight.
- A site master plan shall demonstrate understanding of, and respect for, those existing master plans most relevant to the area: City of Colorado Springs Parks Master Plan, Creek COS, Mill Street Neighborhood Master Plan, and the Experience Downtown Master Plan.
- Design shall reflect respect for the site edges – namely Fountain Creek to the west and the Mill Street and City Gate neighborhoods to the east.

♦ **ENVIRONMENT** We value the environment by being stewards of the setting: restoring and sustaining the water, land, air, and life.
- Fountain Creek shall be integrated and celebrated as an exceptional site attribute.
- The site's built environment, landscaping and mobility options shall adhere to high environmental sustainability standards for the present and future.
- Industries and uses that are not energy/fuel-efficient shall not be considered.

♦ **ECONOMICS** We value sound economics, knowing this place must demonstrate financial sustainability in order to live out its values and achieve its goals.
- The site shall leverage its unique economic attributes of proximity to the intersection of I-25 and Highway 24; adjacency to Fountain Creek; and its rail line.

- The site's economic potential shall be measured both directly through sales and property taxes generated and indirectly through fulfillment of community, housing, and workforce needs.
- Public-private partnerships and diverse funding sources that allow for financial feasibility are encouraged.
- Recognizing that the site is publicly owned, any future use or ownership agreements must be accountable to the values and principles herein and as identified by Colorado Springs Utilities.

4. Task Force Recommendations to Guide Decisions: Taking into consideration all data from the public input process, including additional comments provided in the meetings and via email, the task force convened to determine key recommendations to guide future decisions. Twenty-two recommendations were considered. It was acknowledged that full environmental considerations were not available at the time of the development of the recommendations.

1) Adopt the guiding principles and values of the task force to be upheld throughout the entire process, from visioning to execution.

2) Ensure decisions about land use are consistent with other approved community-based plans.

3) Include in some form and scale a world-class attraction/recreation component.

4) Aggressively pursue federal and state dollars as part of a diverse mix of funding sources while learning from the best practices of public-private funding mechanism of other cities.

5) Integrate recommendations with the COS Creek Plan making water an essential part of any plan.

6) Include an innovative industry component (workplaces, retail/commercial, company headquarters, etc.).

7) Create an ongoing community advisory group that includes broad representation from the task force, neighborhoods, business community, nonprofit sector, and underrepresented communities.

8) Utilize affordable housing tools and resources to incorporate a variety of inventive housing options creating a wide range of housing options for the site.

DRAKE VISIONING PROJECT: FULL REPORT

Introduction

In 2021, U.S. News & World Report ranked Colorado Springs the sixth best place to live in the United States. Noting, "Pikes Peak, inspiration for the song 'America the Beautiful,' is the backdrop for Colorado Springs. Here, you'll find a city that blends colorful nature with rugged history and metropolitan spoils."

Indeed, the Drake site is an exceptional blend of these attributes: direct connection to nature through the Pikes Peak Greenway Trail and Fountain Creek while also sited on the southwest edge of a downtown growing rapidly in its "metropolitan" offerings and lifestyle. A 2015 decision to decommission the plant affords Colorado Springs citizens the opportunity to move to a cleaner energy future and reimagine how this city-owned property can be repurposed and revitalized.

Overview & History

On June 30, 1925, Colorado Springs residents took ownership of the community's electrical and gas system and on October 9 of that year, electric service began through two, 2,500 kilowatt operating units at a 40-acre site on South Conejos Street. Renamed the Martin Drake Power plant in 1962 after long-serving City Councilman Martin Drake, the Drake has generated power for Colorado Springs residents for nearly a century by burning coal delivered by rail from the Powder River Basin in Wyoming. As continuing environmental concerns arose and cheaper energy alternatives became available, the Colorado Springs Utilities Board voted to decommission the coal-burning Martin Drake Power Plant by no later than 2035. However, on June 26, 2020, the Utilities Board approved a new Sustainable Energy Plan that pushed the decommissioning up to December 31, 2022. August 27, 2021, was the last day coal was burned at the Drake, shifting to cleaner-burning natural gas.

The city-owned land that the Drake Power Plant occupies runs parallel to Fountain Creek, borders residential neighborhoods, and is adjacent to downtown. The plant is also adjacent to the United States Olympic & Paralympic Museum, America the Beautiful Park and the new downtown stadium Weidner Field. Based on the location and size of the land parcel, a need exists to seek significant community input on how to best repurpose and reimagine the site of the Drake Power Plant.

Through a partnership between Downtown Partnership, led by Susan Edmondson, and The Legacy Institute, led by Zach McComsey, independent consultant Dr. Pam Shockley-Zalabak of CommuniCon, Inc. was hired to lead an inclusive community visioning project. The purpose of the visioning process is to research and gather data and to seek broad community input to help inform decisions about possible future uses of the property.

COMMUNITY VISIONING PROJECT PHASE I

The initial information and input process for the Community Visioning Project has involved three steps to assess other large-scale urban repurposing projects, to ensure multiple voices are heard, and to develop key guiding principles and values for the project.

Step One: Case Studies and Community Response
CommuniCon staff conducted an environmental scan on large-scale, national and international projects that involved re-purposing decommissioned power plants and/ or industrial centers. The research identified six case studies to be considered: Battersea Power Station in London, England; Brayton Point Power Plant in Somerset, MA; Denver Union Station; The PG&E Powerhouse in Sacramento, CA; Potomac River Generating Station in Alexandria, VA; Seaholm Power Plant in Austin, TX. (Appendix A) CommuniCon consultants subsequently conducted over 20 interviews with diverse community representatives who were asked to review the case studies and help provide feedback on "what might be?" These interviews informed next steps for public input and key questions for consideration.

Step Two: Focus Groups to Identify Guiding Principles and Values
Colorado Springs community members from multiple sectors, including private business, nonprofit, military, and civic sectors, were invited to participate in small focus groups to help determine guiding principles and values for the Community Visioning Project. Four, one-hour, virtual focus groups were conducted the week of March 17-23, 2021 with 16 attendees. The meetings were crafted to be small and interactive to give ample opportunity for robust discussion. Attendees suggested over twenty values and principles that should guide the reimagining/repurposing of Drake as well as providing feedback on what they did NOT want in the space. (Appendix B)

Step Three: Formation of Drake Visioning Oversight Task Force Phase I
Downtown Partnership and The Legacy Institute jointly formed the Drake Visioning Oversight Task Force. The task force was formed with the support of the Colorado Springs Utilities Board and the Colorado Springs City Council, though the group is worked independently of the organizations. The task force is composed of 16 community members who agreed to assist the project for a period of 12 to 18 months. (Appendix C) This Visioning Oversight Task Force is charged with reviewing community and expert input, conducting site visits, and participating in a comprehensive visioning process.

Since May of 2021, the task force has met six times. The meetings have included expert presentations from Travas Deal and Somer Mese, Colorado Springs Utilities; Chris Lieber of NES; and Aaron Egbert, Senior Engineer for the City of Colorado Springs. The task force toured the power plant on June 4, 2021. It was determined that in addition to the initial interviews and focus groups conducted, it was essential to solicit input from the neighborhoods most impacted by the Drake Power Plant historically and for the foreseeable future: the Mill Street neighborhood and, to a lesser degree, Hillside.

Working with Catherine Duarte, Senior Analyst, Community Development Division for the City of Colorado Springs, who has spent a significant amount of time working with the residents of the neighborhoods, Pam Shockley-Zalabak and Susan Edmondson were invited to attend the Mill Street Neighborhood Association monthly meeting. With the support and recommendation of the Neighborhood Association, small community listening sessions were scheduled at four different times and dates at Greenway Flats and Hillside Community Center. Pam Shockley-Zalabak and Caitlin Schinsky also attended a Hillside neighborhood block party on September 18, 2021 to provide information on the project and to encourage community participation. Fifteen community members, though not all residents of Hillside or Mill Street, participated in the sessions facilitated by Martin Wood and/or Sally Hybl of CommuniCon. Findings of these sessions determined that there are some significant differences in priorities for the usage of the property from local neighborhoods in comparison to feedback provided by other community members who participated in other focus groups. (Appendix D)

Values and Guiding Principles for Community Visioning Project

Based on all information gathered in one-one-one interviews, focus groups, and community listening sessions, as well as a thorough review of the case studies, the task force created the following values and guiding principles for the redevelopment of the Drake property that elevates people, design, environment, and economics.

1. **People: We value the dignity of all people through an inclusive, welcoming and collaborative place.**
   ⇒ Corresponding People Principles**:**
   - ◊ Require Community Benefit Agreements (CBA) with partners who utilize effective diversity, equity, and inclusion (DEI) practices across all functions.
   - ◊ Ensure accountability measures are in place.
   - ◊ Incorporate community feedback while prioritizing feedback from neighborhoods with closest proximity.

2. **Design: We value design that honors the surrounding neighborhoods' character while being both bold and ambitious and befitting of the heart and soul of our community.**
   ⇒ Corresponding People Principles:
   - ◊ Design a master plan that aligns with approved existing neighborhoods' master plans that incorporates all four of our values with a placemaking solution that is unique to Colorado Springs.
   - ◊ Incentivize diverse designers to participate in development of master plan.
   - ◊ Require adherence to design master plan.

3. **Environment: We value the environment by being stewards of the setting, restoring and sustaining the water, land, air, and life.**
   ⇒ Corresponding Environment Principles:
   - ◊ Study historic and current contamination on immediate and surrounding area (water, air, life, land).
   - ◊ Integrate Fountain Creek.
   - ◊ Require high environmental standards for all development and use.
   - ◊ Support the best course of action for any remediation in collaboration with state and local health officials.

4. **Economics: We value economics with a commitment to financial equity, feasibility, and long-term sustainability.**
   ⇒ Corresponding Economic Principles:
   - ◊ Pursue partnerships and diverse funding sources (including philanthropy) that allow for financial feasibility.
   - ◊ Identify sustainable models to ensure long-term financial wellness.
   - ◊ Define rigorous guidelines for any move away from public ownership.

- ◊ Insist on governance and accountability that adheres to all values and principles.
- ◊ If housing is in the master plan, require affordable and workforce housing and incentivize development models that minimize displacement in surrounding neighborhoods.

Step Four: Charette

A half-day charette was conducted with 17 community leaders to help generate ideas and possibilities to be taken to the public. Participants represented higher education, the arts, nonprofits, commercial and residential development, and civic leaders. Recognizing that all major federal funding for decommissioning requires independent processes, the participants were brought together to generate possibilities around the Drake site and to help project consultants develop alternatives to be presented to the public in Phase Two of the work. Connecting questions for the charette included: What is most exciting about this process? What perspective do you hope to represent/share? What will make this process successful? The charette produced critical feedback on five options: pastoral park, mixed-use, commercial, residential, and alternative uses. (Appendix E)

Phase I: Key Findings for Consideration

1. International case studies of similar industrial restoration projects provide extensive examples of waterside community hubs that host differing combinations of retail, dining, art, education, and housing.

2. An inclusive community assessment has exposed significant differences in expectations and viewpoints between neighborhood residents that advocate for a community center-based redevelopment project prioritizing accessibility and service for neighborhood residents as contrasted to a major mixed-use metropolitan hub development of the property.

3. Significant city-endorsed development projects, including the United States Olympic & Paralympic Museum and Weidner Field, as well major housing, hotel, and restaurant openings in the area, have revitalized the area and significantly increased resident and visitor numbers.

4. In addition to the above-mentioned growth and development, Drake is surrounded by many nonprofit organizations serving the Colorado Springs homeless population including the Salvation Army, a Peak Vista medical clinic, and the extensive Springs Rescue Mission campus, which has seen substantial growth and expansion.

Recommendations for next phase:

1. Based on information that Drake was used as a landfill, conduct an environmental assessment of the property before moving forward with extensive public input process.
2. Expand the Drake Visioning Oversight Task Force to include representation from Springs Rescue Mission and Catherine Duarte (or other recommended neighborhood-trusted

representation from the Community Development Division for the City of Colorado Springs).

3. Ensure alignment of Drake proposals with relevant community-based strategic plans including Experience Downtown, Arts Vision 2030 and PlanCOS.

COMMUNITY VISIONING PROJECT PHASE II

Step One: Assess All Public Input to Categorize Alternatives
Taking into consideration all data and information gathered from case studies, individual interviews, focus groups and the strategic charette, the CommuniCon team and technical consultants determined categories of possibilities for the public to consider. These categories included ideas around: A Community Center, Housing, Environmental Innovation, Work Experiences, Outdoor Activities, Water Destinations, Pedestrian Experiences and Mobility Options. Images that reflected ideas and suggestions from Phase One were brought to the Task Force for consideration and modifications were made based on members' recommendations.

Step Two: Public Input Meetings
To provide ample opportunity for public participation, CommuniCon scheduled six public meetings, one in each City Council district, over a three-week period. Meetings were held in accessible spaces, primarily public libraries, and were conducted at different times of the day. ASL and Spanish language interpretation were available at the final meeting. In addition to publicly posting the meetings through the libraries and promoting the schedule through the resources of The Legacy Institute, Downtown Partnership, the task force members, and a variety of print media, a random sample mailing was sent to 36,000 registered voters throughout the city. (Appendix F)

Public session participants were provided a briefing of the work to date, an overview of the approximate 40-acre site including images to show surrounding neighborhoods and a substation that will not be moved. (Appendix G) It was made clear that the reimagining project is an independent citizens' listening project with the objective to seek public input on possibilities and ideas. The project is NOT being directed by either City Council or Colorado Springs Utilities, who are the decision-making authority. Participants were given the opportunity to react to possibilities in the aforementioned categories, supporting ideas captured in images with a "green voting dot" (4 per board) and showing dissent with a "red voting dot" (1 per board). Participants were asked to review the guiding principles developed by the task force and show approval or disapproval of each of the principles. Participants also had the opportunity to offer suggestions for changes. Finally, participants were offered the opportunity to determine as to whether Colorado Springs Utilities should retain full control/authority over the site for energy uses or the site should be utilized for other forms of development. Participants also were encouraged to provide any additional ideas or comments, captured in the summary report of each public meeting. (Appendix H)

Total number of participants, not including task force members or Drake consultants (CommuniCon and subcontractors), was 171.

Banning Lewis Ranch Recreation Center = 3
Rockrimmon Library = 21
Ruth Holley Library = 26
Sand Creek Library = 26
Library 21C = 35
Knights of Columbus/PPLD = 60

Phase II: Key Findings for Consideration

Concurrence

⇒ The guiding principles were largely accepted and valued as a foundation to the visioning process. The only concerns or questions raised about the principles primarily involved the principle of economics in which people were confused about the use of the words 'equity' and 'sustainability'.

⇒ Water is a highly valued resource and asset. There is overwhelming consensus that any future plans include valuing, improving, and retaining the adjacent creek.

⇒ In general, there is no one area of possible use that is preferred over others, but rather a 'mixed-use' approach which will provide a variety of valued experiences including multi-level housing options, recreational activities, and community gathering spaces.

Difference

⇒ There is significant concern about energy resources. Though it was explained that the public meetings were not focused on the decision to decommission Drake, a significant number of participants are concerned about Colorado Springs Utilities' ability to sustain sufficient energy for the City's growing population. Participants cited increased utility bills as the result of recent Utilities decisions. Participants who were focused on energy sustainability were more inclined to vote to allow Utilities to retain full possession of the site for continued energy uses, including possible conversion to other options including nuclear energy.

⇒ Homelessness. The property is adjacent to many organizations serving the Colorado Springs homeless population, including Springs Rescue Mission and the Salvation Army. Participants were divided on how to address the complex issue of homelessness, with many wanting to ensure that the homeless were not displaced or marginalized from the project while many others voiced concern about the impact that the homeless population might have on the safety of the area.

⇒ Neighborhood resource contrasted with citywide asset. Though Drake is a city asset, there is great ownership and appreciation for and by the surrounding neighborhoods, particularly Mill Street. Differences were expressed about the importance of the site as a regional asset as contrasted to a site reimagined primarily as a neighborhood community asset.

TASK FORCE GUIDING PRINCIPLES REVISED

Based on small committee work within the task force, the guiding principles were revised and approved by the task force.

- **PEOPLE** We value the dignity of all people through an inclusive, welcoming, and collaborative place.
  - Site plans shall incorporate broad community feedback with keen attention to neighborhoods and districts in closest proximity.
  - Ensure site partners demonstrate commitment to equity, diversity and inclusion in past performance, proposals, and practice.
  - The site shall incorporate housing serving a wide variety of socioeconomic strata.

- **DESIGN** We value design that is bold and ambitious, befitting the heart of our community.
  - Design shall be alluring, timeless and engaging, incorporating public art and accessible public spaces that inspire and delight.
  - A site master plan shall demonstrate understanding of, and respect for, those existing master plans most relevant to the area: City of Colorado Springs Parks Master Plan, Creek COS, Mill Street Neighborhood Master Plan, and the Experience Downtown Master Plan.
  - Design shall reflect respect for the site edges – namely Fountain Creek to the west and the Mill Street and City Gate neighborhoods to the east.

- **ENVIRONMENT** We value the environment by being stewards of the setting: restoring and sustaining the water, land, air, and life.
  - Fountain Creek shall be integrated and celebrated as an exceptional site attribute.
  - The site's built environment, landscaping and mobility options shall adhere to high environmental sustainability standards for the present and future.
  - Industries and uses that are not energy/fuel-efficient shall not be considered.

- **ECONOMICS** We value sound economics, knowing this place must demonstrate financial sustainability in order to live out its values and achieve its goals.
  - The site shall leverage its unique economic attributes of proximity to the intersection of I-25 and Highway 24; adjacency to Fountain Creek; and its rail line.
  - The site's economic potential shall be measured both directly through sales and property taxes generated and indirectly through fulfillment of community, housing and workforce needs.
  - Public-private partnerships and diverse funding sources that allow for financial feasibility are encouraged.
  - Recognizing that the site is publicly owned, any future use or ownership agreements must be accountable to the values and principles herein and as identified by Colorado Springs Utilities.

Task Force Recommendations to Guide Decisions

Taking into consideration all data from the public input process, including additional comments provided in the meetings and via email, the task force convened to determine key recommendations to guide decisions. Twenty-two recommendations were considered. The following eight recommendations are presented to Colorado Springs Utilities, the City of Colorado Springs, and the public as our recommendations to guide the planning for the Drake site moving forward. It is understood that at the timing of these recommendations that all environmental considerations are not fully understood, which may impact some of the recommendations. We believe the overall data presented in this report and the processes recommended are flexible to adapt to the future scenarios which decision makers will encounter.

1. Adopt the guiding principles and values of the task force to be upheld throughout the entire process, from visioning to execution.
2. Ensure decisions about land use are consistent with other approved community-based plans.
3. Include in some form and scale a world-class attraction/recreation component.
4. Aggressively pursue federal and state dollars as part of a diverse mix of funding sources.
5. Integrate recommendations with the COS Creek Plan making water an essential part of any plan.
6. Include an innovative industry component (workplaces, retail/commercial, company HQ, etc.).
7. Create an ongoing community advisory group that includes broad representation from the task force, neighborhoods, business community, nonprofit sector, and underrepresented communities.
8. Utilize affordable housing tools and resources to incorporate a variety of inventive housing options.

Additional Important Ideas and Strategies

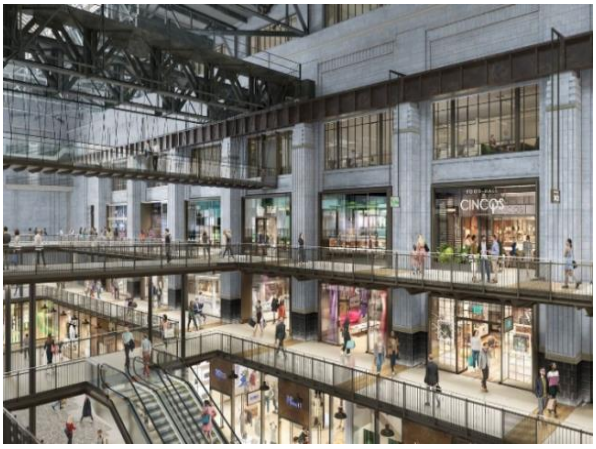
The following ideas are not recommendations of the task force, rather ideas emerging from individual task force members and the public input process. Facilitators, technical experts, and task force members believed that they were worthy of inclusion in this report.

- Consider a multi-purpose community center to serve Mill Street neighborhood residents and to support creek programs that draw citywide interest.
- Ensure a significant portion of housing is for people of low-income levels and is designated so long-term. These types of recommendations have been developed in other communities as community benefit agreements.
- Review regional leaders' trip summaries to consider other innovative projects and ideas.
- Explore preservation of specific existing elements on the site for interpretation/storytelling/placemaking. (smokestack, signage, bricks)
- Pursue direct vehicular access from West Cimarron Street.
- Provide a signature pedestrian bridge over railroad tracks to link site to downtown (align with West Moreno Ave or West Rio Grande Street).
- Consider enhanced street improvements along Conejos Street to connect the site to America the Beautiful Plan and to provide a quality "complete street" pedestrian experience.
- Provide an east/west connection(s) via a pedestrian promenade/linear park across the site to link downtown physically and programmatically to the creek.
- Consider programming environmental/historical/cultural education opportunities.
- Orient buildings, pedestrian experiences, and views towards the creek and prioritize pedestrian experiences.
- Integrate innovative stormwater management solutions throughout the site.
- Consider implementing leading-edge environmental innovations throughout the site.

Appendix A: CASE STUDIES (Completed September 2020 - December 2020)

CASE STUDY #1: BATTERSEA POWER STATION, LONDON

BATTERSEA
POWER STATION



Battersea Power Station is a decommissioned coal-fired power station, located on the south bank of the River Thames, in Nine Elms, Battersea, in the London Borough of Wandsworth and is at the heart of central London's largest new developments.

The iconic Grade II* listed building and surrounding area is being brought back to life as an exciting and innovative mixed-use neighborhood as a place for locals, tourists, and residents to enjoy a unique blend of restaurants, shops, parks, and cultural spaces.

Timeline
1929 – Work begins on the site.

1935 – The first stage of the Power Station, Battersea A, is completed.

1944 – Battersea B, the second stage of the Power Station, starts to generate electricity.

1980 – The Power Station is awarded Grade II listed status. Awarded by Historic England, listed buildings mark and celebrate the building's special architectural and historic interest. They are also brought under the consideration of the planning system, so they can be protected for future generations.

1983 – Decommissioned.

1987 – Purchased by Battersea Leisure (theme park scheme).

1993 – Purchased by Parkview Development Corporation (outstanding debt of $70 million).

2006 – Purchased by Irish company Real Estate Opportunities (REO) for £400m. REO drops Parkview's existing plans.

2007 – The Power Station is upgraded to Grade II* listed status. Less than 6% of listed buildings fall into this category as particularly important buildings of more than special interest.

2010 – The outline planning application for the Rafael Vinoly designed masterplan was approved by Wandsworth Council and the Mayor of London.

2012 – The Power Station is put up for sale on the open market for the first time in history.

2013 – Since 2013, a Battersea Power Station Fulbright Scholarship is awarded for study in the US annually.

2017 – First 100 residents move into Circus West.

2018 – *Permodalan Nasional Berhad, the Malaysian asset manager, and The Employees Provident Fund, the state pension fund, will acquire the commercial assets for £1.58bn from developers Sime Darby Property and S P Setia Berhad.* (www.fnlondon.com/articles/deal-struck-for-battersea-power-station-ownership-20181217, 2018)

2019 – Purchased by S P Setia, Sime Darby Property, and the Employers Provident Fund.

2020 – The owner of London's Battersea Power Station took an impairment charge of about 156 million pounds ($208 million) on the project after social distancing measures and a nationwide lockdown slowed construction. Most of the U.K. construction industry briefly shut down due to COVID 19 at the start of the country's first lockdown in March, while contractors then put in place new working practices to accommodate social distancing needs. That has caused delays to more than 3 million square feet (279,000 square meters) of London office projects due to complete before September, according to a recent survey by Deloitte (Bloomberg.com, 2020).

2026 – The project scheduled for completion.

Renovation Plans

Paying special attention to preserving the historic art deco architecture, the project will see the creation of a vibrant new destination for London, housing a community of homes, shops, cafes, offices, leisure, and cultural venues, with over 19 acres of public space. Plans include a signature community center and a children's play area with reflecting pools, trees, lawns, a lake, and public art. The plans called for at least 1.25m sq ft of office space and 4,239 new homes. It is one of the biggest building sites in Europe, employing 3,000 construction workers. The project is divided into eight phases, each designed by a range of world architects.

Ultimately the total project will create 20,000 new jobs, a medical center, riverfront park, an education academy, 250 retail and food outlets, 167 hotels rooms, three million square ft of commercial and office space, 20 acres of public open space and 4,200 new homes. The plan includes a commitment of 517 affordable housing units, which is the largest single delivery of affordable housing in London. Restoration work is now well underway, led by construction manager Mace and in partnership with Historic England. The Power Station is due to open to the public in 2021.

www.batterseapowerstation.co.uk

> *The neighborhood has been carefully curated to be a thriving quarter right on the River Thames. The vibrant Circus West Village already features world-class bars and restaurants, interspersed with the finest British and global retail brands. A place where technology giants mingle with local artisans. The addition of Electric Boulevard looks set to create an irresistible shopping and leisure destination. The new Zone 1 Northern Line Extension will be a gateway to the site, keeping Battersea Power Station well connected to the whole of London. Battersea Power Station is the most happening place to be, on the banks on the River Thames. It's a place like no other. A place Powered by Positive.*

The project builds on its innovative power generating heritage by including its own Energy Centre and creating an integrated district energy network between the variety of residential, retail, leisure, and commercial uses. The Energy Centre could provide off-site energy to the local area and brings the potential for extensive long-term benefits to the surrounding community (Positive Energy, The impact of the community, economy and environment of the Battersea Power Station, 2014).

Architectural and Construction Partners
According to batterseapowerstation.co.uk/about/building-battersea-the-masterplan as of January 2021.

Phase 1: Circus West Village (Complete)
- SimpsonHaugh
- de Rijke Marsh Morgan
- Carillion (contractor)

Phase 2: Power Station
- WilkinsonEyre
- Purcell Architects
- BuroHappold
- Mace (contractor)

Phase 3A: Electric Boulevard
- Foster+Partners, Field Operations, LDA Design (Battersea Roof Gardens)
- Gehry Partners (Prospect Place)
- Sir Robert McAlpine (contractor)

Phase 4a: Affordable Housing

- Patel Taylor
- JTP
- Peabody Group

Community Engagement

A community charter was created to ensure that the social aspects of good placemaking are the bedrock of the project. The charter assures social issues will be addressed and acts as a warranty to the public to assure great urban development. The team developing Battersea Power Station hosted six public consultations to make sure the ambitions and priorities for the local community are a fundamental part of the redevelopment (Positive Energy, The impact of the community, economy, and environment of the Battersea Power Station, 2014). These ideas and aspirations gleaned were compiled into the Placebook and the community charter was formed. The space is also used for community forums and offers a fundraising venue for local nonprofit organizations.

The Battersea Placebook

The 2014 Placebook lays out the strategic thinking behind creating an exciting and authentic new urban destination and community at Battersea Power Station. It stores the outcome of months of workshops, expert discussions, research, and study tours. It includes the masterplan vision, Manifesto, and strategic thinking about Placemaking.

https://batterseapowerstation.co.uk/pdfs/3_the_placebook.pdf

Economic Development

When complete and fully occupied, the regeneration of the Power Station is estimated to contribute just under £15 billion to the UK economy in its first twenty years of operation (Positive Energy, The impact of the community, economy, and environment of the Battersea Power Station, 2014). At its peak, Battersea Power Station employed just over 1,000 men and women while the redevelopment anticipates the creation of 17,000 new jobs and apprenticeships. Over the 12-year build, more than 2,000 jobs will be created annually.

Transportation

Transportation improvements include the Northern Line extension, improved cycle, and pedestrian routes, and a new riverbus service.

Learning Academy

Battersea Power Station will be home to a Learning Academy that will provide training and up-skilling opportunities so that local people are equipped to gain employment not just at The Power Station, but anywhere else where their qualifications are recognized. By providing commercial occupiers and other wider community employers a clear route to a skilled and engaged potential workforce, the Learning Academy aims to be the natural choice for recruitment within the Nine Elms area.

Community Social Enterprise Strategy
Though a partnership with education facilities, the Learning Academy is working to secure long term course accreditation and provide opportunities to link course theory with practical application through the provision of pop-up space for hire, as part of a community social enterprise strategy. Partners include Nine Elms on the South Bank, The Brighter Borough Wandsworth, Lambeth College, and South Thames College.

Public-Private Partnership
The Northern Line Extension will be the first part-privately funded extension to the London Underground. This will support mobility for existing residents as well as creating a new destination for Londoners (Positive Energy, The impact of the community, economy, and environment of the Battersea Power Station, 2014).

Detailed timeline according to Sutton & Croydon Guardian (2017)
1928 – Construction starts despite opposition by public figures such as the Archbishop of Canterbury 1929: Construction begins on first phase, Station 'A'.

1953 – Station 'B' comes into operation.

1975 – Station 'A' is shut down.

1977: Battersea is pictured on the front of Pink Floyd's album Animals.

1980 – Station declared a heritage site by Secretary of State for Environment Michael Heseltine.

1983 – Station ceases electricity generation.

1986 – Plans for an indoor theme park are approved.

1989 – Theme Park project halted due to funding problems and giant holes are left in the roof where machinery was removed.

1993 – Development company Parkview International buys outstanding debt of £70 million.

2002 – A development trust is set up to promote the conservation and redevelopment of the site and the trust achieves charitable status three years later.

2003 – Parkview gets full possession of the site and start on a £1.1bn project to restore the building and redevelop the 38-acre site into a retail, housing, and leisure complex.

2005 – Parkview, English Heritage and Wandsworth Council declare the four chimneys structurally unsound and irreparable. Plans to knock them down are met with opposition.

2006 – Battersea Power Station and its surrounding land is bought by Irish company Real Estate Opportunities (REO) for £400m. REO drops Parkview's existing plans.

2007 – The building is upgraded to Grade II listed.

January 2009 – Boris Johnson rejects plans at the site for a 1,000 ft tall eco-tower.

August 2009 – REO announces "material uncertainties" about the company's ability to continue due to the financial crisis.

October 2009 – REO and development manager Treasury Holdings submit new plans to redevelop Battersea Power Station.

2010 – Planning permission given for Northern Line extension to Battersea.

February 2011 – The £5.5bn plans, designed by Rafael Viñoly, and the biggest ever submitted in Central London gain planning permission.

November 2011 – Lloyds and NAMA call in REO's debt and it collapses into administration. A new buyer is sought for the site.

2012 – The Power Station is put up for sale on the open market for the first time in history.

June 2012 – Malaysian developers SP Setia and Sime Darby enter into an agreement and complete the sale in September.

2013 – Work begins on redevelopment which includes restoration of the power station, the creation of a new riverside park and more than 800 homes of various sizes.

January 2013 – Phase 1, called Circus West, commences and is due to be complete by the end of 2017 while the Northern line extension is expected to be complete by 2020.

August 2014 – Mike Brown, the former managing director of London Underground, announces a £500 million six- year contract was awarded to Ferrovial Agroman Laing O'Rourke to design and build the Northern line extension to Battersea with Mott MacDonald as design engineer.

2015 – Construction begins on Northern Line extension September 2016: Technology giant Apple announces plans to create a London headquarters at Battersea Power Station.

December 2016 – Nearly £13 million allocated to a new medical centre at the Power Station. February 2017 – New section of Thames riverside opened to the public for the first time since the thirties as part of the redevelopment February 2017: Amy and Helen, two giant tunnel

boring machines, are lowered 20 metres below ground as major milestone reached for Northern Line extension.

March 2017 – Battersea Power Station shortlisted for the Institute of Civil Engineers (ICE) London Civil Engineering Awards, the engineering equivalent of an Oscar.

April 2017 – 'Helen' begins her 3.2km tunneling journey from Kennington to Battersea

May 2017: First 100 residents move into Circus West.

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Battersea Power Station is known for being on the cover of Pink Floyd's "Animals" album.

One of the restaurants at West Terrace. The site will have a huge variety of bars and eating places

Kids enjoying activities outside the construction site. There will be plenty on offer for people of all ages once it's all finished

Battersea river market. (Images: www.mylondonnews.com, Feb 2020)

Battersea Power Station has committed to contributing more than £200 million to the extension of the Northern Line, which will cut travel time to the City and West End to 15 minutes or less, leading to further investment and unlocking further economic benefits in the area (Positive Energy, The impact of the community, economy and environment of the Battersea Power Station, 2014).

The redevelopment project is estimated to cost around £9 billion ($11.8 billion) and will provide an array of palatial pads offering incredible river views.

CASE STUDY #2: BRAYTON COAL POWER PLANT, SOMERSET, MA

Brayton Coal Power Plant

The 307-acre Brayton Point Power Plant located in Mount Hope Bay on the South Coast of Massachusetts in Somerset was decommissioned in 2017 and is now known as the Brayton Point Commerce Center. Located approximately 50 miles from Boston and 17 miles from New Bedford, it was the largest coal plant in New England, and the last coal plant in Massachusetts that provided power to the regional grid.

History

For more than 50 years, the Brayton Point Power Station generated electricity fueled by coal, oil, and natural gas. At its peak, Brayton Point employed more than 350 staff, providing electricity to 1.5 million homes, while generating more than $12 million annually in property taxes to the Town of Somerset. Although many are excited by the transformation of the Brayton Point site from coal to the clean energy economy others are worried about how it will strain the town financially and threaten the town's identity. There was a push for federal funds to help displaced plant workers.

Renovation Plans

According to the Massachusetts Clean Energy Center, the property was the focus of studies that concluded that the *"existing high voltage transmission infrastructure and location in Mount Hope Bay are desirable features for offshore wind energy projects."*

The new site will serve as a hub for the offshore wind industry and be an area where offshore wind turbines can be assembled before they are shipped out to sea. This site was deemed a good fit because of its deep ocean access. The site is also well-suited for offshore wind turbine assembly. Turbines can stand over 50 stories tall and there needs to be enough space on land to move parts around and store them.

The former Brayton Point coal plant's transformation into an East Coast logistics and manufacturing center, renewable energy hub, and international seaport is a symbolic milestone representing the first of its kind in the U.S. Instead of developing new energy centers subject to uncertainties, the combination of this brownfield conversion, using existing assets and new investments, provides important catalysts for sustainable redevelopment (Power Magazine, 2019).

The Commerce Center will be repurposed to include:

- World-class logistics port
- Manufacturing hub for industry
- Offshore wind energy sector

According to Power Magazine, 2019, and Cision, 2019, there are many advantages to this industrial-zoned area, including:

- High-voltage transmission infrastructure that could accommodate up to 2,000 MW of offshore wind at an estimated cost of $20 million with minimal investment in new land-based transmission facilities.
- Public and transportation infrastructure systems (such as access to I-195).
- A deep-water port.
- A crane bay equipped with two 100-ton cranes traversing the length of the building (about 630 feet) previously used for moving plant components into the powerhouse.
- Lay-down yards from five to 150 acres in size.
- Proximity to MassCEC's Wind Technology Testing Center (about 50 miles).
- Proximity—about 37 nautical miles—to the leading edge of the offshore wind energy areas located south of Martha's Vineyard.
- Access to major highway transportation.
- Public support for energy diversification.
- Access to a strong local talent pool.

Getting power generated from offshore wind turbines to shore could be accomplished by underwater transmission cables through Narragansett Bay and Mount Hope Bay, making landfall at Brayton Point. The cables could then interconnect with the existing electrical infrastructure at the site. Direct benefits from this proposition would be:

- Preserving electric system reliability by ensuring generating resources are available to meet customer demand as regional coal, oil, and nuclear plants retire.
- Restoring a local tax base, while supporting energy diversification.
- Hiring key employees from the seller to assist with the transition.

Completed decommissioning obligations as of 2019 include:

- Asbestos and universal waste abatement.
- Demolishing two 500-foot-tall cooling towers.
- Crushing onsite concrete for beneficial reuse as surface grading material.
- Recycling metal demolition debris.
- Site regrading following demolition activities.

Community Engagement

An organization called Community Action Works in Boston serves as the clearinghouse for a community voice in the redevelopment of the Brayton Coal Plant.
https://communityactionworks.org/brayton-point-coal-plant-closes/

Timeline
1957 – Start of construction.

1963 – Commissioning.

2008 – The Global Warming Solutions Act (GWSA) was signed into law, making Massachusetts one of the first states in the nation to move forward with a comprehensive climate change regulatory program.

2009 – The two cooling towers were built for $600 million to help decrease the amount of hot water discharging into the Mount Hope Bay.

2014 – The Massachusetts Clean Energy Center (MassCEC) commissioned a study that identified the site as one of the best interconnection points for offshore wind. The Placebook was released.

2016 – Massachusetts Governor Charlie Baker signed into law a major energy bill that amounted to the largest commitment of any state in the nation to offshore wind, thereby setting the stage for Massachusetts as a major hub for the offshore wind industry. (Power Magazine, 2019)

2017 – The power plant shuts down.

2018 – The Commercial Development Corporation acquired the power plant and demolition of the plant began. Redevelopment activities since January 2018 include these milestones:

- Demolition and removal of the 1600-MW retired power plant, among the largest demolition projects in New England.
- Implosion of two 500-foot cooling towers.
- Brayton Point Commerce Center received more than 10 international vessels at the redeveloped marine commerce terminal.
- Extensive discussions with major suppliers to wind energy developers.

2019 – The agreement, between Commercial Development Company, Inc. (CDC)'s Brayton Point LLC and Anbaric, to launch the Anbaric Renewable Energy Center was announced. Agreement builds upon CDC's vision to transform the former coal-fired power plant site into a world-class logistics port, manufacturing hub and support center for the offshore wind energy sector.

2020 – Demolition complete and the new development begins.

Environmental
Even though the plant owner spent a $1 billion to clean up the plant, it was the state's number one emitter of toxins into the environment, and hot water discharged into the bay was killing fish. Facing steep competition from renewable energy and natural gas-fired generation, the four-unit, 1,600 MW Brayton Point coal-fired power plant was shuttered in 2017. Commercial

Development Company Inc. (CDC) affiliate Environmental Liability Transfer Inc. (ELT) manages the environmental liabilities at the retired power plant site.

According to Power Magazine, 2019,

The final envisioned decommissioning goal is typically complete structural demolition and unrestricted release of sites from regulatory control, allowing public accessibility. While achieving a "greenfield" state can be technically and economically demanding, developers and investors are ready to invest in new projects when environmental liabilities are effectively managed and resolved.

Financing

The project is being funded by the Commercial Development Company, Inc. in conjunction with Brayton Point LLC and Anbaric.

Economic Development

According to Power Magazine, 2019,

> *Bristol Community College, Cape Cod Community College, Massachusetts Maritime Academy, University of Massachusetts Amherst, University of Massachusetts Lowell, Greenfield Community College, and New England Institute of Technology are positioned to train and educate candidates, providing pathways into wind energy sectors.*
>
> *With state-wide mandates for offshore wind energy generation, proximity to offshore wind tracts in the Atlantic Ocean, port access, training centers, favorable zoning, certification testing and prototype development, and access to a highly skilled workforce in the New England area, it becomes clear that the renewable energy sector will play a key role in Brayton Point's future.*

Teaming Partners and Accomplishments

Since 2014, Commercial Development Company Inc. and its affiliates have acquired retired power plants in the U.S. representing 3,300 MW of generation capacity from companies such as Dynegy, American Electric Power, DTE Energy, Alliant Energy, and others. CDC's portfolio represents more than 300 brownfield properties (such as closed power plants, steel mills, and manufacturing plants) in the U.S. and Canada. The company has assumed almost $2 billion in environmental liabilities, with more than 90% of those liabilities already reaching final remedial milestones. Operations and maintenance activities throughout the lifecycle of wind farms, which is typically 25 years, are projected to support between 917 and 1,748 total fulltime-equivalent jobs.

The executive management of Environmental Liability Transfer Inc. (ELT) has an active member on the U.S. Environmental Protection Agency's Superfund Task Force and the U.S. Department of Energy's Environmental Management Advisory Board. In 2018, CDC affiliate Industrial Demolition LLC posted a record year with the razing of 6.5 million square feet of retired industrial space.

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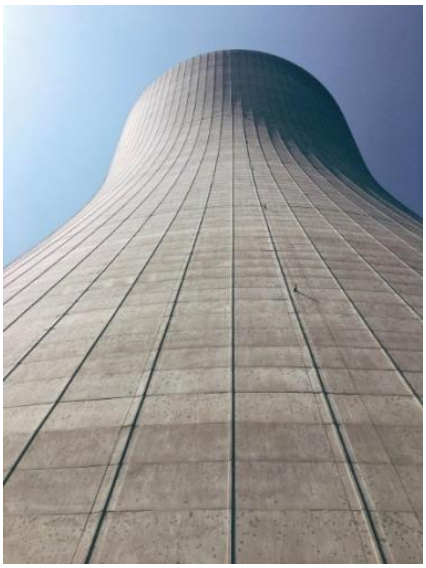
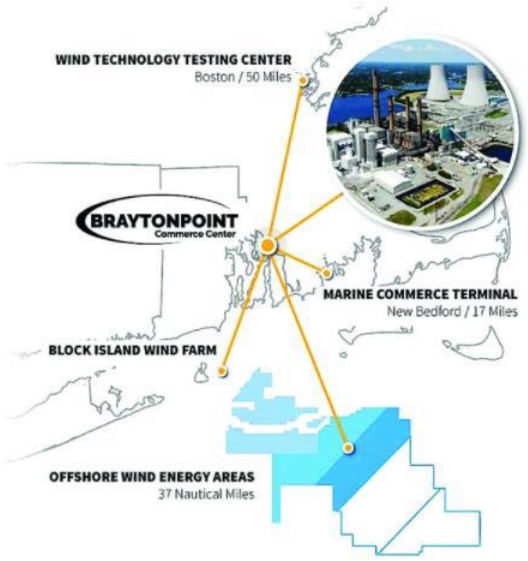




Converter and Energy Storage. In May 2019, Anbaric announced major investments at the Brayton Point site that will include a 1,200-MW high-voltage direct-current (HVDC) converter, estimated at $250 million, and 400 MW of battery storage, an additional $400 million investment.

The Anbaric Renewable Energy Center will include a 1,200-MW high-voltage direct-current (HVDC) converter and 400 MW of battery storage on the Brayton Point Commerce Center site. Courtesy: Anbaric

CASE STUDY #3: DENVER UNION STATION, DENVER, CO

Denver Union Station
Bus and train station that features numerous restaurants, bars, shops, and the Crawford Hotel.

Denver's regional transit center
17th St. at Wynkoop, Denver, CO
Annual Ticket Revenue (FY 2020): $9,572,873
Annual Station Ridership (FY 2020): 89,764

Ownerships

- Facility Ownership: Regional Transportation District (RTD)
- Parking Lot Ownership: N/A
- Platform Ownership: Regional Transportation District (RTD)
- Track Ownership: Regional Transportation District (RTD)

Overview The Denver Union Station Multi-modal Transportation Redevelopment is one of the most comprehensive transit-oriented projects in the country.

- 42 acres of former rail yards
- $481 million in infrastructure improvements
- LEED certification

The Denver Union Station Redevelopment Project is one of the most comprehensive and ambitious transit-oriented developments in the U.S. and the first to receive LEED certification. The project transformed 42 acres of former rail yards centered on historic Union Station into a model community of mixed-use development organized around a multi-modal transportation hub in an exemplary, sustainable urban environment. The Denver Union Station Project Authority (DUSPA), a consortium of the Regional Transportation District, City of Denver, Denver Regional Council of Governments, Colorado Department of Transportation, and private citizens

appointed by the Mayor, was faced with multiple private owners and nearly $481 million in infrastructure improvements that had to be coordinated and delivered on time and on budget in order to satisfy contractual requirements associated with private development and the construction of regional transit lines.

History and timeline

1881 – The first Union Station, located in the heart of the Union Station Neighborhood, was built at a cost of $525,000 to serve the Denver and Rio Grande; Denver, South Park and Pacific; Colorado Central; and Union Pacific railroads, which had previously maintained separate facilities.

1894 – The building was seriously damaged by fire. Although the wings were renovated, the central portion of the station was rebuilt in a more fashionable Romanesque style with a tall clock tower.

July 2008 – The Denver City Council created the Denver Union Station Project Authority to finance, design and build what would become a $500 million regional transit center linked to Union Station.

August 2008 – Denver City Council approved the creation of a Downtown Development Authority which established a tax increment area with boundaries on the RTD Site and within an approximately 40-acre area around the Project.

December 2011 – The Union Station Alliance, the Crawford-inspired group, won the project and a 99-year lease for the property. In the years that followed, RTD entered into agreements to sell the 19.5 acres behind the station for development and planned a direct train from Denver International Airport (DIA) to Union Station.

2015 – The remaining 55 acres around the station were poised for private development as new offices, such as DaVita Health Care Partners' $101 million headquarters built at 16th and Chestnut streets. The Market Street bus station and all the parcels were sold. The sales clearing $38.4 million, which was applied against the cost of the transit facility. About $12 million was used to prepare Union Station for development.

2016 – The project won a $1 billion federal grant.

Master Developer

In November 2006, after a competitive bidding process, the partner agencies selected regional developers Continuum Partners, LLC and East West Partners to jointly serve as the private master developer of the project. In 2007, Continuum Partners and East West Partners formed, as a joint venture, the Union Station Neighborhood Company (the "Master Developer"), to oversee the planning for the development of the RTD SITE and to undertake the funding, design, construction, and development of the private components of the Project.

Design and Construction Team
Skidmore, Owings and Merrill, AECOM, Kiewit Construction, and Hargreaves Associates

Timing
Project Start: May 2009
Project Completion: July 2014
The Light Rail Station, the LRT plaza, and the extension of the 16th Street Mall opened in 2011, with the balance of the public infrastructure opening in 2014.

Renovation Details
Six development parcels were needed, and these acquisitions were acquired during the recession on time or ahead of schedule.

According to continuumpartners.com

> *Those developments represent more than 1.5 million square feet of commercial mixed-use, hospitality, and residential development on the Union Station site and an additional 500,000 square feet currently under construction by Continuum at the Market Street Station site.*
>
> *In addition to the development activity conducted directly by USNC and its partners, the master plan and improvements created by USNC have enabled the development of an additional eight city blocks of commercial and residential mixed use development in the immediate Union Station Neighborhood including more than 1.5 million square feet of office, over 2,000 residential units, nearly 400 new hotel rooms, two full service grocery stores, and thousands of square feet of additional retail and restaurants.*

Public-Private Partnership
According to continuumpartners.com

> *This extraordinarily complex project required tremendous trust and confidence by and between the public agencies and the Master Developer. Utilizing a first of its kind public private partnership where the Master Developer led all planning and design efforts for both the public and private elements – including assembling the design and construction team, and a public finance package combining public and private sources and two federal loan programs in a unique structure that has never been done before. The project required thirteen separate City Council actions, ranging from the adoption of the revised master plan to the creation of the DDA and Metropolitan Districts, in order to implement the project. Continuum was a committed partner in each of these actions enabling the successful development of Denver Union Station.*

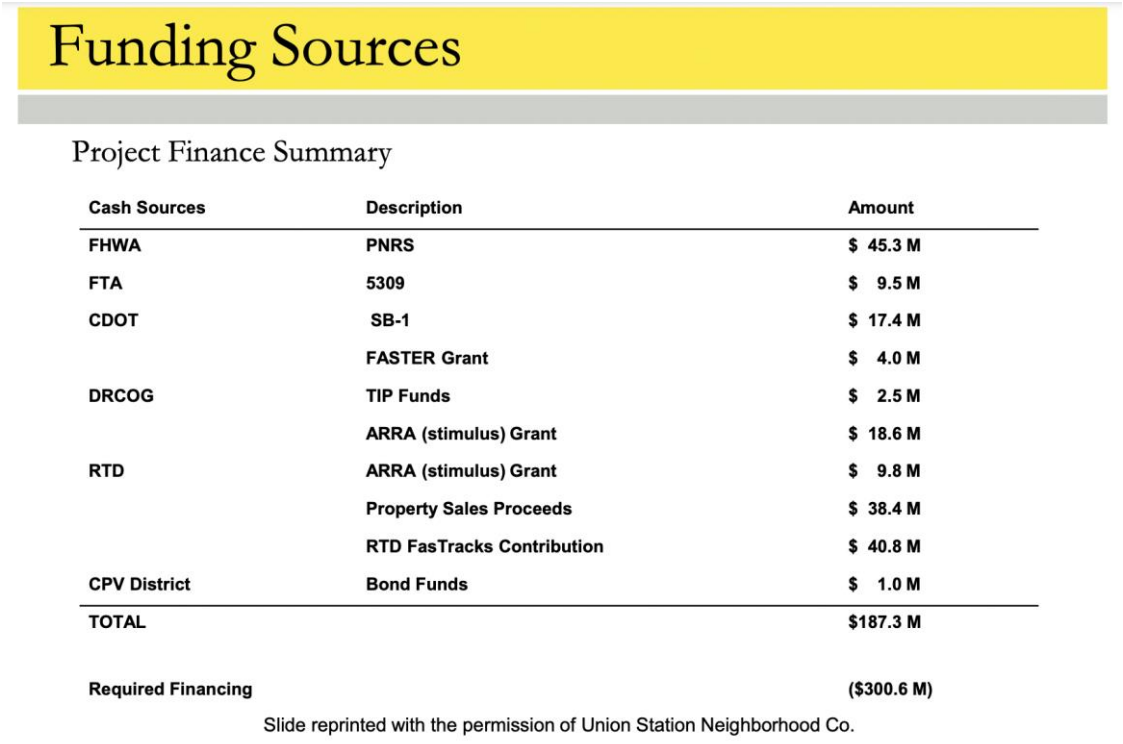
Governance Structure
Owned by the Regional Transportation District. Denver Union Station is on the National Register of Historic Places. Union Station is publicly owned but privately run. The Regional Transportation District holds the deed. A group of companies known collectively as Union Station Alliance, which oversaw the building's revival, leases the building, and dictates what

happens at the Great Hall, the name of the purportedly public space ringed by restaurants and shops.

Financing Structure
$500 million project
$200 million of local, state, federal, and private developer generated funds
$300 million of federal loans from the TIFIA program and the Railroad Rehabilitation and Improvement Finance (RRIF) program.

According to continuumpartners.com

> *These federal loans were structured to be repaid by RTD FasTracks funds and the tax increment revenues generated by a Downtown Development Authority (DDA) tax increment finance district and a series of five Metropolitan Districts created through the cooperation of the Master Developer and City and County of Denver. The Union Station public debt has recently been recapitalized where RTD has taken on 1/3 of the debt and the DDA has taken on 2/3 of the debt. The DDA portion of the debt will be retired by 2026, nearly 10 years ahead of schedule.*



Funding Sources

Project Finance Summary

Cash Sources	Description	Amount
FHWA	PNRS	$ 45.3 M
FTA	5309	$ 9.5 M
CDOT	SB-1	$ 17.4 M
	FASTER Grant	$ 4.0 M
DRCOG	TIP Funds	$ 2.5 M
	ARRA (stimulus) Grant	$ 18.6 M
RTD	ARRA (stimulus) Grant	$ 9.8 M
	Property Sales Proceeds	$ 38.4 M
	RTD FasTracks Contribution	$ 40.8 M
CPV District	Bond Funds	$ 1.0 M
TOTAL		$187.3 M
Required Financing		($300.6 M)

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Financing Timeline
1995 – Collaboration between the station's owners (a consortium of three private partners), the City and County of Denver, Colorado Dept. of Transportation (CDOT), RTD, and U.S. Environmental Protection Agency initiated a feasibility study for bringing the building back to life.

1995 – The Union Station Transport Development Company (USTDC) was formed, funded partly by the RTD, City and County of Denver, CDOT, and the private owners.

1999 – Project received a planning grant for projects that link transportation, community and preservation through the Federal Highway Administration's Transportation and Community and System Preservation Pilot Program (TCSP). Following the TCSP grant, Denver was awarded a $500,000 Transportation Enhancements grant to construct a bicycle facility at Union Station.

2001 – After purchasing the station, the RTD, CDOT, City and County of Denver, and the Denver Regional Council of Governments formed an Executive Oversight Committee to develop a master and finance plan.

2004 – Master plan was finalized in 2004.

2004 – Voters in the eight-county RTD approved a sales tax increase of 0.4 percent (4 pennies on every $10) to finance the FasTracks transit project. Because rehabilitation Union Station was a critical element of the FasTracks system, it, too, was “fast tracked.”

2006 – The Union Station Neighborhood Company (USNC) – a collaboration of Continuum Partners, LLC and East West Partners – were selected as the private developer to oversee planning, development, financing, design and construction for the 20 acres of RTD land surrounding Union Station. USNC also purchased the land from the RTD.

2008 – The Denver City Council created the Denver Union Station Project Authority (DUSPA) to finance, acquire, own, design, renovate, and maintain the transportation and public infrastructure parts of Union Station.

> DUSPA is a nonprofit, government-owned corporation authorized to issue debt for the project. That debt is only payable from the project. As the transit components of the project are completed, they will be transferred to the RTD who will own and maintain them.

According to Mancini Nichols, C. (2012).
In tandem with the creation of the DUSPA, the Denver City Council approved a 30-year TIF district (called Metropolitan Districts in Colorado) comprised of the entire Union Station and surrounding 20 acres. Tax Increment Financing is a special district created during a development period, where the tax base is frozen at the predevelopment level (on the assumption redevelopment would not occur in the area without public investment or intervention). Property taxes continue to be paid, but taxes derived from increases in assessed values resulting from new development (the tax increment) either go into a special fund created to retire bonds issued to originate the development, or to leverage future growth in the district. The property taxes generated in the TIF district will go toward the debt services on two federal loans: a $145.6 million Transportation Infrastructure Finance and Innovation Act (TIFIA) loan and a $155 million Railroad Rehabilitation and Improvement Financing (RRIF) Loan. This financing structure is

unique in that it is the first time the U.S. Dept. of Transportation combined a TIFIA and RRIF loan for a single project.

Source	$ Amount in Millions
TIFIA Federal Loan	$145.6
RRIF Federal Loan	$155.0
Land Sales	$39.5
FasTraks	$41.3
ARRA	$28.2
TIP Funds	$2.5
Colorado Senate Bill 1 Strategic Planning	$17.3
FTA 5309 Fix Guideways Grant	$9.5
Colorado Dept. of Transportation	$45.3
Total	**$484.2**

Chart from Mancini Nichols, C. (2012).

Community Outreach and Participation

According to continuumpartners.com

In 2002, the public agency partners established a 92 member Citizens Advisory Committee (CAC). Community involvement included hundreds of CAC meetings, subcommittee and stakeholder meetings, community meetings, homeowner, and business association meetings, and living room gatherings and coffees to build community trust and confidence in the process and solution.

Continuum coordinated the Environmental Impact Statement process with the public agencies leading to a Record of Decision enabling the project to proceed, prepared the General Development Plan, Design Standards and Guidelines, and Site Development Plans, enabling development and construction to commence, all with community support. In addition, Continuum led the planning and design of all public realm improvements (Wynkoop Plaza, Light Rail Plaza, and 17th Street Gardens), engaging the community and building consensus for both the design and programming of each of these incredible public spaces.

Interesting Facts

- $500 million renovation
- The Crawford Hotel was also built as part of the renovation. It includes rooms in what used to be the attic of the building.

Results

The $54 million renovation rebuilt areas in which both trains and buses arrive and depart.

- eight-track commuter rail facility
- three-track light rail facility
- 22-bay regional bus facility
- 10 acres of urban plazas and open space
- over 1.5 million square feet of private development

Economic Development

The Denver Union Station connects Denver with the world through nine modes of transportation. The renovation transformed 19.5 acres of abandoned rail yard into a welcoming urban center. This $500 million investment to redevelop historic Union Station will generate myriad benefits for Denver, including an annual economic return of $3 billion, 31,272 short-term construction jobs, and almost 20,000 long-term jobs.

According to Mancini Nichols, C. (2012).

> *Twenty acres of an abandoned rail yard will become a new vibrant neighborhood surrounding the transit hub. Ten acres of new public plaza will be constructed, as a full $32 million of the $500 million budget was spent on public spaces. Traffic congestion will be reduced, and new housing, business and activity centers will come to life. The rehabilitation of Denver Union Station is a perfect example of how a region – leaders and taxpayers alike – came together around a shared vision to creatively finance a project that will transform the city and region for centuries.*

Awards and Recognition

Project of the Year, Design Build Institute of America 2014
Innovator's Award of Excellence, Urban Land Institute (ULI) 2015
Innovator's Award – Finalist, CoreNet Global 2015
Global Award of Excellence, Urban Land Institute (ULI) 2015

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Denver Union Station marks 5 years since massive renovation | FOX31 Denver (kdvr.com)

Union Station during St. Patrick's Day celebration, 3/11/2017. (Kevin J. Beaty/Denverite)

Union Station 9/25/2019 (Kevin J. Beaty/Denverite)

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CASE STUDY #4: PG&E POWERHOUSE, SACRAMENTO, CA

Location
3615 Auburn Boulevard, Sacramento, CA 95821
The PG&E Powerhouse is located along the Sacramento River in Sacramento, California. As a primary component of the city's Riverfront activation plans, the SMUD Museum of Science and Curiosity (formerly the Powerhouse Science Center) anchors Robert T. Matsui Waterfront Park and borders the southern terminus of the 32-mile American River Bike Trail.

Vision for Sacramento
The Power Station building has huge potential to not only revitalize the riverfront and River District neighborhood, but also assist in furthering the education of the local science-literate workforce and community.

With a targeted opening date in late 2021, the new SMUD Museum of Science and Curiosity (MOSAC) will be a premier institution for informal science education in Sacramento and the Northern California Region.

"The Sacramento River was a main transportation route that anchored the city in its place and brought along with it: growth and prosperity," says Design Principal Jason A. Silva, a partner with D+B. "In 1912, the PG&E Power Station B brought a backup source of electricity - something very new and technologically advanced - to the Sacramento region. This concept of advanced technology is what inspires the placement and concept of the Powerhouse Science Center. This STEM Education facility will celebrate technology and the future, just as the Power Station B did in 1912."

History
Sacramento sprung up in the confluence of the Sacramento and American Rivers during the Gold Rush. The two rivers played a major role in the development of the City. But for a City shaped by the river, Sacramento's riverfront has been largely neglected for generations.

For more than 30 years, plans to breathe new life into Sacramento's riverfront have been in development. And it appears that now is the time for the City to embrace its heritage with projects that will revive the areas near the water. With so many plans in the works and projects under development, the Sacramento Riverfront is a soon-to-be destination spot for travelers and locals, alike. Leading the charge in these projects was the Powerhouse Science Center, as it was slated to be the first project to the north of Old Sacramento that will be completed.

Powerhouse Science Center
For years called the Discovery Science Museum, and currently located on Auburn Blvd., the museum has long served the surrounding communities with kid-friendly exhibits and a natural history museum, offering after-school and summer programs. However, with the relocation of the Powerhouse Science Center to the soon to be renovated Power Station building, the science center is going to utilize increased funding to spread its wings and become an industry leader.

As the Powerhouse Science Center describes: "The new center will serve as a model for 21st-century experiential education centers in science, technology, engineering, math, and space, helping to prepare the next generation workforce."

Development and construction costs, as well as educational mission goals, will become a reality due to several public-private partnerships. Key supporters in closing the funding gap for the project are the City of Sacramento, Sacramento Regional Sanitation District, Sacramento Sewer District, and SMUD, who stepped in at the last minute to close the funding gap. Their $9.25 million contribution not only makes the project possible but also earns them naming rights on the science center.

The Power Station Building
Originally built in the Beaux Arts Style, by architect Willis Polk in 1912, the historic Pacific Gas & Electric power plant is listed on the National Register of Historic Places, California Register of Historic Places, and the Sacramento Register of Historic & Cultural Resources and is undergoing historic renovation.

A two-story addition off the building's east side will house a lobby, offices, classrooms, and a cafe, as well as a state-of-the-art full-dome digital planetarium.

The completed 50,000 square foot structure – designed by Sacramento-based architect firm Dreyfuss + Blackford – and surrounding grounds will incorporate the Robert T. Matsui Waterfront Park and Sacramento Tree Foundation's Hanami Line to create a dynamic new campus right on the Sacramento River.

The concrete building was built in 1912 by Pacific Gas & Electric Co. as a gas-fired, steam-powered electrical generation station. It later became a wrecking yard and was for some time a federal Superfund site because of chemical pollution of the soil.

Timeline

1954 – Decommissioning of PG&E Power Plant and remained vacant for 65 years.

1957 – PG&E sold the building in 1957 to Associated Metals Company

1960 – Associated Metals Company sold the building to the State of California

1974 – Property was handed over to the Department of General Services

1980s – Multiple projects explored for residence at 3615 Auburn Boulevard. Since the 1980s, the building has been in consideration for projects such as a museum of vintage automobiles and home to the headquarters for the state Department of Water Resources (DWR). DWR wanted to add a control center and emergency flood response operations with the National Weather Service and federal Central Valley Water Project.

1986 – Declared a Superfund site.

1990s – The site went through environmental remediation.

1996 – State ordered a reexamining of the plans DWR project plans. Hazardous materials clean-up and high costs aside, the State determined it was not a good idea to have an emergency flood control center with communications networks for the entire state in the middle of a flood plain, next to a levee. If the levee ever failed, the landmark building and mission critical operations would be swept away, so the project was abandoned.

2000 – After 40 years of ownership and nothing to show for it, the State completed the hazardous materials mitigation, deeded the site to the City of Sacramento, and the plan of putting something inside the crumbling power station went out for ideas.

2002 – The City of Sacramento gained ownership and the City solicited proposals from developers to suggest uses for the property.

2007 – Housing bust evaporated plans for becoming a riverfront high-rise condo project.

2009 – The Powerhouse effort launched.

2018 – Groundbreaking and construction of Science Center.

2020 – Completion of the project.

2021 – Opening of Center.

Governance Structure
The plant had many owners until the City of Sacramento gained ownership in 2002.

Renovation Team
Designed by Sacramento-based architect firm Dreyfuss + Blackford. A local contractor Otto Construction was selected to build the center.

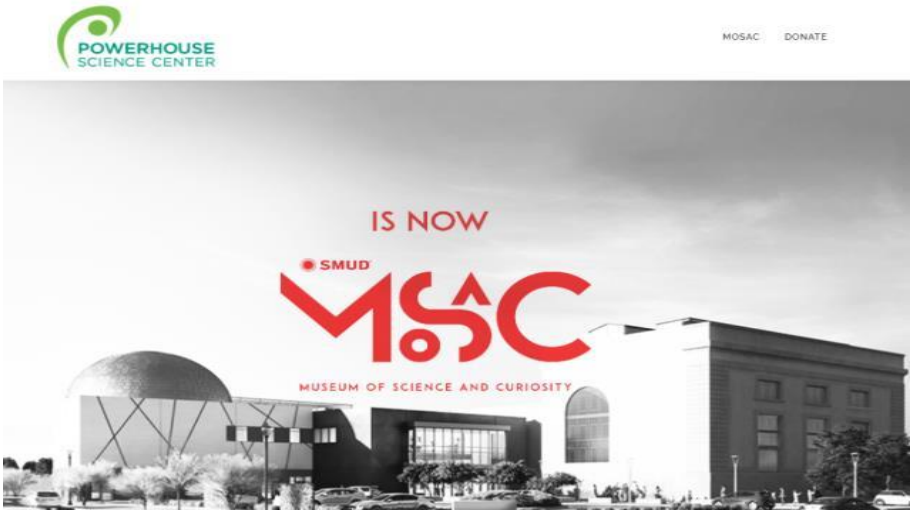
Geocon provided environmental consulting to the City of Sacramento including a pre-renovation asbestos, lead and universal waste survey, as well as hazardous materials construction assistance under a USEPA Brownfield cleanup grant. Geocon also provided geotechnical services with a targeted geotechnical investigation addressing static and seismic settlement for new structures and preservation of the existing historic powerplant building.

Renovation Plans
As described by Greg Aragon (2018).

> *Work includes the rehabilitation of the former Pacific Gas and Electric Company's Power Station B, a dilapidated 1912-era power station sitting prominently on the banks of the Sacramento River at 400 Jibboom Street. Project officials say the renovation celebrates the original use of the building and the technological advances of energy production early in the 20th century.*
>
> *The adaptive reuse project covers 53,100 square-feet, including 22,800 square-feet of new space, to convert the structure into a Science Technology Engineering and Math (STEM) center. There will also be a two-story addition that protrudes from the east side of the power station, containing main circulation, classrooms, offices, a café, and a 120-seat planetarium that rises above the building.*
>
> *The site and building are being transformed into the Powerhouse Science Center to bring science literacy to the Sacramento region by creating a world class science center and center of global technological advancements for students, professionals, businesses, community groups and tourists. The Center will have 22,000 sf of exhibition space, classrooms, and a cafe. A second building will be added that will house a 120-seat planetarium.*

The completed 50,000 square foot structure and surrounding grounds will incorporate the Robert T. Matsui Waterfront Park and Sacramento Tree Foundation's Hanami Line to create a dynamic new campus right on the Sacramento River.

The renovation aims to highlight the original use of the building, as well as the technological advances of energy production in the early 20th century. The concept of advanced technology is what inspires the placement and concept of the Powerhouse Science Center. All the renovations for the center are aimed towards a LEED Silver rating.



With a targeted opening date in late 2021, the new SMUD Museum of Science and Curiosity will be a premier institution for informal science education in Sacramento and the Northern California Region.

We will pique curiosity and spark imagination with hands-on interactive exhibits and programming that explore the wonders of science, technology, engineering, and math. Our new state-of-the-art exhibits will address global and local issues and topics relating to energy, water, health, nature, space, and design engineering. The digital dome theater will screen a variety of spectacular film and star shows. The rotating gallery will feature special exhibitions that will continually bring new experiences and ideas to the Sacramento region. MOSAC's extensive school partnerships and education programs will reach tens of thousands of students in grades pre-K to 12 and promote excellence in science education. Lecture series, family programming, and a variety of special events will provide ample opportunity for community engagement.

Introducing Sacramento's newest Science Center: SMUD Museum of Science and Curiosity, or simply MOSAC! Located in the historic power station, overlooking Matsui Waterfront Park along the Sacramento River, MOSAC will be a dynamic epicenter for STEM education and an anchor point for Sacramento's revitalized waterfront. In a lauded public-private partnership, the City of Sacramento, SMUD and the Powerhouse Science Center embarked on a multi-year effort to

transform the 114-year-old historic power station on Jibboom Street into a dynamic regional destination.

MOSAC will bring K-12 schools, colleges, universities, libraries, museums, and other community resources together to remove barriers and build a Science, Technology, Engineering, Art and Math (STEAM) learning ecosystem that broadens and enriches each learner's personal journey with the ultimate goals of inspiring more students to enter STEAM careers and of creating a more science literate community. We envision a future where all members of our community will have lifelong access to high-quality STEAM experiences and where Sacramento will become a leader in STEAM innovation, employment, and literacy. MOSAC's mission is to serve as a dynamic regional hub that engages and inspires people of all ages to explore the wonders, possibilities, and responsibilities of science.

Interesting Facts

City-Wide Ideas Competition

Determined to reuse the building for the public, in 2002, the City solicited proposals from developers to suggest uses for the property. At the same time, the Discovery Museum was shopping for more space and newer facilities. Already intimately familiar with the River Station B site, Dreyfuss + Blackford Architecture teamed with developer Johan Otto and Otto Construction to develop the Discovery Museum Project (the precursor name to Powerhouse Science Center), and the proposal was selected.

Results

When opened in late 2021, The Science Center will be renamed the SMUD (Sacramento Municipal Utility District) Museum of Science and Curiosity (MOSAC). MOSAC's mission is to serve as a dynamic regional hub that engages and inspires people of all ages to explore the wonders, possibilities, and responsibilities of science. MOSAC will bring K-12 schools, colleges, universities, libraries, museums, and other community resources together to remove barriers and build a Science, Technology, Engineering, Art, and Math (STEAM) learning ecosystem that broadens and enriches each learner's personal journey with the ultimate goals of inspiring more students to enter STEAM careers and of creating a more science literate community.

Economic Development

The new facility will dramatically improve the visibility of the Powerhouse Science Center and draw it into Sacramento's urban fabric, says Shahnaz Van Deventer, director of marketing and development for the center. "It will be very visible from I-5 and in a sweet spot between Tahoe and the Bay Area. In addition to serving Sacramento, it will be a great place to stop off, get the wiggles out and explore math and science in a hands-on facility." About 180,000 cars pass by the site daily on I-5. Additionally, the new location on the river will anchor the Powerhouse center among other major attractions, including the California State Railroad Museum and Old Sacramento, Crocker Art Museum and Golden 1 Center. Van Deventer says the center plans to utilize Matsui Waterfront Park for additional programming (the park is under development and will ultimately include a large group picnic area, shade structures, tables, and barbecue grills).

Financing the Science Center

Development and construction costs, as well as educational mission goals, will become a reality due to several public-private partnerships. Funding the project has been a broad community effort. Private fundraising has been major focus for funding the effort. Multiple tax credits played a significant role. Key supporters in closing the funding gap for the project are the City of Sacramento (whose commitment of $1M per year for thirty years jump started the project), The City's contribution comes from hotel room taxes and a city innovation fund. Sacramento Regional Sanitation District, Sacramento Sewer District, and the Sacramento Municipal Utility District, who stepped in at the last minute to close the funding gap. Their $9.25 million contribution not only makes the project possible but also earns them naming rights on the science center. A state grant of $2.3 million from Proposition 68, the parks bond, will fund construction of an all-season covered patio area. The total cost of the Science Center is $50M.

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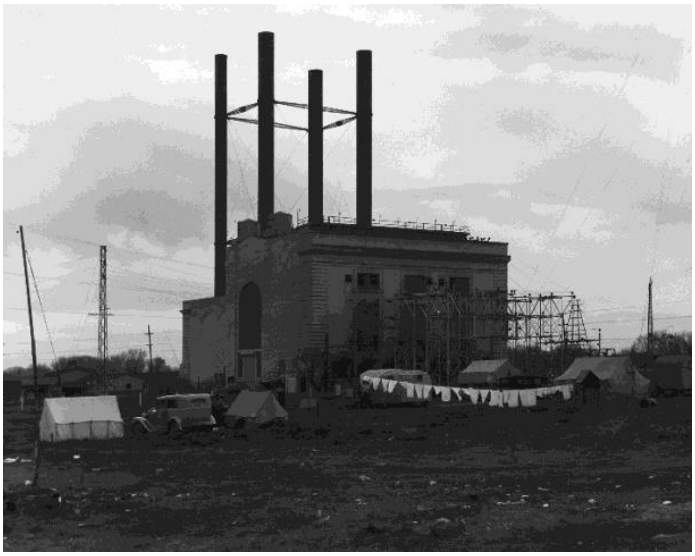

In 1940, photojournalist Dorothea Lange captured this photograph of River Station B, surrounded by the effects of the Great Depression.

The new Powerhouse Science Center is scheduled to open in 2020. Digital renderings courtesy Dreyfuss + Blackford Architecture

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CASE STUDY #5: POTOMAC RIVER GENERATING STATION, ALEXANDRIA, VA

Potomac River Generating Station
1300 N. Royal St.
Alexandria, Virginia along the Potomac River near the Old Town district.

The Potomac River Generating Station was decommissioned in 2012 and has been the focus of Alexandria's Old Town North Small Area Plan. The Old Town North Small Area Plan is a massive redevelopment plan consisting of 200 acres designed to transform a major part of Alexandria with a heavy arts presence and open space. The power plant is a 20 acres site.

Hilco Development Partners has purchased the site and will finance and manage the redevelopment. Hilco is one of the nation's leaders in transforming obsolete industrial sites.

"We're excited about the chance to reintegrate it into the surrounding urban fabric, open up that access to the waterfront and create a really dynamic district with world-class architecture," said Melissa Schrock, the senior vice president of mixed-use development at Hilco. "We think the city of Alexandria deserves nothing less."

Hilco Development Partners
Hilco Redevelopment Partners has a background in working with industrial sites. The group recently redeveloped Sparrows Point in Baltimore, once one of the largest steel mills in the country.

According to www.prnewswire.com,

> *HRP expects to work closely with the City of Alexandria, community members, and other stakeholders in the coming months to collectively reimagine the former industrial site into a thoughtful mixed-use development that benefits the community and becomes a source of pride for the City. 2020*

Renovation Plans

The Old Town North Small Area Plan

The plan envisions the redevelopment of the former power plant site as a mixed-use/innovation district with pedestrian scale blocks and public open space to enhance access and views to the Potomac River. Initial plans include housing, office space and retail with dining and public open space to the Potomac River. The project involves splitting the lot into three smaller parcels and is required to have an affordable housing component.

> *Another key element of the plan update creates an arts district, including an arts corridor along North Fairfax Street, leading to the power plant site. Old Town North already contains the Art League's Madison Annex and MetroStage. Creating an arts district would continue to establish an identity for the area, the small area plan draft says.*
>
> Alexandria tackles shuttered power plant site in Old Town North plan – Washington Business Journal (bizjournals.com) 2017

Timeline

1949 – The power plant began operations to provide power to Washington D.C. and serve as a backup for the Pentagon. The plant provided no power for Alexandria.

2000 – The current agreement began with Southern Energy Potomac River. Other names that have been attached to the site include Mirant, GenOn and NRG. In the early 2000s, residents living in close proximity to the power plant began complaining of black dust covering their balconies.

2002 – Harvard University article focused on small particulate matter generated by the five power plants in the Washington area including this one.

2004 – City council formed and appointed a monitoring committee.

2006 – PEPCO installed updates to the transmission grid that allowed sufficient electricity to be generated without the plant operating. Still, the plant continued operations under an EPA Administrative Consent Order.

2008 – GenOn agreed to place $34 million in an escrow account for the city to spend on air pollution control equipment. The city used $2 million of the escrow money before GenOn

pulled out of the agreement and agreed to permanently close the plant in exchange for the return of the remaining $32 million.

2011 – The American Clean Skies Foundation released proposal to retire the plant.

2012 – The power plant was decommissioned.

2013 – Petroleum was detected in the soil's subsurface during regulatory testing on the site. Approximately 17,000 gallons of heating oil had leaked into the ground from two of the facility's 25,000-gallon underground storage tanks. The spill affected around 12,000 square feet of land stretching from the PRGS basement to the Mt. Vernon trail, which winds between the plant and the Potomac River. Groundwater samples collected from a retaining wall at the river's edge "contained detectable concentrations of petroleum contaminants consistent with heating oil," according to the VDEQ website.

2017 – Alexandria City Council approved the Old Town North Small Area Plan, which includes the PRGS site and further expressed the City's commitment to creating sustainable and livable communities and that would designate the area as an arts district.

2020 – Hilco buys the power plant site. Will take 5-10 years to complete the site, depending on how long the company needs to conduct an environmental cleanup of the site.

History

The 20-acre Potomac River Generating Station, in the Old Town North neighborhood, was one of the largest industrial sites in Alexandria. Pepco owned the land and GenOn still had a 100-year lease. A study by Alexandria-based Analysis Group, a utility research firm, found the plant contributes little to the regions power grid about 5 percent.

> *NRG Energy Inc., longterm leaseholder of the Pepco-owned 20 acres fronting Slaters Lane, the river and the Norfolk Southern railroad tracks, has been working for several years on remediating soil and groundwater contaminants at the site. However, the advisory committee said redevelopment of the site "will require extensive demolition and remediation that will involve substantial time and resources to implement the plan vision."*
>
> Alexandria tackles shuttered power plant site in Old Town North plan – Washington Business Journal (bizjournals.com) 2017

Environmental

The project will be a model of environmental sustainability. The coal plant will be razed and the materials will be recycled and used in the next project. Geothermal and mitigation of greenhouse gases will be features. There is extensive environmental remediation that needs to be done before any development can begin.

Hilco strives to reuse and recycle as much material as possible, Schrock said, with a goal of recycling 98 percent of the materials. It plans to work with the city to meet the goals outlined in the 2019 Green Building Policy including reducing energy use, mitigating greenhouse gas emissions and improving indoor environmental quality. Cutting-edge environmental sustainability components such as district energy and geothermal are being explored.

The American Clean Skies Foundation, which promotes natural gas and other non-coal energy sources, released a 67-page document in 2011 proposing a $450 million project aimed at retiring the plant in favor of a district that would put Alexandria at the center of the new energy economy. Anchored by an energy museum and business center, Potomac River Green as its been dubbed would add $27 million to city coffers over 10 years and create 2,200 jobs, according to the report. The Virginia Department of Environmental Quality has primary regulatory authority for site cleanup.

> *Two Alexandrians – Elizabeth Chimento and Poul Hertel – paid to fund research on the black dust. Through the investigation they found that the dust originated from PRGS, uniting the community against the plant and the potentially adverse health risks it posed. (Alextimes.com, 2020).*

Community Engagement
The Old Town North Area Plan was developed after extensive community engagement. The adoption of the plan comes after a nearly two-year planning and community engagement process that included public meetings, open houses, and design charrettes facilitated by the 21-member Advisory Group.

Governance
Potomac Electric Power Co. (Pepco) will continue to own part of the site to operate an electrical substation.

Economic Impact
Hilco will publish an economic impact study soon, Schrock said, detailing the jobs that would be created through construction, engineering, and consultancy, as well as permanent ones that would come in the offices, restaurants, and other buildings.

Interesting Facts
- 71-year-old coal-fired power plant
- Formerly called the Mirant power plant

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The Potomac River Generating Station is a former coal-fired power plant that has been dormant since 2012. (Hilco Redevelopment Partners)

Potomac River Generating Station. Photo courtesy Hilco Redevelopment Partners

CASE STUDY #6: SEAHOLM POWER PLANT, AUSTIN, TX

Seaholm Power Plant
Seaholm Power Plant (named for Austin's fourth city manager)
The building is a 136,000 square foot iconic structure that has more than 110,000 square feet of useable floor space. The building features a turbine hall that measures 110 by 235 feet with a ceiling that is 65 feet high.

The Seaholm District includes dining, entertainment, and usable space surrounding the Seaholm condo tower.

Project Vision
Efforts were made to maintain and celebrate the existing structure's history while offering convenient public accessibility and a variety of multifaceted gathering spaces. Turbine Hall was preserved and left open to the public and the original broilers, smokestacks, and 75-foot crane were left intact providing a dynamic context for the plaza with opportunities for public art and shade structures. As the City of Austin Seaholm Redevelopment Project Tax Increment Financing Reinvestment Zone No. 18 (2008) explains,

> *The purpose of the Project, which is to be partially financed through the TIF, is to provide for the redevelopment of the historically significant Seaholm Power Plant and its*

> *immediate grounds. The site impairs the City's growth because of deteriorating structures, inadequate street layout, and unsafe conditions.*

Renovation Plan

This re-development of the long-dormant power plant offered a unique opportunity to preserve a key piece of Austin's past and unite it with the region's vibrant future. Once renovated, the building will house an event center, office, retail, and restaurant uses. Part of the renovation includes creating a dynamic entrance on the west end of the building.

The renovation plan includes:

- 143,151 sf of office space
- 7.8-acre neighborhood development
  - The two-story, low-rise offers over 67,000 sf of mixed-use space including retail, salons, and office space surrounding a one-acre public plaza.
  - The 30-story high-rise offers 280 luxury condos over 615,000 sf.
- 48,363 sf of retail shops and restaurants
- Multipurpose, amphitheater-like event space ideally suited for concerts, festivals, and farmers markets capable of hosting 1,500 to 2,000 patrons
- The design of the space provides a connection to the Lance Armstrong Bikeway and creates an additional pedestrian lane along Cesar Chavez
- The design accommodates a future commuter rail
- Interior plaza, situated under the existing power plant framework, offers intimate space for informal meetings
- Three levels of underground parking beneath the plaza

Environmental

The development team targeted Austin Energy Green Building Two Star certification as a baseline for the power plant and Austin Energy Three Star for the new construction. The Power Plant and low-rise are both LEED Gold® and all three buildings in the development received Four Stars from the Austin Energy Green Building (AEGB) program for sustainability.

According to Seaholm Power, LLC. Austin. Texas: Project: History (seaholmdevelopment.com):

> *This momentous undertaking was helped substantially by Austin Energy's 9-year, $13 million remediation to clean up hazardous materials. After that major effort, it was deemed Ready for Reuse, by the U.S. Environmental Protection Agency and the Texas Commission on Environmental Quality making Seaholm the first facility in the nation to receive such a designation under the federal Toxic Substance Control Act.*

The infrastructure uses a rainwater collection system for irrigation, which allows landscaping and cooling without using City water. By repurposing the existing underground intake pipes from adjacent Lady Bird Lake, the plant is supplied with a capacity exceeding 300,000 gallons.

Seaholm Waterfront
The Seaholm Intake facility was once the pump house for the power plant. Plans to repurpose the intake structure and surrounding parkland make up the future Seaholm Waterfront Initiative. This project will include a park, trail, and buildings aligning Lady Bird Lake. This adjacent project hopes to "embraces fresh civic purpose and local desires for recreation and public life."

The Center for Sustainable Development at The University of Texas at Austin provided initial planning and technical assistance to the Seaholm Power, Ltd. team and City of Austin on the rain catchment system, landscaping, and stormwater management. Austin Parks Foundation (APF), The Trail Foundation (TTF), and the City of Austin Parks and Recreation Department (PARD) hired design firm Studio Gang to lead the study and input of redeveloping the Waterfront. Phase I will bring the intake into code compliance for a public space while phases II and III will continue to get closer to the end vision for the Seaholm Waterfront.

Timeline
1948 – Commissioned to meet the growing electricity needs in Austin, Texas.

1950 - 1958 – Power Plant was built in two phases.

1960 – Plant dedicated to posthumously to Walter Seaholm, Austin's fourth city manager and a former utility director.

1989 – The plant ceased generating power—though it remained an active part of the region's power grid.

1996 – Remaining three generators were shut down.

1997 – The city of Austin was looking to demolish the plant but the Seaholm Reuse Planning Committee, made up of interested community representatives, led a public polling process to determine the best use or uses for the power plant structures.

1998 – Committee report recommended preserving the facility for a multi-use public attraction developed through a public-private partnership.

2020 – ROMA Design Group was commissioned by the City to prepare a Seaholm District Master Plan.

2004 – Austin City Council requested proposals for re-development partners and set out a plan to remediate the toxic PCBs and heavy oil deposits that remained

2005 – The Seaholm Redevelopment Team was selected to redevelop the power plant and surrounding property.

2007 – Named Texas historic landmark.

2008 – Austin City Council approves a Master Development Agreement with Seaholm Power, LLC and a Tax Incentive Financing Reinvestment Zone.

2015 – Trader Joes, Under Armour HQ and athenahealth open.

2016 – The Seaholm residences and other businesses open.

2017 – Studio Gang hired for Seaholm Waterfront Concept Study.

PROJECT TEAM
Development Team
Southwest Strategies Group, Inc. Centro Development LLC
State Street Properties
La Corsha Hospitality Group Capital Project Management

Design Architects
STG Design
Design Collective, Inc.

Landscape Architects
TBG Partners

Residential Marketing
Urbanspace Residential

Office // Retail Marketing
Southwest Strategies Group, Inc.

Public Relations
Columbus Communications LLC

Fast Facts
Development
Developer: Seaholm Power, LLC
Web site: http://www.seaholm.info
Address: 222 West Avenue . Austin . Texas 78701
Location: The Southwestern edge of downtown Austin, bounded by Caesar Chavez Street, West Avenue, 3rd Street, Seaholm Drive and a rail line
Project uses: Retail, office, residential & restaurants

Space Allocations

Site size: 7.8 acres, including more than 3 acres of "open" space Seaholm building: 113,063 square feet
Seaholm Plaza: .75 acre outdoor plaza
South Terrace: .5 acre "front yard" overlooking Lady Bird Lake Office: 143,151 square feet
Residential: 280 units Retail/Restaurant: 48,363 square feet

Residential
Name: Seaholm Residences
Style: Fresh, energetic, vibrant & modern
Management: Urbanspace
Website: seaholmresidences.com
Amenities: Sky deck, pool with lake views, high tech fitness center, business center, resident's club room as well as a dog walking and grooming area

Governance
Public-Private Partnership
Seaholm was made possible by a partnership between Seaholm Power, LLC and the City of Austin. It was the first time the City had entered into an agreement where a key goal was preserving an iconic structure.

Revenues generated from the project will help fund the City's investment in the open spaces and parking. Once the investment is paid back, additional revenue will be dedicated to affordable housing.

Economic Development
The $130 million re-development will include a mix of office space, condos, retail shops, restaurants, meeting space, outdoor gathering, and event space ideally suited for concerts, festivals, and farmers markets.

The development will be the anchor of a new Seaholm District, forming the southwest quadrant of downtown. It will revitalize the area and serve as an economic catalyst for re-developing City-owned land at the Green Water Treatment plant site, as well as the two Austin Energy tracts that are adjacent to the property. As the City of Austin Seaholm Redevelopment Project Tax Increment Financing Reinvestment Zone No. 18 (2008) notes,

> In addition to rehabilitation for the historic power plant, the Project will relocate utilities, provide for new street infrastructure to connect Cesar Chavez Street and Third Street, and provide for the development of an office building and hotel/condo tower. The new street infrastructure will provide access to the office building and hotel/condo tower thereby supporting the economic viability for the Project. The Project will:
>
> - Enhance and contribute to Downtown Austin and the Seaholm District
> - Complement and enhance Lady Bird Lake, Shoal Creek and Sand Beach Reserve
> - Incorporate sustainability, green building and alternative energy
> - Provide a positive economic and financial impact to the City
> - Enable the development of a central rail transit hub.

Project Financing

As the City of Austin Seaholm Redevelopment Project Tax Increment Financing Reinvestment Zone No. 18 (2008) explains,

> *To finance the public infrastructure and power plant rehabilitation components of the Project, the City intends to form the TIF in accordance with State law. In a tax increment reinvestment zone, one or more political subdivisions contribute up to 100% of the property tax on the increase in value of real property in the district (tax increment) as generated. Under the terms of the TIF, the City of Austin will contribute 100% of its property tax and sales tax increment. Tax increment revenues so generated may be expended only for purposes described in the project and financing plan for the TIF. The public infrastructure and power plant rehabilitation components of the Project will be primarily funded by the issuance of debt that will be repaid from the tax increment revenues, both property taxes and sales taxes, collected during the 30-year duration of the TIF.*
>
> *The City of Austin will contribute 100% of its tax increment, both property tax and sales tax, to the TIF. This section describes the financing plan for the TIF and the Project. A. List of Estimated Project Costs of the Zone The total estimated development cost of the Project is $113.4 million (in July 2008 dollars). The Project will include an office building, hotel/condo tower, plaza, terrace, rehabilitation of the Seaholm Power Plant, and construction of two roadways running north to south on the east and west side of the Seaholm Power Plant site. The following table itemizes the estimated Project and non-Project costs (in millions). The Project is expected to incur bond financing costs but these costs have not been included in the list below.*

Table 1: Project and Non-Project Costs (in millions)

Project Costs					
		City of Austin			
Project Component	Developer Funded	TIF Funded	Water and Electric Utility CIP Funded	1/4 Cent CIP Funded	Total Costs
Office Building	14.8				**$ 14.8**
Hotel/Condo	63.0				**63.0**
Power Plant Rehabilitation	19.1	4.5			**23.6**
Plaza	1.7	2.1			**3.8**
Street Work		1.5		2.7	**4.2**
Utility Relocations			4.0		**4.0**
Totals	**$ 98.6**	**$ 8.1**	**$ 4.0**	**$ 2.7**	**$ 113.4**

Non-Project Costs	
City-Owned Parking Garage (Anticipated to be funded by revenue bonds)	**$3.8**

The City contracted with Economic and Planning Systems, Inc., to conduct a financial feasibility assessment of the Project and to analyze pro forma financial statements for the Project. The financial feasibility assessment indicates that revenues from the Project and the City-owned parking garage will be sufficient to pay for expenses.

Table 2: Financial Feasibility (in millions)

Estimated Revenues and Expenses	Subtotal	Total
Estimated Revenues (Net Present Value, August 2008)		
Property Taxes (30 Years @ 100%)	$ 6.3	
Sales Taxes (30 Years @ 100%)	2.4	
Parking Gross Revenues (30 Years @ 100%)	7.1	
1/4 Cent Capital Improvement Project (CIP) Funding	2.7	
Water Utility CIP	.5	
Electric Utility CIP	.4	
Total Estimated Revenues		**$ 19.4**
Less: Estimated Expenses		
Power Plant Rehabilitation	- 4.5	
Plaza	- 2.1	
Street Work	- 4.2	
Utility Relocations	- 4.0	
City-Owned Parking Garage	- 3.8	
Total Estimated Expenses		**- 18.6**
Difference		**$ 0.8**

More details can be found here: http://www.austintexas.gov/edims/document.cfm?id=123960

Seaholm Secrets

The coal bins were sealed off before ever being used, since by the time the plant was up and running, fuel oil took the place of coal as fuel for the boilers.

Restaurants located in the Seaholm District:

- ATX Cocina – modern Mexican food with seafood options
- Le Politique – a minimalist French bistro with a sizeable bar
- Boiler 9 Bar + Grill – 4 level wood-fired restaurant that has a rooftop lounge and a basement cocktail bar
- North Italia – upscale Italian specializing in thin crust pizza
- True Food Kitchen – an eco-friendly restaurant specializing in healthy food and cocktails
- Flower Child – a boho style health food cafe

Results

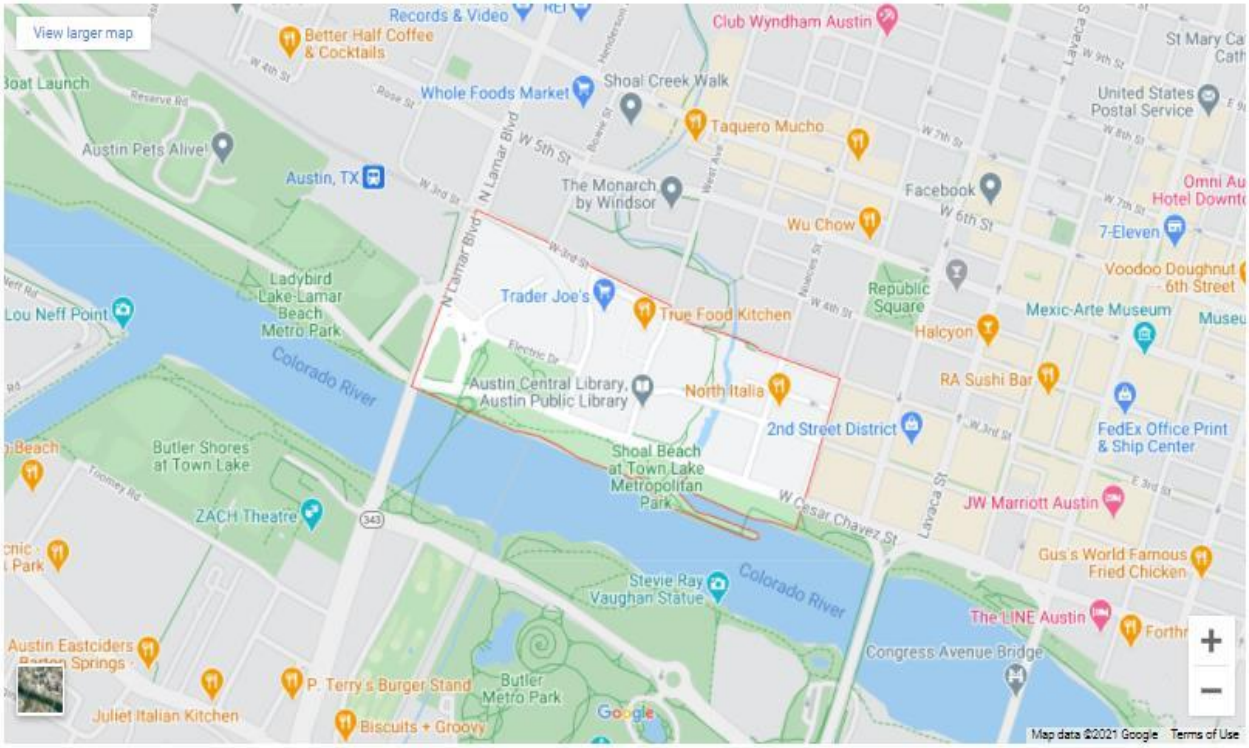
LEED Gold® (Power Plant and Low-Rise) AEGB Four-Star

Seaholm Power Plant Sources

https://www.aiaaustin.org/firm_project/seaholm-power-plant-re-development
https://www.seaholmdevelopment.com/index.html
https://savingplaces.org/stories/the-history-behind-one-of-austin-texas-hottest-development-properties-seaholm-power-plant#.X7L_8y0ifmo
https://landezine-award.com/seaholm-power-plant-redevelopment/
https://austinparks.org/seaholm-waterfront-funding/
http://www.austintexas.gov/department/seaholm-waterfront
https://www.ctahr.hawaii.edu/hawaiirain/Library/papers/Butler_Kent.pdf
https://seaholmcondosaustin.com/seaholm-district/
https://austin.curbed.com/2017/6/26/15876940/austin-seaholm-redevelopment-intake-photos
http://www.austintexas.gov/edims/document.cfm?id=123960
https://studiogang.com/project/seaholm-waterfront-concept-study
https://austin.towers.net/the-seaholm-waterfronts-first-phase-is-ready-to-roll-on-lady-bird-lake/

Photo Acknowledgement: Seaholm Power, LLC. Austin. Texas: Project: History (seaholmdevelopment.com)

THE SEAHOLM DISTRICT IN AUSTIN



Seaholm District in Downtown Austin | Seaholm Power Plant | Seaholm Condos (seaholmcondosaustin.com)

Former Seaholm Intake Facility | City of Austin Parks and Recreation Department

Appendix B: Drake Focus Group Meeting Notes March 17-25, 2021

- Four separate one-hour Zoom meetings took place over the course of a week.
- A total of 35 people across all sectors (for-profit, non-profit, civic and community leaders, small business owners, etc.) were invited to attend these focus groups with a total of 16 attendees.
- The meetings were purposely crafted to be small and focused to give ample opportunity for robust discussion.

Pam Shockley-Zalabak started each meeting with introductions and shared with each focus group that the purpose of these initial sessions was to brainstorm guiding principles and values for the use of the land after the decommissioning of Drake.

Guiding Principles:

- Humanity – an inclusive and humane approach
- Connectivity
- Holistic and world class
- Authentic – not a contrived experience
- Authentic placemaking – building on values and history
- Rethink use of Fountain Creek
- Think about transportation
- Connection - close and central to things but not really connected to anything; fill a gap downtown
- Vibrant, inviting and an environmental space
- Preserve History – keep some essence of Drake
- Center for energy – recognition of how we consume
- Push the boundary - what is the edge of downtown?
- Affordable Housing/Market Rate – Diverse markets
- Teaching opportunity for the community that different income levels can live together
- Take advantage of outdoor space/waterway
- Bring the arts into the space
- Venue that welcomes everyone regardless of economic background
- Repair harm to surrounding communities affected by the power plant
- Keep neighbors informed and included
- Need to think about the future and the current situation
- Density
- Visual give back
- This is a connector for the city
- Innovative/progressive
- Visionary – (Copenhill example – ski resort on a powerplant)
- Practical, functional, useful
- Don’t forget about the surrounding neighborhoods
- Actively listen to our neighbors

- Ensure that economic prosperity is not the only reason for developing
- Waterway access
- Need a more substantial government model

Values:

- Public/private partnership that happens organically
- Bold and integrated
- Environmentally sustainable – be a showcase for how development and environment can be integrated
- Aesthetically pleasing to current environment
- Design quality
- Economic development/entrepreneurial/opportunity
- Self-sufficient and revenue generating
- One big BOLD effort
- Gritty and authentic
- Envy of other powerplant revisioning plans
- Impact beyond our community
- Hear people and values
- Spend the necessary time
- Inclusivity
- Integrity
- Listen and reflect
- Include broad and diverse group of thinkers from other industries outside of our community
- Ambitious
- Multi-modal transit
- Make it an experience, like going to Red Rocks Amphitheatre
- Shared community tables

Question: What should we NOT do?

- No more office space
- Not cheap – not a strip mall
- Something not natural
- Don't rush things, don't move too quickly
- Not all green space
- Don't just sell because you can
- Do not forget the surrounding neighborhoods/communities
- No parking lots – do not want to see cars
- Don't limit social activity
- Don't cut of waterway access to public
- Don't prioritize profit over values and vision

Question: It's a Friday night, no more pandemic, what would you do with a family in the new space?

- Rooftop deck, craft cocktails; Restaurants and cultural attractions
- See people walking home
- Safe, exciting, diverse
- USOPM, tubing in Fountain Creek, walking promenade, ice-cream
- Mixed use space
- Outdoor waterpark
- Hub for social impact businesses to meet
- Outdoor shopping area
- Street Vendors – Entrepreneurial spirit

Questions from Focus Groups:

- What is happening with the railroad? How will that be integrated?
- What is the city's role? Has there been conversation with them on what their "buy-in" will be?
- Should we ask decision makers about an advisory task force?
- How do we drive industry to want to put value into the space?

Other Thoughts/Ideas:

- Garage Food Hall – Indianapolis
- Dan Carmody – Detroit Eastern Market – DP City Series Talk
- People need to tour Drake to get a real sense of assets and what is possible
- Kevin Kelly's Book The Inevitable
- Union Station – Denver
- St. Louis Downtown – Ferris Wheel area
- South Platte River recreation in Buena Vista and Salida

Appendix C: Task Force Members Phase I

Terrell Brown, Hillside Connection
Heather Carroll, Joseph Henry Edmondson Foundation
Dirk Draper, Colorado Springs Chamber & EDC
Susan Edmondson, Downtown Partnership
Jeff Finn, Norwood Development Group
Patience Kabwasa, Food to Power
Chris Lieber, NES
Natasha Main, Exponential Impact
Zach McComsey, The Legacy Institute
Bobby Mikulas, Kinship Landing
Laura Neumann, LHN Business Consulting
Darsey Nicklasson, DHN Development
Hannah Parsons, Barn Owl Tech
Mary Sprunger-Froese, Mill Street Neighborhood resident

Appendix D: Drake Decommissioning Listening Sessions

In September 2021, CommuniCon, Inc. conducted 10 focus groups at two locations: Greenway Flats and the Hillside Community Center. The in-person listening sessions had a total of 15 participants and three facilitators. **The purpose of the focus groups was to gather information about possible future use of the Drake property after decommissioning** from those living closest to the plant, but attendance at the meetings was not restricted to neighborhood residents.

Questions/ Topics:

1. What are some good things that you want to see happen at the Drake land?
    - Low-income housing; affordable housing options to include tiny homes and senior housing
    - Dog park
    - Solar farm and open ppace
    - Community Center to house kids' activities; daycare; senior programs and WiFi
    - Preservation of neighborhood
    - Redevelopment must be accessible, non-discriminatory, and sustainable
    - Creation of good, quality jobs that put residents of the neighborhood to work
    - Arts/Culture- space and resources for classes and performances and to teach trades/skills
    - Land Trust for the surrounding community; Negotiate community benefit agreements
    - A place just for the Mill Street neighborhood AND a place for the neighborhood and the city
    - Modeled after Nancy Lewis Park and the housing around it
    - Keep some of the history of Drake
    - Trail along Fountain Creek should be cleaned up
    - Use the waterway for recreation
    - A local grocery store/food market
    - Greenhouse/urban garden
    - Indoor sports center
    - Independently owned retail and markets
    - Alternative transportation (bikes, rickshaws) that does not increase traffic or parking problems
    - Amusement park
    - Breweries, clubs
    - Keeps things local (i.e. Concrete Couch influence)

2. What are your concerns/fears?
    - A destination for tourists and residents from all over the city
    - Convention center
    - "World class" center that city has already planned

- Tired of construction/noise from recent development and the impact on property values
- Cleanliness of Fountain Creek; sewage leak from Garden of the Gods
- No retail, apartments, or restaurants (specifically no coffee shops or breweries)
- No parking; no increase in traffic
- No strip malls
- Concern about environmental impact on the space and impact of cleanup
- Sound mitigation
- Lighting (night sky/dark sky)
- Will the rail spur be moved?
- Don't displace the homeless or the Salvation Army; Montgomery Center impacts neighborhood
- Don't displace residents; too much gentrification; recent projects do not benefit residents
- No more big city projects- disdain and frustration with Olympic Museum and Weidner Field

3. What could be done to make your neighborhood feel more like a community?
    - Neighborhood supermarket
    - Garden space
    - Community center that is safe
    - Environmental clean-up and moving of railroad tracks
    - A quiet zone

4. Has anything good happened through the development of other neighborhoods such as Ivywild?
    - Bread and Butter market
    - Millibo Arts
    - Peak Vista Clinic

5. Why is the Hillside neighborhood successful?
    - Community Center
    - Good leadership

6. Additional comments
    - Pay attention to the current neighbors of Drake/Mill Street and don't be like them. (i.e. Urban Steam, Switchbacks Stadium)
    - Chadbourne Mission
    - Drake is considered an extension of the Mill Street neighborhood but NOT Hillside

Summary of Critical Issues:

- A community center is vitally important to the Millstreet Neighborhood.
- Some participants felt very strongly that the development of Drake should only be for the Mill Street neighborhood while others felt the site should be available to the entire city.
- There is a lot of interest in solar farms on the property and the environmental clean-up; strong agreement that Drake should be reimagined to demonstrate transforming a site of pollutant to serve as a model of conservation and preservation.
- Solid interest in a neighborhood grocery store and/or public market; consider selling produce grown in community gardens on site.
- Significant division on whether there should be water access and recreation but agreement that the waterway/ fountain creek should be cleaned up.
- Parking is a huge concern for the site; significant concerns about the increased parking problems being experienced because of Weidner field and the Olympic Museum.
- Important to keep things affordable for residents for anything that goes into the space.
- Unanimous concern about affordable housing in the area. Housing developments in the area are too expensive; if housing is considered it must be low-income and genuinely affordable.
- There is significant distrust of the City.

Appendix E: Charette May 11, 2022

Drake Charette
May 11, 2022 Penrose House

17 leaders representing the arts, parks and recreation, commercial development, higher education, sport, private philanthropy, homeless and transitional housing, and the City of Colorado Springs came together for a half day Charette to generate ideas around reimagining the Drake power plant site.

I. Introductions and Clarifications

A. All major federal funding for decommissioning requires independent processes.
B. Downtown Partnership and Legacy Institute are serving as funders and fiscal oversight authorities to this process.
C. Today is about generating possibility.
D. We are working to develop alternatives that will be presented.

II. Connecting Questions:

1. **What is most exciting about this process?**
   - Creating/making a legacy statement.
   - Once in a lifetime/ century opportunity.
   - Gateway to our community.
   - Improve the environment.
   - Eliminate an eyesore.
   - What will we become.

2. **What perspective are you wanting to represent/ share?**
   - Environmental.
   - For the people.
   - WE did it vs. THEY did it.
   - Connectivity to multi-uses.
   - Retain/ attract talent.
   - Multiple generations.
   - Advocating for the those not at the table.
   - How we fit into the community.

3. **What will make this process successful?**
   - Intentional.
   - Courageous.
   - Thinking big.
   - Convergence of values.
   - Collaboration.
   - Community buy-in/ ownership.

- Simple and bold.

III. Outstanding Questions from Tables

1. How long will decommissioning/ environmental cleanup take?
2. Is mixed use development a clear priority?
3. What demographic information do we have about our population growth?
4. What businesses might we need to develop to support that growth?
5. What has to stay on the property/ utilities requirement?
6. Sustainability- How do we prioritize sustainability?
7. Access/ mobility and future focused transportation?
8. How do we prevent or soften the negative impacts of gentrification and displacement?
9. How does this architecture and design transcend time?
10. What existing infrastructure has to remain?
11. What options do we have to relocate the rail?
12. What options do we have with the highway in optimizing transportation and infrastructure?
13. What gaps are there in our community that this would fill?
14. Does motor city need to stay there? Can we think of what is around this?
15. Who owns the land in the future?
16. What is the end game- who makes the final call? (Utilities Board)
17. Could there ever be a land swap? Could Utilities give up the land? Could it be privately owned?

IV. Consideration of Options

A. Pastoral Park

- Trails, open space, community garden, community center
- Experiential outdoor activities
- Enhance greenway, trail improvements amenities, separate user groups
- Supplemental to increase water flow to monument creek for recreation
- Public space/ amphitheater
- Partnerships with education-institutions for programming of parks
- Capital “P” Public spaces
- Water recreation
- River walk, trails
- Kayak/tubing rental and retail
- E-bike/scooter rental/ retail
- Community garden likely not viable due to short growing season
- Open space- natural to minimize maintenance
- Water park/amusement park (to offer fun and interesting options for westside residents)
- Lawn/ concert venue

Water- 14 votes

Recreation- 5

Pikes Peak-3
Tourism- 3
Sustainability- 1
History- 1
Community
Local Tourism

B. Mixed Use

- Entertainment, recreational, housing, trails, green space, business office
- No chains
- YES!

Sustainability- 6 votes
Contemporary- 2
Innovation- 2
Water- 1
History- 1
Business Ownership, no Chains
Entrepreneurship
Fiscal Sustainability
Creative Design
Human Development- skills, values, knowledge

C. Commercial

- Business, restaurant, grocery
- Authentic to us- focus on key opportunities (DOD, Cyber, Sports/Health/Wellness, Healthcare)
- Destination commercial vs. residential
- Commercial/Retail to sustain "life"
- Commercial property less viable
- Hotels- satellite hotel, mixed use market, farmers market, cultural center
- New forward thinking large employer
- Hydroponic infrastructure to sustain a larger population- respect the scarcity of land

Recreation- 1 vote
Tourism- 5
Innovation- 5
Contemporary- 3
History- 3
Regional Identity

D. Residential

- Low income, affordable, mixed residential, space for homeless not housed
- Affordable housing
- Affordable- work force, unique creator/partnerships, integration, mixed income

- Mixed income units- scaled to property
- Single family clustered cottage- pocket commercial/ residential neighborhood
- Attainable housing
- Medium high-density housing that is complimentary to amenities and experience of site

Pikes Peak- 2 votes
Sustainability- 3
Innovation- 4
History- 1
Contemporary- 4
Opportunity
Ownership (not apartments)

E. Alternatives

- Solar farm, do nothing
- Design that honors/ reflects the neighborhood history- industrial, outdoor industry, light manufacturing, water industry
- Creative space
- Workforce development
- Outdoor Industry
- Integrating Fountain Creek experience
- Statement campus
- Botanical Garden
- Stem Museum
- Railway/Union Station
- Bring recreational equipment industry
- World class public library, children's museum, science center, Native American History Museum

Contemporary- 2 votes
Recreation- 2
Innovation- 2
History- 1
Transportation Hub
Vibrancy
Creative/Culture
Original/Unique

V. Is there something that you worry about, or that we should be thinking about as we move forward?

A. To what degree the decision makers believe in this group? Why is this group doing this?
B. Opportunity to engage council members in their districts in the next input phase.
C. Leadership at Utilities should also be involved.

D. How much will the press be involved in this? Press involvement will have a large influence on Council.
E. Awareness of how the November election could impact the community input process as well as back to school.
F. Thought of engaging the Quad to be a part of community engagement process.

VI. How do you engage the community?

A. Are you engaging with the faith table?
B. Lack of trust in the process. Who is asking the question matters. How can you broaden the team to empower them to lead conversation?
C. Tap into social media.

V. What do you wish for and how do you promise to help?

A. Be courageous.
B. I hope we look back in 25 years and say we did a good thing. Mapping the ability to exert the influence is a strategic question for you.
C. Addresses community needs in 50 years, vs. right now.
D. Hope that this project has lasting appeal so that my children want to live here. Happy to lead focus groups on the Westside.
E. Wish for the project to be completed. It's a wonderful opportunity. The older I get the more I appreciate efforts like this. I will stay involved and will stay positive.
F. We want to have a convergence of values. Promise to not just represent your own interest but others.

Appendix F: Public Meeting Notice

A random sample postcard mailing invite was sent to 31,396 households of registered voters within the City of Colorado Springs. Public meetings were held in each city council district in publicly accessible spaces, at different times of the day.

The Downtown Partnership of Colorado Springs and the Legacy Institute are sponsoring a process for the community to provide input into the possibilities for the future of the Drake Power Plant land.
You are invited to participate in any one of the public meetings scheduled throughout Colorado Springs.

Thursday, Oct. 6
9:00 - 11:00 am
Banning Lewis Recreation Center
6885 Vista Del Pico Blvd.
Colo. Springs, CO 80927

Saturday, Oct. 8
1:00 - 3:00 pm
Rockrimmon Library
832 Village Center Dr.
Colo. Springs, CO 80919

Wednesday, Oct. 12
2:00 - 4:00 pm
Ruth Holley Library
685 N. Murray Blvd.
Colo. Springs, CO 80915

Thursday, Oct. 13
11:00 am - 1:00 pm
Sand Creek Library
1821 S. Academy Blvd.
Colo. Springs, CO 80916

Tuesday, Oct. 18
1:00 - 3:00 pm
Library 21C
1175 Chapel Hills Dr.
Colo. Springs, CO 80920

Wednesday, Oct. 19
5:30 - 7:30 pm
KCH*
20 W. Pikes Peak Ave.
Colo. Springs, CO 80903

* ASL and Spanish language translation available on request.
draketaskforce@gmail.com

DOWNTOWN COLORADO SPRINGS

LEGACY INSTITUTE

Appendix G: Drake Reimagined Community Vision Process Public Presentation Slides

Drake Reimagined
Community Visioning Process

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DOWNTOWN COLORADO SPRINGS

Introductions

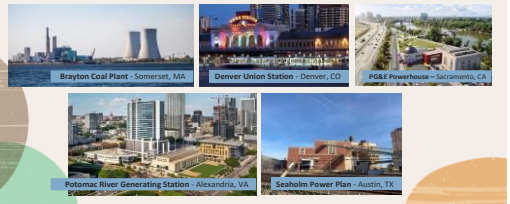
Objectives of the Day

Overview

Community Visioning Process

- **Case Studies**—Battersea Power Station, London; Brayton Point Power Plant, Somerset, MA.; Denver Union Station; PG&E Powerhouse, Sacramento, CA.; Potomac River Generating Station, Alexandria, VA.; Seaholm Power Plant, Austin, TX.
- Twenty Possibility Interviews
- Focus Groups to Identify Values and Guiding Principles
- Formation of Drake Visioning Oversight Task Force
  - Mission to review community and expert input, conduct site visits, and participate in a comprehensive visioning process

Possibilities | Case Studies



Task Force Members

Terrell Brown - Hillside Connection
Heather Carroll - Edmondson Foundation
Susan Edmondson - Downtown Partnership
Jeff Finn - Nor'Wood
Cecilia Harry – Colorado Springs Chamber & EDC
Patience Kabwasa - Food to Power
Chris Lieber - NES
Natasha Main – Cambium Carbon
Zach McComsey - Springs Legacy Group
Bobby Mikulas - Kinship Landing
Darsey Nicklasson - DHN Development
Laura Neumann - Weidner Apartment Homes
Hannah Parsons - Strategy Consultant
Mary Sprunger-Froese - Mill Street Neighborhood

Community-based Input

- Mill Street and Hillside neighborhoods
- Reviewed neighborhood master plans
- Met with Mill Street Neighborhood Association
- Held focus groups in Greenway Flats and Hillside Community Center
- Held Stakeholder Visioning Session

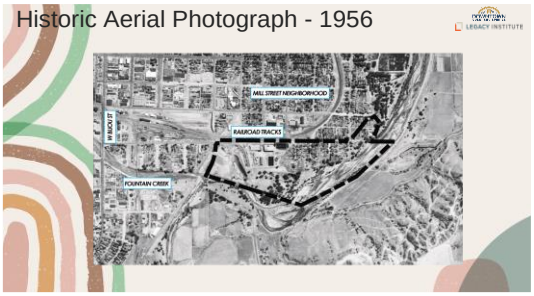
Phase Two of the Process

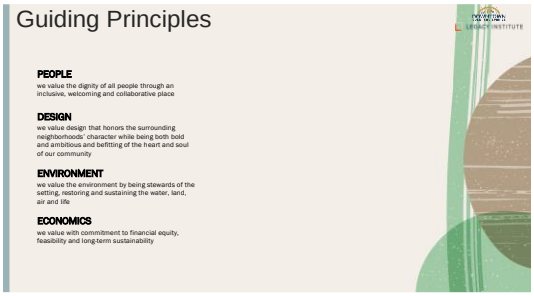
1. Ensure alignment of Drake proposals with relevant community-based strategic plans including Experience Downtown, Arts Vision 2030, and Plan COS.
2. Develop alternative potential scenarios for broad community discussion.
3. Develop recommendations for decision makers. Decision makers are the Colorado Springs Utilities Board and City Council
4. Vet recommendations.
5. Present recommendations to decision makers and the public.

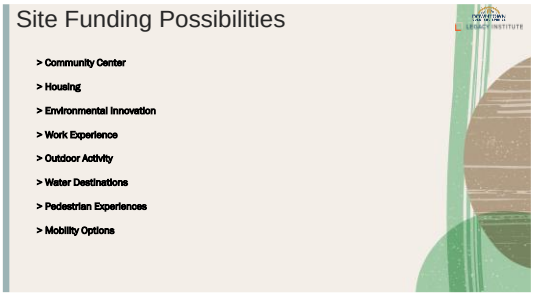
Drake Reimagined

Drake Reimagined

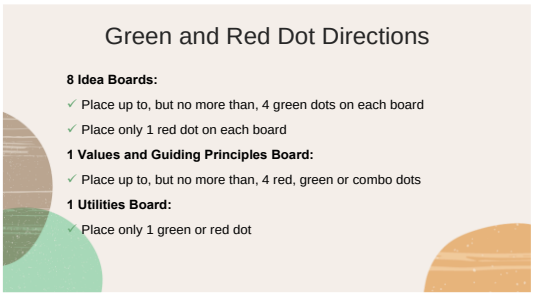
Drake Reimagined


Historic Aerial Photograph - 1956
MILL STREET NEIGHBORHOOD
RAILROAD TRACKS
W BOOTH ST
FOUNTAIN CREEK

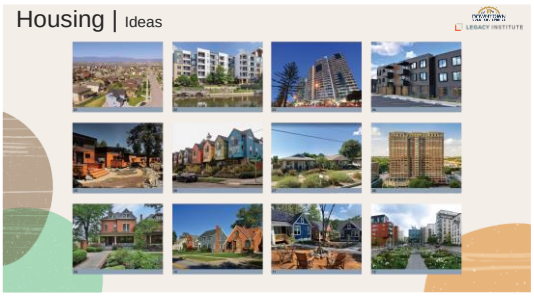

Guiding Principles
PEOPLE
we value the dignity of all people through an inclusive, welcoming and collaborative place
DESIGN
we value design that honors the surrounding neighborhoods' character while being both bold and ambitious and befitting of the heart and soul of our community
ENVIRONMENT
we value the environment by being stewards of the setting, restoring and sustaining the water, land, air and life
ECONOMICS
we value with commitment to financial equity, feasibility and long-term sustainability

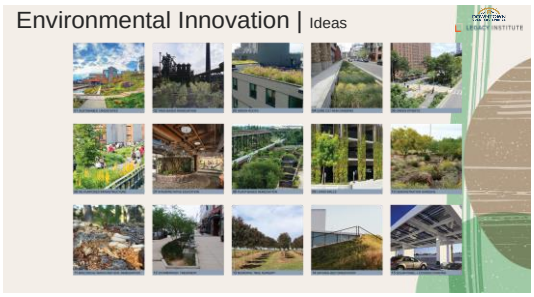

Site Funding Possibilities
> Community Center
> Housing
> Environmental Innovation
> Work Experience
> Outdoor Activity
> Water Destinations
> Pedestrian Experiences
> Mobility Options

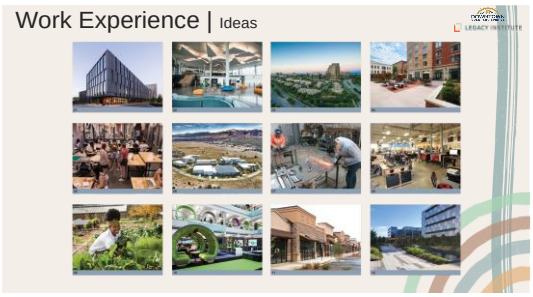
Explore Possibilities
Work Experiences
Pedestrian Experiences
Mobility Options
Community Center
Destination Experiences
Destination Around Water
Outdoor Experiences
Housing
Environmental Sustainability

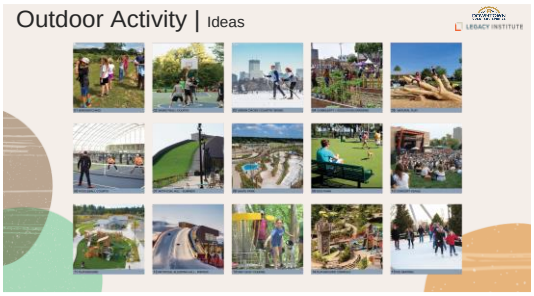

Green and Red Dot Directions
8 Idea Boards:
✓ Place up to, but no more than, 4 green dots on each board
✓ Place only 1 red dot on each board
1 Values and Guiding Principles Board:
✓ Place up to, but no more than, 4 red, green or combo dots
1 Utilities Board:
✓ Place only 1 green or red dot

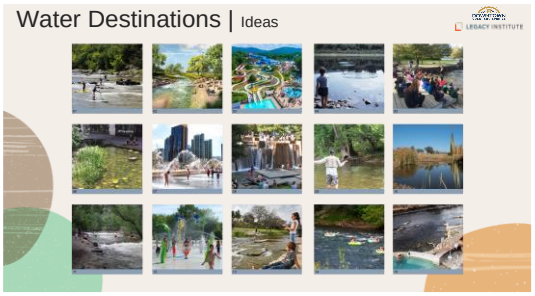
Community Center | Ideas

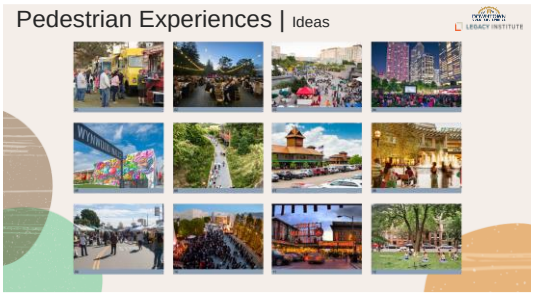

Housing | Ideas

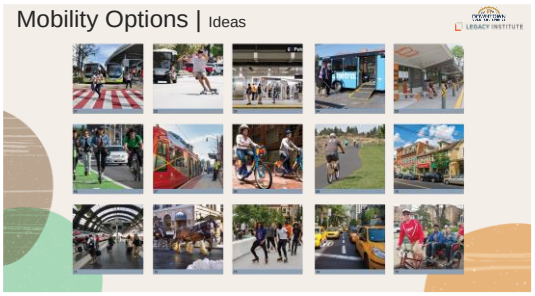

Environmental Innovation | Ideas


Work Experience | Ideas

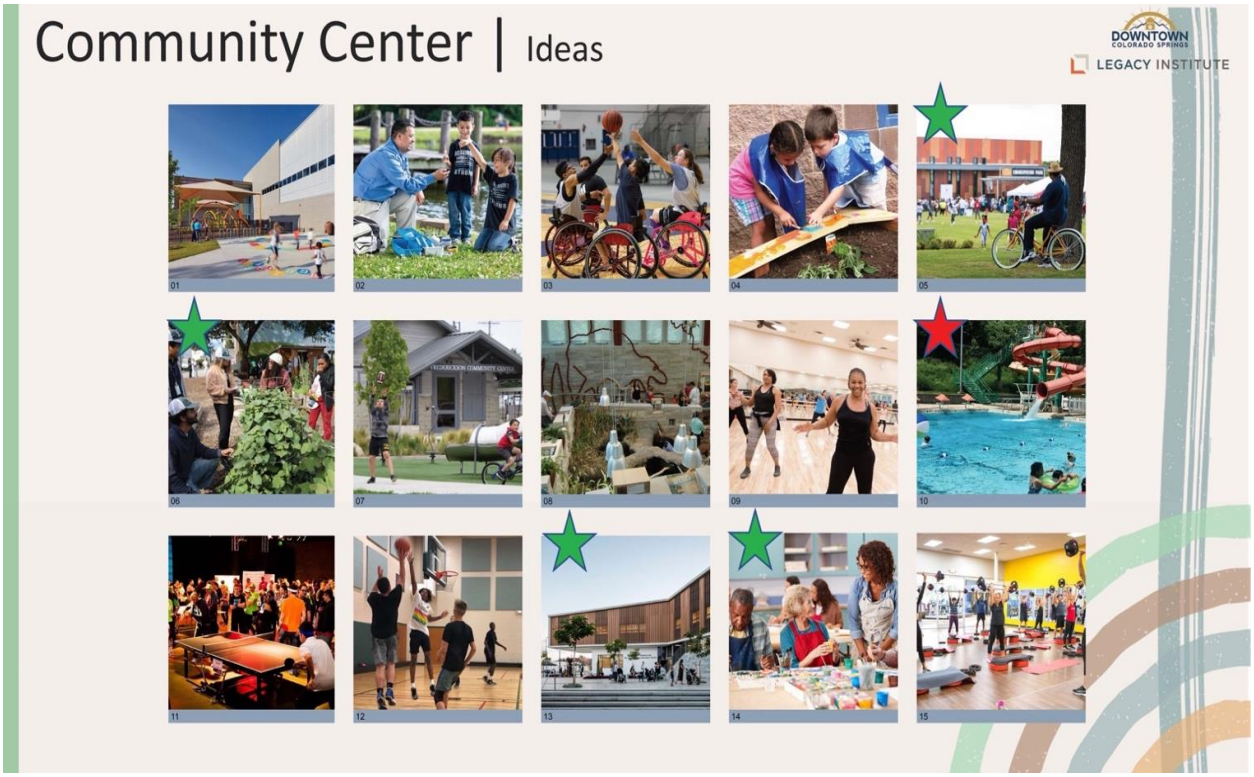

Outdoor Activity | Ideas


Water Destinations | Ideas


Pedestrian Experiences | Ideas

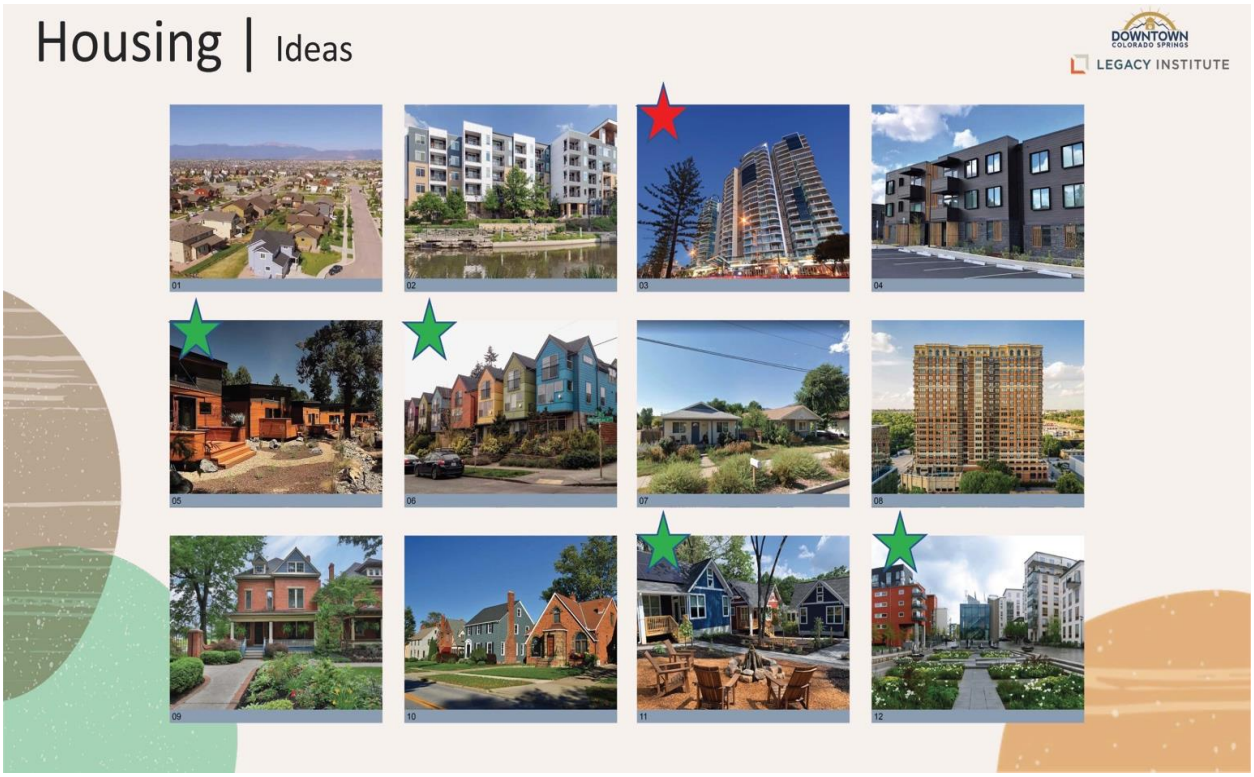

Mobility Options | Ideas

Appendix H: Drake Reimagined Community Vision Process Public Meeting Image Vote Totals



Date	10/5/22	10/8/22	10/12/22	10/13/22	10/18/22	10/19/22	
Community Center	Green	Green	Green	Green	Green	Green	Total
Picture 1		3	3	2		4	12
Picture 2		1	2	2		15	20
Picture 3	1	6	6	2	3	4	22
Picture 4	1	3	2	4	1	8	19
Picture 5 Pop Up Tents/Kids Playing	**1**	**4**	**1**	**8**	**7**	**9**	**30**
Picture 6 Gardening	**2**	**6**	**4**	**8**	**9**	**17**	**46**
Picture 7		3	2	2	2	7	16
Picture 8	1	4	2	2		3	12
Picture 9		1	2	1	1	2	7
Picture 10	2	1	5	1	4	5	18
Picture 11		1	2	1		4	8
Picture 12			4	1	2	4	11
Picture 13 Large Designated Building/Outdoor& Indoor Center	**1**	**3**	**4**	**2**	**4**	**10**	**24**
Picture 14 Adult Classes	**3**	**2**	**4**	**4**	**8**	**13**	**34**
Picture 15	1	5	5	3	3		17

Date	10/5/22	10/8/22	10/12/22	10/13/22	10/18/22	10/19/22	
Community Center	Red	Red	Red	Red	Red	Red	Total
Picture 1			1		1	1	3
Picture 2				2			2
Picture 3							0
Picture 4							0
Picture 5		1					1
Picture 6							0
Picture 7							0
Picture 8		1	1		1	1	4
Picture 9			1				1
Picture 10 Swimming Pool + Slides		**2**	**5**	**5**		**16**	**28**
Picture 11	1	2	5		1	1	10
Picture 12		3				1	4
Picture 13					1	2	3
Picture 14							0
Picture 15						1	1

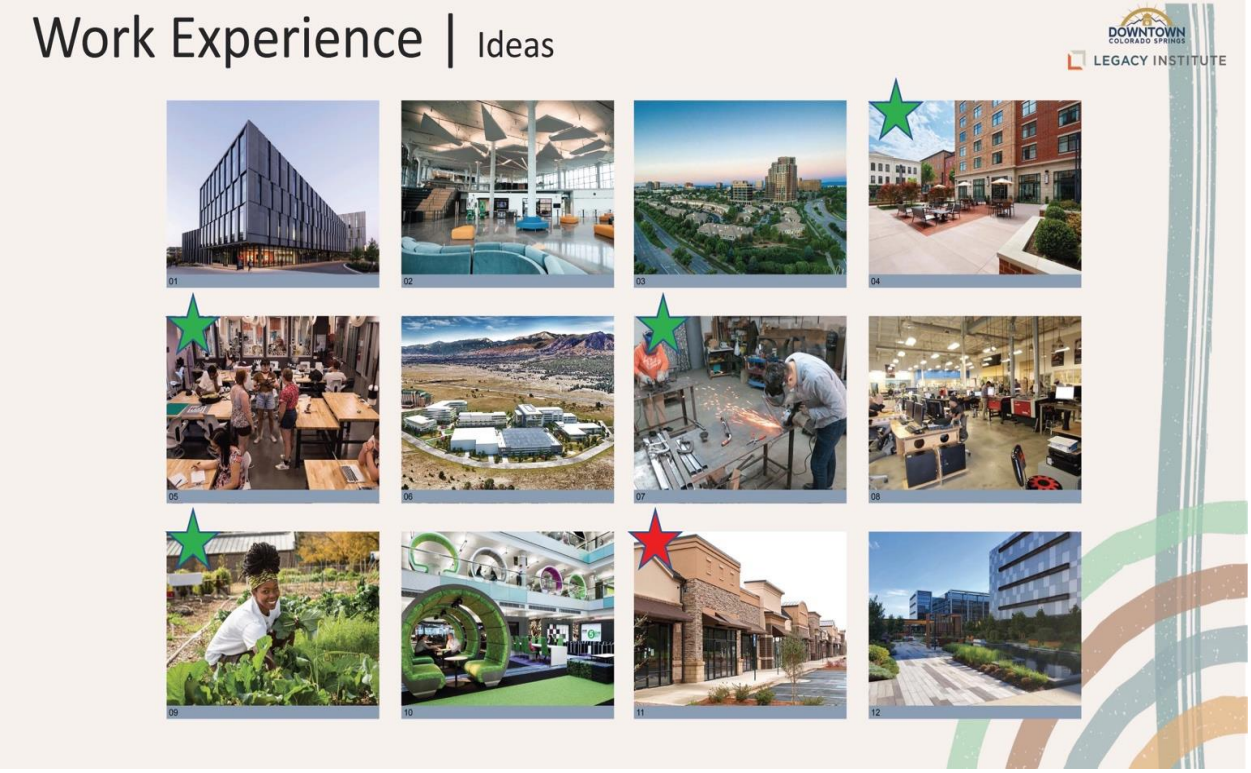


Date	10/5/22	10/8/22	10/12/22	10/13/22	10/18/22	10/19/22	
	Green	Green	Green	Green	Green	Green	Total
Housing							
Picture 1			1	1			2
Picture 2	3	3	1	3	3	10	23
Picture 3			1	1	2	1	5
Picture 4		3	2	4		10	19
Picture 5 Tiny Houses	1	7	8	6	3	19	44
Picture 6 Row Houses		5	6	8	2	22	43
Picture 7		2	5	5	1	6	19
Picture 8						4	4
Picture 9			1	1	2	4	8
Picture 10			1		2		3
Picture 11 Larger Individual Homes		4	5	7	7	24	47
Picture 12 Smaller Individual Homes	2	7	5	5	7	22	48

Date	10/5/22	10/8/22	10/12/22	10/13/22	10/18/22	10/19/22	
	Red	Red	Red	Red	Red	Red	Total
Housing							
Picture 1	1	4	3	2	3	10	23
Picture 2		2	4		4	7	17
Picture 3 Huge Skyrise		7	7	2	6	14	36
Picture 4		2	1		1	4	8
Picture 5		1	1		1	2	5
Picture 6		1	1		1	2	5
Picture 7			1				1
Picture 8 Huge Skyrise		3	7	3	7	14	34
Picture 9			2	2		1	5
Picture 10	1		2	3	1	2	9
Picture 11						1	1
Picture 12		1				3	4

Date	10/5/22	10/8/22	10/12/22	10/13/22	10/18/22	10/19/22	
	Green	Green	Green	Green	Green	Green	Total
Environmental Innovation							
Picture 1 Sustainable Landscapes	**2**	**5**	**3**	**10**	**11**	**27**	**58**
Picture 2	2	1	8	5	6	5	27
Picture 3	2	4	3	4	4	7	24
Picture 4		2	2	4	1	4	13
Picture 5 Repurposed Infrastructure	**2**	**7**	**4**	**6**	**5**	**18**	**42**
Picture 6	1	3	4	3	1	6	18
Picture 7	1	2	2	2	4	9	20
Picture 8	1	3	4		4	9	21
Picture 9	2	3	1	6	4	7	23
Picture 10 Demonstration Gardens		**4**	**9**	**6**	**8**	**15**	**42**
Picture 11 Biological Water and Soil Remediation	**2**	**6**	**4**	**6**	**5**	**19**	**42**
Picture 12	1	3	5	1	5	9	24
Picture 13	2	1	4	1	3	4	15
Picture 14	1	3	1	4	3	3	15
Picture 15	2	3	4	1	5	4	19

Date	10/5/22	10/8/22	10/12/22	10/13/22	10/18/22	10/19/22	
	Red	Red	Red	Red	Red	Red	Total
Environmental Innovation							
Picture 1							0
Picture 2				2		1	3
Picture 3			2		1		3
Picture 4						2	2
Picture 5							0
Picture 6							0
Picture 7				1			1
Picture 8						1	1
Picture 9				1		1	2
Picture 10			1				1
Picture 11							0
Picture 12				1			1
Picture 13 Municipal Tree Nursery	**1**	**4**		**2**		**11**	**18**
Picture 14							0
Picture 15 Solar Panel & Covered Parking				**5**		**13**	**18**

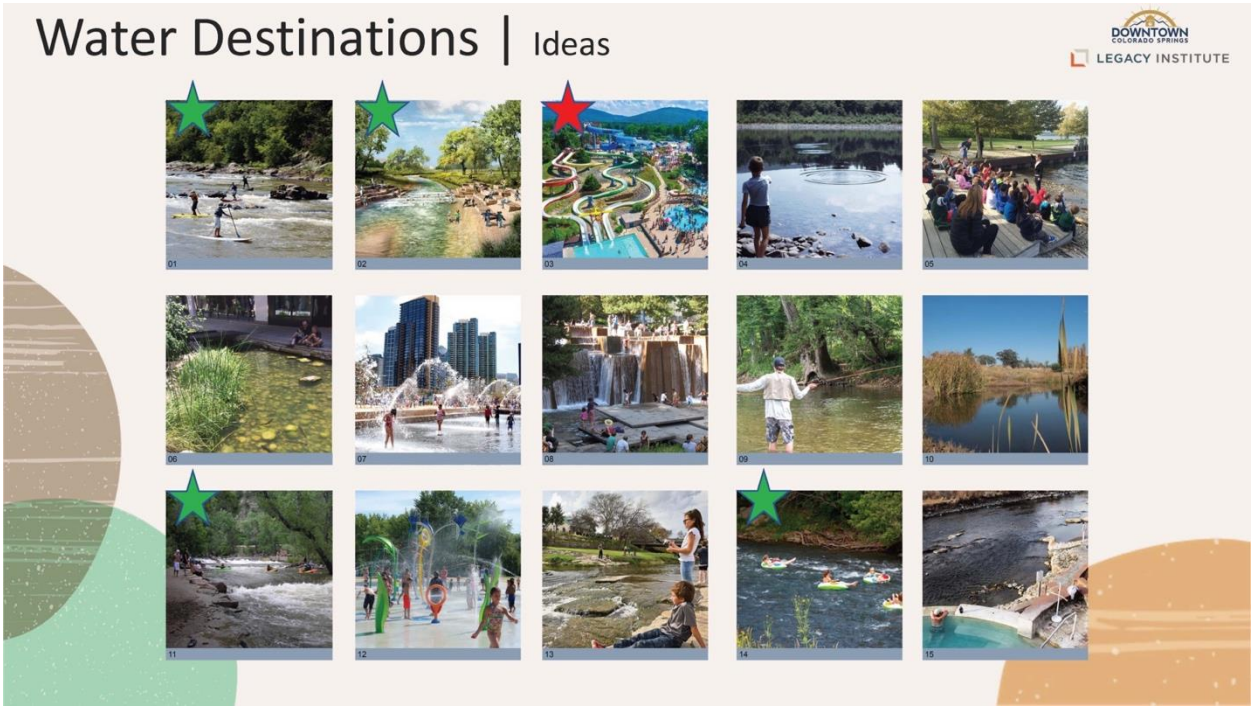


Date	10/5/22	10/8/22	10/12/22	10/13/22	10/18/22	10/19/22	
	Green	Green	Green	Green	Green	Green	Total
Work Experience							
Picture 1		1			3	2	6
Picture 2	1	3		3	2	3	12
Picture 3		3	1	5	3	12	24
Picture 4 Mixed Use/Outdoor Seating	**1**	**4**	**2**	**1**	**8**	**10**	**26**
Picture 5 Shared Space/Hot Desks		**3**	**2**	**9**	**5**	**10**	**29**
Picture 6		3	1				4
Picture 7 Industrial/Welding		**4**	**8**	**8**	**4**	**10**	**34**
Picture 8		4	4	2	1	7	18
Picture 9 Gardening	**1**	**6**	**8**	**11**	**8**	**29**	**63**
Picture 10	1	3	2		4	9	19
Picture 11					1	2	3
Picture 12	1	4	1	5	5	4	20

Date	10/5/22	10/8/22	10/12/22	10/13/22	10/18/22	10/19/22	
	Red	Red	Red	Red	Red	Red	Total
Work Experience							
Picture 1	1	3	3	1	3	6	17
Picture 2							0
Picture 3			1				1
Picture 4			1				1
Picture 5			1				1
Picture 6	1		3	7	2	15	28
Picture 7	1	1					2
Picture 8				1		1	2
Picture 9				1			1
Picture 10		1	3				4
Picture 11 Strip Mall		**5**	**7**	**7**	**2**	**16**	**37**
Picture 12			1			1	2

Date	10/5/22	10/8/22	10/12/22	10/13/22	10/18/22	10/19/22	
	Green	Green	Green	Green	Green	Green	Total
Outdoor Activity							
Picture 1		2	3	4	6	8	23
Picture 2		3	3	6	1	4	17
Picture 3	1	4	1	2	2	2	12
Picture 4 Community & Educational Gardens		**8**	**6**	**11**	**8**	**21**	**54**
Picture 5 Natural Play		**2**	**3**	**7**	**5**	**17**	**34**
Picture 6		1	4		3	3	11
Picture 7		3	1		1	2	7
Picture 8		1	1	4		4	10
Picture 9		2	5	2	4	5	18
Picture 10 Concert Venue	**1**		**3**	**5**	**12**	**20**	**41**
Picture 11	1	3	3	4	2	2	15
Picture 12	1	7	4	3	7	5	27
Picture 13		1		3	1	7	12
Picture 14 Playground Complex	**2**	**4**	**7**	**10**	**5**	**14**	**42**
Picture 15		3	5	1	2	11	22

Date	10/5/22	10/8/22	10/12/22	10/13/22	10/18/22	10/19/22	
	Red	Red	Red	Red	Red	Red	Total
Outdoor Activity							
Picture 1	1						1
Picture 2							0
Picture 3						2	2
Picture 4							0
Picture 5							0
Picture 6			1	2	4	2	9
Picture 7	2		1		2	7	12
Picture 8			3		1	7	11
Picture 9							0
Picture 10		6	2	1	2	1	12
Picture 11							0
Picture 12 Artificial Sledding Hill	**1**	**1**		**3**	**2**	**17**	**24**
Picture 13						1	1
Picture 14		1	2			1	4
Picture 15	1						1

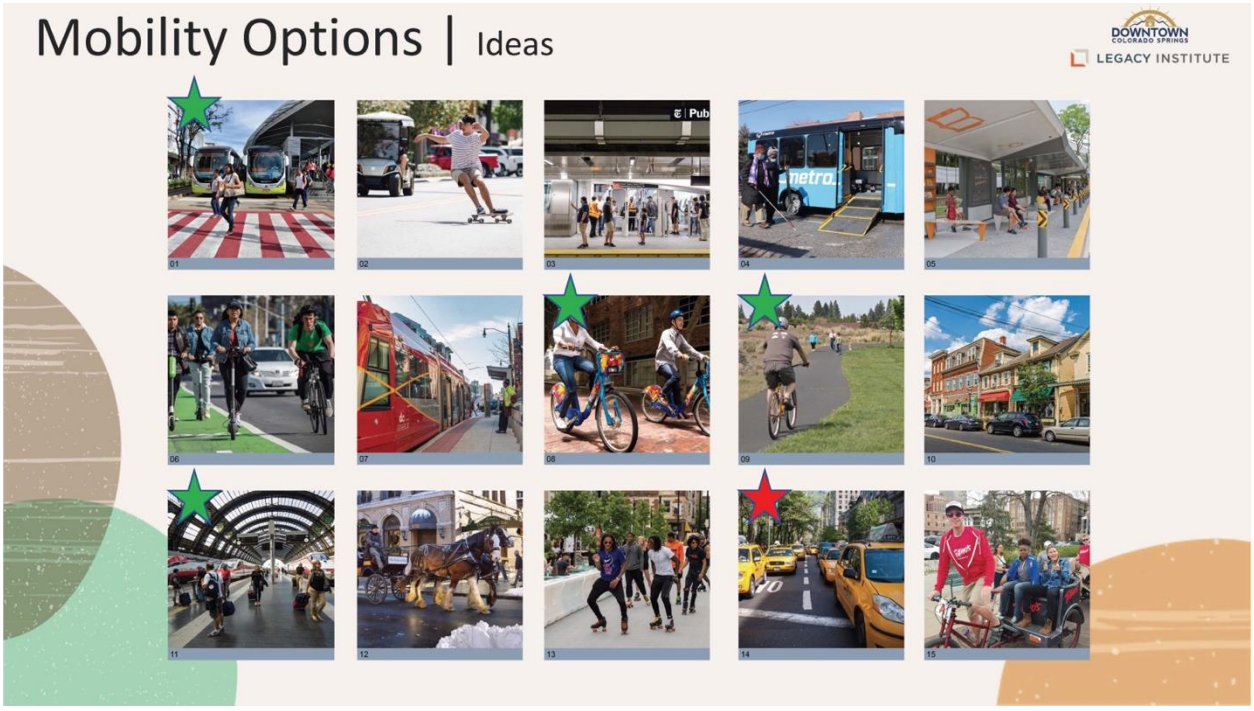


Date	10/5/22	10/8/22	10/12/22	10/13/22	10/18/22	10/19/22	
	Green	Green	Green	Green	Green	Green	Total
Water Destinations							0
Picture 1 Paddleboarding		4	5	10	11	15	45
Picture 2 Walk-In River Access	2	7	10	11	10	20	60
Picture 3		3	1	1		4	9
Picture 4			4	3	2	4	13
Picture 5	1	3	4	5	6	14	33
Picture 6	1	1	2	1		6	11
Picture 7		1	1	1		2	5
Picture 8	1	4	3	1	3	6	18
Picture 9		3	1	1	5	3	13
Picture 10	1	3	5	6	2	9	26
Picture 11 Kayaking	1	3	10	9	10	18	51
Picture 12		3		1	1		5
Picture 13			1	7	3	13	24
Picture 14 Rafting	1		3	8	5	22	39
Picture 15	1			2	1		4

Date	10/5/22	10/8/22	10/12/22	10/13/22	10/18/22	10/19/22	
	Red	Red	Red	Red	Red	Red	Total
Water Destinations		1					1
Picture 1		2					2
Picture 2			1				1
Picture 3 WaterPark	1	5	8	6	8	22	50
Picture 4							0
Picture 5							0
Picture 6					1		1
Picture 7	1		3	3	1	7	15
Picture 8		1		1	1	3	6
Picture 9	1					1	2
Picture 10						1	1
Picture 11					1		1
Picture 12			2		1	3	6
Picture 13	1	1				1	3
Picture 14	1	4				1	6
Picture 15	1		2		1	5	9

Pedestrian Experiences							
Picture 1		5	2	1	5	3	16
Picture 2 Outdoor Dining/Event Space	**2**	**4**	**4**	**4**	**12**	**23**	**49**
Picture 3	1	1	2	2		5	11
Picture 4	1	3	3	3	5	10	25
Picture 5		3		7	3	3	16
Picture 6 Greenbelt		**8**	**10**	**15**	**10**	**19**	**62**
Picture 7			1			2	3
Picture 8	2		2	5	2	9	20
Picture 9	1	4	2	5		9	21
Picture 10	1	2	1	2		5	11
Picture 11 Public Market Pike Place	**1**	**6**	**7**	**6**	**13**	**20**	**53**
Picture 12 Yoga in the Park	**1**	**2**	**4**	**2**	**5**	**14**	**28**

Pedestrian Experiences							
Picture 1			1			3	4
Picture 2		1		1		1	3
Picture 3				1		3	4
Picture 4		1	1		1	3	6
Picture 5			2		1	2	5
Picture 6	2				1	1	4
Picture 7 Outlet Shops	**1**	**8**	**6**	**12**	**8**	**26**	**61**
Picture 8			2			2	4
Picture 9			1		1		2
Picture 10			1	2		2	5
Picture 11			1		1	1	3
Picture 12					1	1	2



Mobility Options							
Picture 1 Public Transit	**2**	**3**	**2**	**1**	**6**	**15**	**29**
Picture 2		1	1	1		1	4
Picture 3	1	1	1	3	2	6	14
Picture 4	1	3	5	6	4	7	26
Picture 5		1	2		1		4
Picture 6	1	2	1	3	1	11	19
Picture 7		1	4	1	7	5	18
Picture 8 Biking City Street	**1**	**4**	**3**	**5**	**5**	**16**	**34**
Picture 9 Biking Trail/Open Space	**1**	**2**	**4**	**13**	**10**	**20**	**50**
Picture 10			5	1	2		8
Picture 11 Subway Station	**1**	**4**	**1**	**7**	**11**	**35**	**59**
Picture 12		1	2	3		5	11
Picture 13		2	1	3		4	10
Picture 14			1			1	2
Picture 15	1	1	3	2	2	6	15

Mobility Options							
Picture 1		1	5				6
Picture 2		1	1				2
Picture 3			1				1
Picture 4		2		1			3
Picture 5		1				3	4
Picture 6							0
Picture 7	1	2	1	1	1		6
Picture 8							0
Picture 9					1		1
Picture 10			1	2	2	4	9
Picture 11			2			1	3
Picture 12			2	1	2	3	8
Picture 13			3		1	3	7
Picture 14 Taxis	**2**	**5**		**7**	**6**	**7**	**27**
Picture 15						1	1

Appendix I: Drake Reimagined Public Meeting Comments

Drake Reimagined Public Meeting
October 6, 2022 Banning Lewis Ranch

Drake Team: Pam Shockley-Zalabak, Martin Wood, Sally Hybl, Caitlin Schinsky, Chris Lieber, Tyler Knab, Sarah Porter Osborn; Task Force members Susan Edmondson, Zach McComsey
3 participants not including Drake Team or Task Force members

Additional comments/notes:

- Guiding principles – consider adding maintaining historical legacy of our past through art, design and built environment
- Guiding principles – Water shortage is a very sobering challenge
- Greater emphasis on public art
- Keep a strong visual and philosophical emphasis on our pioneer and mining history
- Low-income housing
- Consider moving development of green spaces and community center INTO Mill Street and make the Drake site a stronger hub of transportation, commerce and urban recreation
- Think BIG to eliminate substation
- I believe the neighborhoods in the area of the Drake power plant should have higher priority than others. Otherwise we - Mill Street would feel even more invaded by the forces of gentrification then the soccer stadium and market rate apartments are already doing.
- We need a central mixed-use development centered around some source of water that draws people to interact with it such as in Huntsville, AL. Nice high-density housing, food options, nature education spaces, play areas, stage for concerts.
- Gold Hill/West side should have an input session.
- I trust a community benefit agreement with the potential developer will be given the same weight in public input as the voice of a city decision maker.

Drake Reimagined
October 8, 2022 Rockrimmon Library

Drake Team: Martin Wood, Sally Hybl, Tyler Knab; Task Force members Susan Edmondson, Hannah Parsons
21 participants not including Drake Team or Task Force members

Additional comments/notes:

- Take into consideration what currently exists on the site- water, rail, energy- and capitalize in those assets in reimagining
- Public- private partnership with DOD to build Space Force Museum
- Concerned about flooding in the creek with recent natural events/ storms
- What is happening to the power plan on North Nevada?
- Can we get rid of the coal trains?
- What we plant, to conserve our water consumption.
- Where are we on other energy production? The Venetucci solar panels don't work, and we need energy independence.
- Botanical Gardens (like Denver's)
- Keep property for future power needs, 100k + more people; push for move EV vehicles (gen stations). Clean, efficient power, not gas fixed, small nuclear. Can the remaining power stations supply the needs of the next 15 years?
- Development without displacement- require a community benefit agreement in the Hill Street neighborhood. Mixed-income housing with emphasis on low-income options. Cooperative economic opportunities integrated w/ community center.
- Look at Melbourne, Australia.
- Aquarium.

Three walk outs:
"This is a bunch of garbage. If you aren't repurposing to nuclear energy, this is a waste of time. Jerry Forte told me this years ago."
"This is a joke. A waste of time. A bunch of kindergarten games with pictures. Tell us what the plans are and what the timeline is and then maybe we can comment."

Drake Reimagined
October 12, 2022 Ruth Holley Library

Drake Team: Pam Shockley-Zalabak, Martin Wood, Sally Hybl, Caitlin Schinsky, Chris Lieber, Jordan Smith; Task Force members Patience Kabwasa, Mary Sprunger-Froese
26 participants not including Drake Team or Task Force members

Additional comments/notes:

- What is the actual feasibility of planning this when we're in a recession?
- Guiding principles "inclusivity" brings to mind CRT to me.
- Where is the arts poster? – Arts community, artist studies, music studios, exhibitions, music venue, look at Mass MOCA.
- Build community equitably; affordable/ sustainable housing for those earning less than 100% agi; Consistent public transit for those with mobility challenges.
- With all the new apartment, high rises, a dog park is a must. Bear Creek's is so overloaded. Thanks.
- Affordable housing is a must- preferably tiny homes with guidelines for ownership/ rent.
- A riverwalk like Pueblo Senior Center for the Westside.
- Concentrated health clinics: MD, EYE, RX, PT with transit for low to moderate income seniors' families.
- Pertaining to any development, how will the homeless populations in the area be considered?
- Dog park.
- Please do a moratorium on the Drake Power Plant. We are in an energy crisis right now and we may need to add/ refurbish units at Drake for energy independence. The world is suffering right now with lack of energy. There will be many deaths worldwide this winter.
- A city owned utility is something that benefits the whole city. And new use should be something that also has long term value to the whole city as opposed to one time sale revenue.
- The plan as shown in your presentation looked good ad balanced with outdoor and possible housing and it appeared with commercial. Let's be sure this is not a bottomless pit for spending to either develop the area or to keep it up. It is imperative that some commercial strength is derived to support the area and to contribute to the tax base supporting this city. The LAST thing we need is HOMELESS HOUSING. They get brand new units, supported by the taxpayers and when 90% of them continue their drug and alcohol additions they contribute nothing towards the common good. Unless they are disabled or with military injuries there should be very little support of this group. I know some and they are hoping for brand new units to live in. Thank you!
- Some of the "yes" or "no" choices may be based on if we thought the option was affordable or accessible.

- We need a nuclear power plant build @ the Ray Nixon Plant property. Then tear down the Drake Power Plant. The war on fossil fuel is a deadly plan.
- Think about affordable housing. They are living like animals down there.
- I congratulate the committee on what they have done.
- Make it a cemetery- people are going to die.
- I grew up next to the steam stacks. Make it a coal-burning plan. It never bothered me.
- I enjoy being in communities that value the things that have been there- we don't need to knock everything down. Retain the history/ structures.
- I believe "sustainability" is a dangerous term. You need to define it. The way it is used now indicates that it will make our community less independent.
- Make it a nuclear power plant.

Drake Reimagined
October 13, 2022 Sand Creek Library

Drake Team: Pam Shockley-Zalabak, Martin Wood, Sally Hybl, Caitlin Schinsky, Jordan Smith, Tyler Knab; Task Force members Zach McComsey, Mary Sprunger-Froese
26 participants not including Drake Team or Task Force members

Additional comments/notes:

- I think the most important thing is to listen to Mill Street community because these decisions directly affect them. (I green dot added)
- Colorado Springs has a current deficit of over 16 K affordable housing units just for folks at the lowest incomes. That deficit is higher for working families. This site is an unprecedented opportunity to add 100s of affordable housing that BLEND IN beautifully with other housing, retain, recreation. (One added Yes!)
- TAVA Shining Mountain; Mountain of the Sun Cultural Center. Themes: 1. Creation Story (Ute) 2. Migration Story (many cultures) 3. Confluence (Beauty, Water, Stewardship, Reverence, Learning, Play) Debra Fortenberry 719-460-5544
- Affordable housing- multiple homes have been demolished in the Mill St. neighborhood and this is an opportunity to rebuild homes. We are surrounded by homeless. “I wish the construction works would build them a home.” – my 4-year-old grandson after seeing a homeless family of 5 living in their car.
- Sustain and build housing that supports aging in place.
- Mill Street community will be deeply affected by the decision. Need Low income/ affordable housing. Working on CBA- Mill Street. The pictures don’t reflect farm growing. I was attracted to picture with people of color.
- IT IS POSSIBLE TO REDEVELOP AND BEAUTIFY WITHOUT DISPLACING PEOPLE. Failure to recognize this is a choice. There are lots of tools.
- Affordable housing and an emphasis on natural green space (especially the creek!)
- Financially sustainable to me means it pays for itself indefinitely, that includes anything taxpayer/ federally supported. It’s an industrial community. Let’s produce something. Factories—blue collar jobs! Then provide great water recreation and recreation resources for use of its employees, their families, and the community. The commercial factories can support these activities. Let’s manufacture chips so we aren’t dependent on China. We could manufacture pharmaceuticals that are now imported from China, India. We certainly don’t need high end shops and dining. Not inclusive!
- Reduce impacts of gentrification; dislocation and displacement; mixed income housing; ensuring affordable housing in perpetuity
- Treat redevelopment as opportunity to redress past housing and environmental injustices toward the past and current residents of Conejos, Mill St., Westside, and Hillside.

- Whatever is built on the Drake site needs to benefit the Mill St. neighborhood above all else. They have been affected the most.
- Mixed Use. Transit Hub if discretely incorporated- not sure about the parking element though- not here please. Inclusivity is important but homeless camps are not necessary.
- All design should be ENERGY EFFICIENT, ACCESSIBLE, INCLUSIVE; Responsible density; Open up connections to west side of i-25.
- Take into account indigenous peoples who were the first to use this land.
- Please no expensive tourist attractions on this site- economic equity.
- No outdoor plants that require water and sprinkler systems. Desert plant type only
- Would love to see acknowledgement/ resolutions to resolve disproportionate impacts current, nearby and former displaced residents had in construction/ operation of Martin Drake. As well as make the future more equitable with not just mixed-use housing, but also support for those who will be displaced by the remediation of the site.
- Anything that would be completely VOID of using taxpayer dollars. Like the ideas of outdoor concert, amusement park, etc. for our community.
- Maintain character, vibrancy, and dignity of existing neighborhoods- including impact of parking for "destination" visitors.
- It's pretty far-fetched… but… I could see an amusement park that honors our "west" heritage (mining, ranching, exploring, etc.). Kind of a Knott's Berry Farm kind or an Eliches. It would draw people.
- People over profits.
- KEEP LAND IN PUBLIC OWNERSHIP.
- Native plants that do not require extra water.
- IT IS POSSIBLE TO REDEVELOP AND BEAUTIFY W/O DISPLACING PEOPLE.
- Affordable housing and an emphasis on natural green space (especially the creek!).
- Fairness does not equal equity. I would love to see equitable support for those most affected by historical operation of Martin Drake as well as equity of design accessibility for all, even those who have been historically marginalized. Like a lot of people experiencing intense homelessness live in the flood plain of fountain creek currently.
- There needs to be a historical and cultural memory including in signage honoring native peoples (Ute, Cheyenne, Arapahoe, etc.), coal workers, Mill Street; more accessibility for differently abled people; accommodations at meetings; EQUITY- different languages offered, published.

Comments/notes left on the image boards:

Guiding Principles Economics- Sustainability is too short-sighted. Regenerative is the call here.
Pedestrian Experiences- All about the outdoor screening; don't need more skyscrapers? All about mixed use, higher density than single family. (#4)

Water Destination- Not sure how many people want to recreate in between the interstate and homeless camps? Stream water naturalization would benefit local economy and reduce flooding risk/hazards. (#5)
Housing- All about mixed use and this looks the most? All about urban gardens but not sure this is the best site for? (#8)
Environmental- Why just trees? Colorado doesn't have a ton of native species. (#2)
Love urban farming but being next to a river/ next to a coal plant… remediation for restoration is on a different scale to remediation for food production. (#10)

Drake Reimagined
October 18, 2022 Library 21C

Drake Team: Pam Shockley-Zalabak, Martin Wood, Sally Hybl, Caitlin Schinsky, Sarah Porter Osborn, Jordan Smith, Chris Lieber; Task Force members Zach McComsey, Bobby Mikulas, Laura Newmann, Mary Sprunger-Froese
35 participants not including Drake Team or Task Force members

Additional comments/notes:

- Trade School/ journeyman trade program spaces. (1 green dot)
- A world-class attraction that leverages/ pays off/ involves the outdoor opportunities that exist in Colorado Springs.
- Solar/ Wind Farm. (2 green dots)
- Intentional integration with the currently existing plan for the creek.
- Provide property to build homeless housing- for young and old. (1 green dot)
- Sustainable development and multi-use spaces.
- Colorado Springs totally lacks services and community centers for Seniors. (1 green dot)
- Environment stacked agriculture.
- Building height limit so as to not obstruct mountain views for Mill St. residents.
- Independence Hall Academy D11 Charter School.
- Community benefit agreement with Mill St. residents.
- Passenger train station Trinidad to Fort Collins.
- Please!! No more cheap-built apartments low rise no architectural features.
- Pueblo riverwalk/ Arkansas river recreation area.
- A combination of projects that take advantage of Tesla free energy.
- No nuclear; Yes other energy or coal; We can't service what we have. (1 green dot)
- Free entertainment options for young adults.
- Water reservoir like Cherry Creek in Denver.
- Doesn't have to be binary! Utilities can retain all, part AND develop energy to sell, innovative energy ideas (sodium, nuclear, etc.) AND have low and affordable and upper expensive mixed, community gardens, etc. (2 green dots)
- Singles center.
- Indoor water park and rec.
- Olympic City USA.
- Who is Martin Drake?
- The City must address low income, affordable housing, all ADA AND see this site as a never, available opportunity again to do it right, not to sell to developers who do high density no people space.
- I would like to see more museum buildings of interest.
- Movie studio D.T.
- Building naming rights to fund this- e.g. Elon Musk?
- Christian centers; Outdoor amphitheaters.

- Renewal energy gives max 20% of US energy- to take 100% of that away with what we know is coming is criminal! Energy but not Nuke. (1 green dot)
- Funding ideas- Space X, Tesla, Space Force, AFA.
- How do I feel here? - Fun, Happy, Safe, Peace.
- Clean Drake site for public use; Nuclear for Nixon site; small package units per Jerry Forte. (2 green dots)

Comments/ notes left on the image boards and Guiding Principles:

Guiding Principles Economics- Remove the word Equity.
Guiding Principles Design- Define bold and ambitious.
Guiding Principles People- NO EXCLUSIVE AGENDA; NO LBGQ AGENDA; NOTHING that is not wholesome and family friendly; NO hateful agenda.
Work Experiences- Innovative industry that will draw people to Colorado Springs; Diverse education for skilled labor (mechanics, electrical, etc.).
Community Center Ideas- Integrate Ute Cultural Center concepts.
Housing- Homeless housing; affordable housing aimed directly at those who need it (homeless.
Environmental- Dream big and bold by leveraging outdoor activities already in Colorado Springs (mountain biking, hiking, climbing, etc.); World-Class! Creative!

Additional Public Remarks During Q & A:

- People that have been marginalized (Vets, people of color, LGBQ) should benefit the most and be uplifted.
- Human needs over corporate profits.
- City Council is crooked and we have to recall all of them.
- I am concerned about energy and water supply.
- Develop another power plant or is that off the table?
- More training for people and more housing for disenfranchised.
- Irresponsible to cut off energy without a new plan.

Drake Reimagined
October 19, 2022 Knights of Columbus Hall/Pikes Peak Library

Drake Team: Pam Shockley-Zalabak, Martin Wood, Sally Hybl, Sarah Porter Osborn, Jordan Smith, Caitlin Schinsky, Tyler Knab, Chris Lieber; Task Force members Susan Edmondson, Ceciia Harry, Patience Kabwasa
60 participants not including Drake Team or Task Force members

Additional comments/ notes:

- Mill Street neighborhood interest needs to be protected. (1 green dot)
- Why is the whole city asked for input when Mill St has been affected for so many years with pollution and movement? (1 green dot)
- Need to recognize previous work from environmental groups advocation to close Drake.
- Respect and honor the confluence of Monument and Fountain creeks.
- Please build affordable housing only; we have enough unaffordable housing downtown.
- If there's a waterfront recreation component, that must start with remediation of toxins from Drake; pride in the outdoors much tie in with water quality, for health/ safety.
- I would like to see more innovation wand more for the community instead of housing or shopping malls.
- Do 1/3 low-income housing; 1/3 for train station; 1/3 for community garden center.
- Almost all of the environmental ideas are excellent. I think there is space for all of those ideas to fit in the core values.
- Unique sound/ recording venue similar to silos on Western slope.
- Expand the vision. Let this be the crown jewel of other Creekside projects that will be encouraged.
- Neighborhood meetings. Need more input from Westside and Ivywild! Next to Drake.
- Protect homes owned or rented for Mill Street residents who want to stay.
- Solar wind.
- Connect to the waterway- like Salida.
- Repurpose building for an incredible escape room!
- Meditation center with emphasis on Indigenous Sacred Lands.
- Density combat sprawl.
- Environment- need to add viewshed as part of this principle.
- State of Colorado build 1500 mw nuclear power plant. Open in 2040. CSU installs 8 more to the 6 gas generators @ Drake. Install 6 gas generators at North power plant. No solar or wind.
- Reliable electric generation or nothing. We can est the inefficiency of unreliable power being sent miles.
- Nuclear power plant.
- Provide a community benefit agreement for Mill Street neighborhood. (1 green dot)
- Security downtown is a major concern. Utilization once developed will hinge on the community feeling safe.

- Convention center needed downtown.
- Homeless problem- need to address so this area is safe.
- Very challenging process to choose individual photos of possibilities w/o any overall vison or plan of what's going on in the larger area. Must be developed as a whole.
- Affordable housing must be taken into consideration and neighborhood input is critical; A "community benefits agreement' should be part of any private development plan.
- Mill St/ lower downtown needs a community center, with adult and youth programming.
- Any project that requires more water usage should be avoided.
- Yes and no usage; mixed energy use and low-income housing.
- Lifts for vehicles for community to work on cars; loaner tool program.
- Community rock climbing in silos.
- SCIENCE MUSEUM local and tourist attraction.
- Outdoor amphitheater- Shakespeare, music, etc.
- Why was the west side not included; follow prevailing winds; it dumps on us.
- Connect to downtown shuttle (other MMT buses); no minimum parking requirements for offices in area; large community building (either a rail station or convention space)
- Ensure protections for low-income housing (high % of rent stabilized units); mixed use development (walkable neighborhood with transit access); waterfront land must be public (no pvt ownership along creek) + riverside park; medium to high density housing
- Be bold in design, don't just think about integrating w/ current adopted plans, but look to bigger vision that links to other big future visions: trails, riparian, light rail, regional rail.
- Ways to enhance art in Colorado Springs- murals, sculptures, exhibits/ outdoor art.
- Gathering space for festivals.
- Safety, security, homeless population management, police presence.
- Design should maximize views and view corridors of the front range and structure design should be in harmony with the front range.
- SOLAR POWER FARM.
- Site should be complimentary and integrated with the current uses of downtown surrounding the site; in other words not an island unto itself.
- CHILDRENS MUSEUM; been effort for 20 years; not popular at Citadel; needs to be downtown.
- Avoid water usage, I think we need to keep the urban heat bubble in mind which means less shopping/ residential concrete structures and more community green space.
- Drake is part of our history and legacy- Keep some for historical and educational purposes.
- Urban farm.
- Plan for housing for folks who are low income.
- A CBA needs to be with the developer.
- Garden Center for employment of local folks.

- Inclusionary zoning for lower downtown so that new development is required to include affordable units, permanently.
- It seems to me that this is too simplistic; a bigger view needs to taken- e.g. develop all of monument/ fountain creek as an urban amenity w/ drake as centerpiece w/ community center/ environment/ housing. I.e. large new-urbanism project.
- Environmental museum and orchard desired. (1 green dot)
- Inclusionary zoning for lower downtown so that new development is required to include affordable units, permanently.
- Thank you for your hard work and consideration. I know this is tough. We need housing of all kinds, mixed use. Outdoor spaces. Gardens to learn, grow and meditate.

Comments/ notes left on the image boards:

Community Center- This location also has access to a 7-acre demonstration garden with native plants and trees.

Utilities Retains Property- Solar

Additional Small Group Discussion, Comments, Remarks, Questions:

Group #1 (Sarah):

- Mill Street then westside neighbors should continue to be considered first in the process.
- Mill Street + Ivywild + westside + north end association = all need to have more input please.
- Mill Street should be the only folks that get input.
- Disagree - all taxpayers so should have input.
- The area is currently an eyesore. Instead it should come a gateway. Be careful that it doesn't become an island.
- Mixed use spaces so people have access to necessities to live their lives. Grocery, bank, transportation without needing to cross I-25.
- Live work housing - art + living, artist housing, less traditional models.
- Low-income housing maybe in partnership with Habitat for Humanity. Areas that were torn down by the power plant should be rebuilt.
- What about homeless folks who cannot afford current housing? Let's use this to address displaced homeowners.
- Don't want to see the city selling this off to developers. Single family homes only, not profit making for developers. Mill Street residents call it urban demo.
- Feels like Colorado Springs is run by the developers. A community benefit agreement with a developer would be good.
- Like the outdoor activities. We need a community space where you can take your kids and grandkids - provide things to do like water features.
- Nothing that requires additional water.
- Incorporate vertical gardens and consider agarolytic
- opportunities.
- Design for accessibility, good lighting. Design for safety!

- Environmental concerns - Soil must be tested. Remediation. Very concerned about original dump.
- Can new development address workforce issues in Colorado Springs?
- City has been irresponsible with parking plan.
- Create central transportation hub.
- Integrate all plans with transportation.
- This process was done well! Thank you for asking us our opinions.

Group #2 (Martin):

- Lots of questions and concerns about who's going to pay for whatever is decided on the site. Mostly concerned about getting taxed. Also concerned that developers will get awarded the project and do whatever they want. Want to know who will provide oversight.
- Safety was important to people, wanting to know how they will take an unsafe area and make it safe.
  Access and inclusion were concerns. Half of the people want the new Drake to just be for the surrounding neighborhoods and the other half want it to be a destination place for everyone in the city.
- Energy concerns remain high. Still question why Drake was decommissioned when we don't have good alternatives.

Group #3 (Chris and Caitlin):

- Question about who will own the land.
- Perception that Norwood Development will buy the property because they are on the Task Force.
- Like mixed use/first time homebuyers/young families.
- Help D11 to have families back.
- Grocery store- Whole Foods.
- Daycare and childcare.
- Targeted demographic? Providing a place for everyone
- How do we ensure that it's for everyone. How to we support downtown?
- Not more people.
- Homeless/ can't ride bike trail/ safety.
- Already building houses everywhere. Let's build community.
- What will bring people from all over? Lovely community; pedestrian- no roads in the middle; greenbelts; open air markets; shop, eat; no apartments; no COSTCO; neighborhood; incentivize 1st time homeowners, one car.
- Business hub.
- Water sports.
- Open air/ pop ups.
- Community garden.
- Heart of the city- culture, and community belonging.

Group #4 (Sally):

- Mill Street voice has to be heard.
- Should be a much bigger project than even captured in the images.
- Develop creek with a focus on urbanism.
- This is not about 42 acres alone- we need big ideas for big improvement regionally.
- It's the heart of our city.
- Water needs to be a focal point.
- University missed opportunity.
- Homeless issue needs to be part of the solution.
- Opposed to having all the homeless there.
- Make sure the buildings/ activities face the water
- Architecture that is cohesive.
- Affordable housing.
- Consider a commuter rail; push for a rail station there; utilize the tracks for light rail; potential for commuter rail all along the front range.
- Consider projects like the Riverwalk in Pueblo, Boise Idaho, Confluence Park and Cherry Creek.
- Concern about gentrification.
- Don't let development like Walmart and Motor City creep over.
- Brown Field Site- consider the environmental legacy, remediation.
- A community gathering place like an amphitheater that is community serving.
- Quality.

Appendix J: Additional Comments to Drake Email: draketaskforce@gmail.com

- I appreciate your endeavor to involve the citizens of Colorado Springs in the Drake Power Plant land usage, however the timing of your notification and its delivery made it impossible to attend the Banning Lewis Ranch meeting which is very close to my residence. I did not receive the notice until late afternoon on the meeting date, long after its completion. Thank you for ensuring those seniors living in the far eastern part of the city could attend. The other locations require a fair amount of driving which I no longer want to do.

- I think the Drake Power Plant should be kept operational in case of an emergency. Looking at what happened down in Texas when they couldn't supply power after a snow storm, I think we should learn from this example and keep it going in case other systems fail. Thanks for taking my input.

- ...build a nuclear one there. Fission or better yet, fusion.

- I am unable to make any of the public meetings. I was wondering that instead of getting rid of the plant, if it would be feasible to turn it into a trash to power plant?

- Why is there only one meeting after 5pm? Not many working people can attend a meeting during the middle of the day. Thanks.

- The Drake Power Plant property, Sell the land and return all the money to the people on their utility bills. Thank You.

- I live at 4629 Brady Pl. in East Colorado Springs and I am concerned that we are setting ourselves up for the same brown outs and black outs that have been occurring in California by getting all our electricity from unreliable renewable sources or potentially scarce and expensive natural gas. I think the best use of the Drake power plant is to remain as a power plant which is coal powered as we have more than 50 years of technology in scrubbing to keep coal a clean technology and since coal can be easily obtained in Wyoming we wouldn't have to pay exorbitant prices for natural gas or out of state electrical power.

- Dear Pam, Mary, Tyler, Martin and members of the Task Force, While fresh on our minds and perhaps finding the way into the soul, I share with you a few additional words, examples and images of "Mountain of the Sun"
  Cultural Center: A cultural center can explore and celebrate the Ute creation story on the mountain they called Tava, meaning Shining Mountain or Mountain of the Sun, and we now call Pikes Peak. Other themes are the many migration stories that uniquely involve this place we now call home, which are a confluence of cultures. And to pick up on something that Colorado Springs Utilities has
  already begun—educating and inspiring toward reverent stewardship.

I wanted to share a couple of other connections with you:
https://www.rmpbs.org/blogs/news/colorado-springs-city-council-votes-unanimously-to-enact-indigenous-peoples-day/
https://www.botanicgardens.org/exhibits/native-roots-modern-form-plants-peoples-and-art-allan-houser
https://www.historycolorado.org/ute-indian-museum
https://www.southernutemuseum.org/
I wish you well in your process and I hope I can be of benefit.

- Dear Task Force Members,
  As I expressed in my email to Tyler yesterday, as I consider my experience of the meeting Thursday, I find I have a couple of questions:
  1. Who are the stakeholders that you identified in this process?
  2. Who are the funding sources for the planning that is being presented to attendees at the meetings? While I recognize this is a private effort with no obligation of transparency, I am hoping that you choose to share this information with me and the public. Good weekend to each of you,

- I believe the property at the Drake Power Plant needs to be used exclusively for an alternative energy source. Wind Farm? Solar array? Other type of electricity generation? How about working in cooperation with the engineering departments at UCCS to come up with a plan?

- Good Evening, One theme that ran through a lot of the public opinion tonight at the Knights of Columbus Hall was that people wanted a space that served the community. People from the Mill Street area wanted a space that could be used by and served the community. The only thing I would like note is that it would be a disservice to the community for the space to be an Authoritarian High Modernist space: the kind of large, open, well-cultivated space that looks beautiful in photographs but is almost always barren of people. People like to sit down in shade. While I realize that a space littered with gazebos, picnic tables, benches, and trees is a preserve for the homeless (a big concern for the group that I listened to), that is a separate concern. A space that only gets used once a decade for a political rally is just as useless to the community. In, like, my opinion, man, anything that looks good in a drone shot probably isn't going to serve the community well.

- The site of the former Martin Drake Power Plant should remain with CSU for a future power plant with multiple energy sources, including nuclear, coal, natural gas, waste, etc. with multiple efficient generators. We natives want to continue to see a local, low-cost electric energy available to both ourselves and our grandchildren. Solar Farms are an ugly waste of space and Wind Towers are noisy, dangerous, and far more environmentally unfriendly than was the Martin Drake complex.

- The CSU grid is built around transmitting power generated at the drake site. That part is ready to go. Now we need a new, clean generating source. The Department of Energy is wanting to build demonstration projects showing how small modular nuclear power plants can be best integrated into existing T&D infrastructure. The have grant money to help pay for them. The city should pursue getting such a plant situated there. This will prove what a forward-looking, high tech-oriented community we are.

- Hello, I have lived in Colorado Springs since 2005 I have seen many changes though out the years. One that I haven't seen is the homeless situation I feel that the property would be a better use for the homeless. It is a central location it could stop the camping situation on Fountain creek. I am not saying to build anything elaborate but at least give them a chance to be safe and out of the elements. Because you would need someone to run, manage, and maintain the facility you would be creating more jobs for the community, the ones that truly care for the opportunity will work hard to maintain the facility. Thank you for your time and consideration.

- This is so exciting! Thank you SO MUCH for asking us what we think! I believe a community garden incorporated with any park you might set up would be wonderful! Many would like organic gardening but don't wish to war with "the critters 😊" alone. My favorite family park in the city is the Nancy Lewis park. Something similar to that with a garden is my idea. Again, thank you for asking!

- dear taskforce.....so much, following the meetings, i reiterate:
  1)the display pictures were much too limited. no pictures of low-cost farming. no pictures of native american leadership. they were here first, and deserve our first obedience, just like we give priority to the front person at the grocery store checkout. hence, the first neighborhood--millstreet--needs to be given full priority.
  2) yes, i realize the meetings were about the drake powerplant acreage. still, the 'powers that be' tilted sentiment totally (tho subtly) against us already several years ago by, without any proper notification whatsoever, invading us w. the weidner soccer stadium and connected apartments, both the mae and weidner. these new elite realities today feed a sense of powerlessness by many in the enfeebled mill st. neighbood. hence, these already established or else emerging realities are therefore in fact connected to the drake topic. these entities have already belittled or begun to disqualify mill st's concerns about zero resident replacement and the priority of a community benefit agreement. Without such mechanism in place, you will not convince anyone that this is anything else than 'colonial invasion '.
  3) how can anyone entertain the idea, even for a moment, to advance a water-based tourist-attraction for the area. tourism is elitist & exclusive. water shortage--so obvious as to require our 'denial' minds to be twisted about 180°. a train station for light rail, surrounded by low-income housing, neighborhood-employed gardening/farming, supplemented by a free community/art center--- would, i argue, represent a mindful approach to our over-populated city/world, and finite and planet. it would conscientize

us to be less wasteful and more communitarian in a deep, planet-prioritzing way....

- Seems like this would be a great location for a huge area of solar panels and possibly, in addition, wind turbines. Some of the existing power infrastructure could be utilized to carry power from such an installation. I am concerned that since the ground is so polluted that building any type of housing could be extremely unhealthy for future occupants.

- I'm from San Antonio, Texas. Check out: Pearl Brewery. and Alamo Quarry Market. There's some good possibilities here.

- Hello, I believe the property should stay with utilities and the city and be used for infrastructure improvements. The current facilities for maintenance and repair of the city and utilities vehicles are outdated and strained to capacity. This property would allow a new, up to date, larger facility to be built with room for expansion. Then, the old facility on Fontanero could be repurposed for housing or other uses. I currently work for Serco, who is the contractor for the repair of the city units and I can see where the existing facilities at Fontanero, South shop, Las Vegas, and Pinkerton do not give room to repair units and also provide enough inside parking for water units such as sweepers, water trucks and pumps, and other units carrying water. Because many of these units need to be stored inside, it reduces the space available to perform repairs. A larger facility with indoor parking structure would correct that and allow for a more efficient and thorough repair process for the city and utilities fleet.
  Thank you for your consideration,

- Put a baseball park in a the Drake Power plant. Put in some pedestrian streets with it, like a Pearl street or 16th street.

- I wanted to reach out and tell you that public comments are underway on Drake, I assume you both knew. It would be an ideal location for low income and affordable housing as it is in a QCT and OZ.

- Good Morning! Attached PDF file for your review. PDF file has 4 pages. I might be able to attend the meeting this coming Wednesday.
  https://drive.google.com/file/d/1pErE_Z6Abbd921s5S9n9YcWta1YBMGkY/view How many people are on the review board? I could make print-outs and distribute at the meeting.

Appendix K: Task Force Members Phase II

Heather Carroll, Joseph Henry Edmondson Foundation
Susan Edmondson, Downtown Partnership
Jeff Finn, Norwood Development Group
Cecelia Harry, Colorado Springs Chamber & EDC
Patience Kabwasa, Food to Power
Chris Lieber, NES
Zach McComsey, The Legacy Institute
Bobby Mikulas, Kinship Landing
Laura Neumann, Neumann, LHN Business Consulting
Darsey Nicklasson, DHN Development
Hannah Parsons, Barn Owl Tech
Mary Sprunger-Froese, Mill Street Neighborhood resident