

OCTOBER 4, 2016



SCORT Station Development and Local Sources of Funding

Summary Report

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Background and Scope of the Peer Exchange

The Build America Transportation Investment Center (BATIC) Institute: An AASHTO Center for Excellence supports public sector capacity building in the area of transportation finance. One of the services provided by the BATIC Institute is arranging special sessions at transportation sector conferences focused on in-depth exploration of specific topics.

On October 4, 2016, the BATIC Institute held a session at AASHTO's Standing Committee on Rail Transportation (SCORT) conference in Chicago, IL, addressing methods for improving intercity passenger rail station development. This session built upon the BATIC Institute's peer exchange on Station Redevelopment held in Phoenix, AZ, at the American Public Transportation Association conference on June 22-23, 2016. (See: http://financingtransportation.org/capacity_building/event_details/listening_session_station_development.aspx)

The session consisted of seven presentations and was attended by approximately 30 individuals at the SCORT conference. It was preceded by a tour of Chicago Union Station (CUS) conducted by representatives of Amtrak. CUS—Amtrak's fourth busiest station, is an historic structure built in the 1920's and is served by approximately 60 daily Amtrak intercity trains and 250 daily commuter trains operated by Metra, the commuter rail division of the Illinois Regional Transportation Authority. Amtrak is currently undertaking major infrastructure improvements to CUS, and is in the process of procuring private developers for the development of air rights over and adjacent to the station.

The presentations covered the following topics:

- Current Federal Policy for Station Redevelopment
- Statewide Station Development Programs (North Carolina and Pennsylvania)
- Local County and Municipal Initiatives (Cook County, IL; St. Paul, MN; and Normal, IL)

Presentation Topics and Discussion Notes

OVERVIEW OF FEDERAL POLICIES, PRACTICES, AND PROGRAMS

The program opened with Leo Wetula, a senior transportation analyst in the Federal Railroad Administration's Office of Program Delivery who currently serves as liaison to the Office of the Secretary of Transportation for the Build America Bureau.

Leo provided an overview of USDOT's newly-formed Build America Bureau, authorized by Congress by section 9001 of the FAST Act. The Bureau's purpose is to assist state, local and private project sponsors in accessing the various USDOT programs by providing "one stop shopping" for technical assistance on the project development process and federal credit assistance through the Railroad Rehabilitation and Improvement Financing (RRIF) program and the Transportation Infrastructure Finance and Innovation Act (TIFIA), as well public-private partnerships.

He described how Amtrak in recent years has devoted increased attention to station redevelopment of the more than 500 destinations Amtrak serves. Enhanced stations can both generate operating revenues to defray rail system operating expenses and help revitalize local communities. Amtrak maintains a comprehensive website called "Great American Stations" that describes the history, service characteristics and redevelopment status of each of the stations it serves. (See: <http://www.greatamericanstations.com/>).

Leo reported that to date, FRA has spent over \$1 billion on station redevelopment. Transit oriented development (TOD) is a key focus of its station program. The Build America Bureau is in the midst of developing program guidance that will define more specifically how the new TOD provisions will be administered. He noted that station redevelopment is also consistent with the objectives of the Transportation Investment Generating Economic Recovery (TIGER) program, and a number of projects have drawn upon this annual discretionary grant program as a funding source. Among the key guiding principles for station redevelopment plans should be promoting long-term financial sustainability, partnering with both facility and community stakeholders, and accommodating future growth in rail transportation service.

Karen Hedlund, Vice President of U.S. Advisory Services for Parsons Brinckerhoff and formerly Deputy Administrator and Chief Counsel of FRA, summarized the key enhancements to the RRIF and TIFIA programs contained in the FAST Act that are now available to sponsors of both rail and TOD projects through the RRIF and TIFIA programs. These programs allow borrowers to obtain loans at the same rate as U.S. Treasury bonds (as of this writing approximately 2.50% for up to 35 years).

There are several key differences between the two programs, however. For rail projects, RRIF may fund up to 100% of project costs, whereas TIFIA assistance generally is limited to 33%. And under RRIF, the borrower must pay the cost of the credit risk premium (loan loss reserve), whereas under TIFIA Congress has provided ~\$300 million/year of budget authority for that purpose. The FAST Act made other favorable changes to the RRIF program, conforming it in most respects to the TIFIA program concerning the ability of the borrower to defer loan repayments for up to 5 years following substantial project completion, and making explicit that pledged cash flows as well as collateral may be used by USDOT to evaluate the credit worthiness of the loan.

Karen noted the broadened eligibility under both the TIFIA and RRIF programs for commercial and residential projects that are physically or functionally related to passenger rail stations (TOD). While TOD eligibility is a permanent change under TIFIA, it is available under RRIF only through December 2019, and the maximum RRIF share for TOD is reduced from 100% to not more than 75% (i.e. a 25% non-federal match is required).

PERSPECTIVES ON STATION DEVELOPMENT, TRANSPORTATION PLANNING, AND STATE CORRIDORS

Following the overview of Federal policy, there were a series of presentations on statewide efforts and individual station projects.

John Yonan, Superintendent, Cook County (IL) Dept. of Transportation and Highways, described how the nation's second largest county, which historically had been highway-oriented, is now initiating transit projects and collaborating with the private sector to advance transit oriented development. Cook County is looking at opportunities to promote improved pedestrian access and amenities at transit and rail stations, as well as encouraging joint development opportunities. He described how the Village of Rosemont, a major office, hotel and shopping precinct near O'Hare Airport and served by several major highway interchanges, has designated 10 acres of land adjacent to the Rosemont station (served by the Chicago Transit Authority's Blue Line and an exclusive use bus lane) for a new joint development.

Ray Lang, Senior Director of National-State Relations for Amtrak in its Chicago office, described the Master Plan Study for Chicago Union Station, designed to increase its capacity to handle passengers, to improve safety, to enhance passenger amenities and accessibility, and to generate ancillary revenue for Amtrak. The Plan consists of a series of infrastructure improvements as well as a commercial development plan. The infrastructure plan involves a series of improvements costing several hundred million dollars that includes widening train platforms, improving pedestrian flow, and providing a direct underground connection between CUS, CTA's Blue Line Clinton Station two blocks to the south, and Metra's Ogilvie Transportation Center commuter rail terminal two blocks to the north. The commercial plan involves the sale of air rights development at four separate parcels on the nine-block site owned by Amtrak surrounding Union Station, as well as adding retail shops and making improvements to the station itself. Amtrak had issued a Request for Information in October 2015, and based on those responses recently released a Request for Qualifications to four pre-qualified bidding teams. A preferred developer is expected to be named in early 2017. Mr. Lang stressed the importance of ensuring that the Transportation Plan should lead the Commercial Development Plan, not vice versa.

Best Practices for Uptown Station:

- Build relationships with key stakeholders
- Retain the right professional experts to advise on the complex public-private mix of uses
- Design the station as a tool to revitalize the adjacent downtown district.

Wayne Aldrich, Director of Public Works for the Town of Normal (IL), described the 2012 construction of the new Uptown station adjacent to the campus of Illinois State University. Normal, named after the Illinois State Normal School (a teacher-training institution), is located midway between Chicago and St. Louis.

The station is served by 10 daily Amtrak trains (Illinois' second busiest Amtrak station), and will accommodate the new 110 mile per hour high speed rail service along the Chicago-St. Louis corridor, currently under development. The 68,000 square foot facility consists of a passenger rail station, local and intercity bus station, municipal offices, retail and community space and a 380-car garage, and sits adjacent to a new landscaped park/roundabout. The \$45 million project was funded with a combination of a \$22 million TIGER grant, a \$10.5 million FTA Bus Facility grant, and a \$13.2 million Illinois Dept. of Commerce and Economic Opportunity grant. It is helping to spur redevelopment in the town's Uptown District.

Mr. Aldrich observed that the most challenging aspect of station redevelopment was the front-end interagency coordination among FTA, FHWA, and the Town of Normal. He noted that the key takeaways from this project were the importance of building relationships with the stakeholders (USDOT, Amtrak, Illinois DOT, Intercity Bus operators, Union Pacific and the local transit agency); retaining the right professional experts to advise on the

complex public-private mix of uses; and designing the station not only as a community center but also as a tool to revitalize the adjacent downtown district.

Praveena Pidaparthi, Planning Director, Passenger Rail Office, Minnesota DOT, described the recent redevelopment of the historic St Paul Union Depot by the Ramsey County Regional Railroad Authority (RCRRA). This neo-classical building, located in the Lowertown section of downtown St. Paul, dates from the 1920's and at one point served dozens of passenger trains each day. With the decline in rail patronage, Amtrak had shifted operations in 1978 to a Midway station situated between Minneapolis and St. Paul, and the Depot was sold to the U.S. Postal Service (USPS). The RCRRA acquired the 33-acre Union Depot and surrounding property from USPS in 2007. Once the Postal Service vacated the building in 2010, the Authority undertook a \$243 million renovation. The Depot reopened for passenger service in 2014 with the return of Amtrak's two daily long-distance trains and the launch of the Green Line Central Corridor light rail line to Minneapolis. The station building serves as a terminal for local and intercity bus service, and also includes a restaurant and condo units on the upper floors.

Approximately half of the project costs were funded with a combination of federal grant funds (FRA, FHWA, FTA and TIGER), with the balance coming from RCRRA's property tax levy (43%) and State bond proceeds (6%). Among the lessons learned from this successful project that restored both the building as well as passenger rail service to the historic Depot is the complexity of dealing with multiple stakeholders (FRA, 3 Class 1 freight railroads and the RRCA) in obtaining approval for the signaling and track work required.

Elizabeth Bonini, Acting Director, PennPorts, Pennsylvania Dept. of Transportation, described station redevelopments along Pennsylvania's Keystone Corridor, which is a 104-mile long electrified route between Philadelphia and Harrisburg with 12 stations and 14 weekday Amtrak roundtrips subsidized by PennDOT. The Amtrak-owned right-of way also accommodates the Southeastern Pennsylvania Transportation Authority (SEPTA) commuter rail operations on its eastern third as well as Norfolk Southern freight rail operations. As a result of PennDOT's \$145 million capital investment program improving the right-of-way, train speeds have been able to be increased to 110 miles per hour, leading to a 50% increase in ridership in recent years (1.4 million passengers/year).

State legislation enacted in 2012 (PA Act 88) authorizes state and local agencies in the Commonwealth to enter into public-private partnerships (P3's), and PennDOT is undertaking initiatives at several stations under this authority. For the Mount Joy Station (annual boardings of 50,000 in 2015), PennDOT is completing a \$27.5 million renovation involving new high-level platforms, elevators, an overpass crossing the tracks and improved streetscaping, and has partnered with an adjacent local church to allow for station parking.

There is currently a Request for Proposal for the development of a new \$32 million PennDOT-funded Middletown Station (68,000 boardings per year in 2015) adjacent to the Harrisburg International Airport. The objectives of the P3 solicitation are to provide a minimum of 400 parking spaces, encourage mixed-use TOD and have the developer assume responsibility for operating and maintaining the station over 30 years. A Request for Qualifications was issued in September 2016, with submissions due in mid-December, and PennDOT anticipates selecting a preferred developer by the end of 2017.

Key lessons learned thus far are:

- The capital planning for projects should be proactive in order to take advantage of capital funding opportunities as they arise.
- The capital funding is comparatively easy to obtain; it is the funding for long-term operations and maintenance that is more challenging. This argues for identifying a dedicated funding source for operations and maintenance (O&M) at the earliest stages of project development.

- The importance of establishing a close working relationship between the state DOT and Amtrak cannot be overstated.
- Prior to seeking a developer, the public project sponsor should undertake the station infrastructure improvements to make the property an attractive candidate for developers.
- It is equally important to make the station an attractive asset to the community through streetscaping and other local improvements, to enhance the project's ability to spur economic development.
- The public sponsor should use the Request for Information process to allow developers to help inform the development strategy, as this can maximize the potential revenue stream to cover O&M.

Paul C. Worley, the Rail Division Director at North Carolina DOT, gave an overview of North Carolina's statewide station development program and the role it is playing in both growing rail ridership and spurring city center economic development. He described the enhancements to rail service in recent years in North Carolina, which generates nearly one million Amtrak passengers per year. Three different station development initiatives were profiled.

Raleigh Union Station (RUS) is a \$103 million project currently under construction. It entails reusing a 26,000 square foot industrial building that had been vacant since 2005, and will result in a station five times larger than the current one. RUS is being funded with a combination of Federal funds (65%), State funds (9%) and City funds (26%).

The Charlotte Gateway Station is a new multimodal facility in the Uptown District of Charlotte, relocating the station to downtown after 50 years of being at an inconvenient location 2.5 miles from downtown. It will serve Amtrak, commuter rail, light rail and bus service and also entails substantial commercial development. A master plan is being prepared by the Hines development firm. The first \$70 million phase of the \$200 million station project is underway. The Gateway project is expected to generate more than \$1 billion in private investment.

Hillsborough station is a new \$7 million station northwest of Raleigh along a commuter rail line. It will serve as a multimodal center for the town, and can accommodate future TOD. Paul noted that the "most fun" part of the development process was negotiating the "service outcome agreements" with the State's freight rail partner.

CONCLUSION

The session concluded with **David Seltzer**, Principal of Mercator Advisors, distributing a summary sheet based on information forms about the various station projects previously filled out by the presenters. From this summary and the comments of the presenters' remarks, it is possible to make the following observations:

- There is no single template that can be applied to station redevelopment. Each project is very much based upon local facts and circumstances.
- There are multiple objectives for station redevelopment, with the most common being to enhance passenger service and amenities, increase capacity, and spur development in the surrounding neighborhood.
- The stations can also serve as key civic and community spaces (Chicago Union Station, St. Paul, Raleigh, Normal)
- Early-stage partnering with Amtrak and freight rail carriers that use or own the right-of-way is critical to success.

- In terms of funding strategy, most of the stations rely heavily on federal funding (generally accounting for half or more of the capital sources), with the balance typically being derived from state or local funds. Station redevelopment projects appear to be particularly well-suited to achieve the objectives of the TIGER grant program.
- Private sector participation as a general rule did not represent a major source of capital for the projects. Stations located in the larger cities in districts ripe for redevelopment (Chicago, Charlotte, St. Paul) have the greatest potential for attracting substantial private sector investment to help defray capital or operating costs.
- Expanded eligibility for low-cost loan financing through RRIF and TIFIA can be utilized by public and private entities for both the station itself and commercial/residential TOD.

The table on the following page summarizes the responses from presenters describing their station characteristics. The complete questionnaire form sent to presenters seeking information on station development characteristics is shown as Appendix C.

SUMMARY PROFILE OF KEY STATION ATTRIBUTES						
SCORT Session on Station Redevelopment Approaches						
	St. Paul Union Depot	Raleigh Union Station	Hillsborough NC	Charlotte Gateway	Normal, IL	Elizabeth- town, PA
Purpose						
Building a New Station		■	■	■	■	■
Expanding an Existing Station	■					
Redeveloping an Existing Station	■					■
Project Objectives						
Transportation: Enhance Passenger Service and Amenities	●	●	●	●	◐	●
Transportation: Increase Train throughput capacity	◐	◐			◐	◐
Promote Civic Pride	◐				◐	
Repurpose Building to Cultural or Community Use	○	◐			◐	
Repurpose Building to Commercial Use	○	○				
Spur Surrounding Neighborhood Development	◐	○	◐	◐	●	◐
Transportation Service						
Amtrak— Passengers/year (current)	92,090	159,784	3400 (est.)	184,911	254,317	64,484
Local Transit--incl. Commuter Rail	<input checked="" type="checkbox"/>					
Intercity Bus	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Nearby Population (estimate)	7,911			15,000		8,900
Population Served	3,500,000	974,289	140,000	2,500,000	175,000	
Project Sponsor						
	Special Auth.	City-T.A.- State	State	State	City	State
Project Ownership						
Depot	Special Auth.	City		City	City	State
Platform	Special Auth.	City		City	UP	Amtrak
Tracks	Special Auth.	Railroad		tbd	UP	Amtrak
Parking	Special Auth.	City		City	City	State
FEDERAL GRANTS						
FTA Fixed Guideway New Starts; (\$5309)	■					
FTA Planning Grants (\$5303-05, \$5309)					■	
FTA State of Good Repair Grants (\$5337)						■
FRA High Speed Intercity Passenger Rail	■	■				
FRA-- Other		■				
FHWA--STP (\$1109)				■		
TIGER	■	■		■	■	
USDOT--Other	■					
STATE/LOCAL SOURCES						
State Transp. Fund-- upfront or annual	■			■		■
Transit Agency capital contributions				■		
Local general or dedicated revenues	■					
Value Capture: Joint Dvpt., Land Sales	■			■		■
Commercial Lease Payments	■					
FINANCING TOOLS						
Municipal Bonds					■	
Commercial or Mortgage Loans	■					

RELEVANT WEB LINKS AND INFORMATION SOURCES

Listed below are several information sources that project sponsors may find of value.

Build America Bureau

<https://www.transportation.gov/buildamerica>

Transportation Infrastructure Finance and Innovation Act Program (TIFIA)

www.dot.gov/tifia

Railroad Rehabilitation & Improvement Financing Program (RRIF)

<https://www.fra.dot.gov/Page/P0128>

Private Activity Bonds

http://www.fhwa.dot.gov/ipd/finance/tools_programs/federal_debt_financing/private_activity_bonds/

TIGER Grant Program

<https://www.transportation.gov/tiger>

FTA Capital Investment Grants (New Starts, Small Starts and Core Capacity)

<https://www.transit.dot.gov/funding/grant-programs/capital-investments/capital-investment-grant-program>

FTA Pilot Program for Transit-Oriented Development Planning

<https://www.transit.dot.gov/TODPilot>

FHWA Office of Innovative Program Delivery (IPD)

<http://www.fhwa.dot.gov/ipd/>

Report on Successful Practices for Public Private Partnerships (P3)

https://www.transportation.gov/sites/dot.gov/files/docs/P3_Successful_Practices_Final_BAH.PDF

Appendix A

SESSION AGENDA

Summary of SCORT Meeting / Chicago (Tuesday, October 4th): Session Agenda

Industry 1 Conference, Room W, Chicago—City Center Hotel, Chicago, IL

3:15 – 5: 15 P.M. STATION DEVELOPMENT AND LOCAL SOURCES OF FUNDING

Introduction

Jennifer Brickett, BATIC Institute

Roundtable discussion focusing on passenger rail station development with an emphasis on organizational structure, collaborations and state/local funding strategy.

Overview of Federal Policies, Practices and Programs

Leo Wetula, FRA | Karen Hedlund, WSP | Parsons Brinckerhoff

Summary and discussion of relevant federal issues including: brief overview of FRA's station area planning principles; FTA's TOD planning grants and technical assistance initiative; TIGER & HSIPR grants; and review of RRIF and TIFIA key provisions (comparing and contrasting), with a focus on rail station / TOD eligibility.

Perspectives on Station Development, Transportation Planning and State Corridors

Discussants will provide introductory overviews of selected station developments, touching on such issues as the state and local government experience with project planning, station governance, partnering with private developers, working with Amtrak, dealing with freight railroads, using value capture tools and identifying other non-federal funding sources.

- **Cook County, IL:** John Yonan, Cook County Dept. of Transportation
- **Bloomington / Normal, IL:** Wayne Aldrich, Normal, IL
- **St. Paul, MN:** Praveena Pidaparathi, MnDOT
- **Harrisburg, PA:** Beth Bonini, PennDOT
- **Charlotte, Raleigh and Cary, NC Stations:** Paul Worley, NCDOT

Discussion

David Seltzer, Mercator Advisors, rapporteur

Appendix B

BIOGRAPHIES OF PRESENTERS

Wayne Aldrich *Director of Public Works, Town of Normal (IL)*

Wayne has been with the Town of Normal for 18 years. He was originally employed by the Town as the City Engineer. From 2002 to 2013 he served as Uptown Development Director where he was in charge of an extensive renewal of the central business district in Normal. In November 2013 he was appointed as the Public Works Director for Normal. Wayne was previously employed by the Illinois Department of Transportation for 14 years. He has experience in all phases of project development and implementation.

Wayne has a Bachelor of Science in Civil Engineering from the University of Illinois and is a Registered Professional Engineer in Illinois.

Elizabeth Bonini *Acting Director, PennPorts, Pennsylvania Dept. of Transportation*

Beth serves as the acting director of the Office of PennPorts for the Pennsylvania Department of Transportation's (PennDOT). In this role, Beth manages multimodal transportation initiatives and spearheads capital investments and improvements for the Commonwealth's ports and waters and regional and intercity passenger rail, including the Amtrak Keystone Corridor. Beth also serves as Pennsylvania's State Safety Oversight Manager for rail fixed guideway and is actively involved in FTA's Transit Advisory Committee on Safety (TRACS).

For the last eight years, Beth served as the Pennsylvania Department of Transportation's (PennDOT) Urban Transportation Division Manager in the Bureau of Public Transportation (BPT) where she was responsible for managing \$1.5 billion in state and federal public transportation capital and operating funds throughout the Commonwealth. Prior to her time with BPT, Beth worked in PennDOT's Bureau of Rail Freight, Ports and Waterways, where she held positions as the Bureau Director and Planning Manager.

She earned both her Bachelor of Arts degree in Economics and her Master's of Arts in Industrial and Labor Relations from the Indiana University of Pennsylvania.

Karen Hedlund *Director of Public-Private Partnerships, WSP Parsons Brinckerhoff*

Karen works with federal, state and local transportation agencies as well as private companies to facilitate public-private financing and development of rail transportation infrastructure, including station development projects. She is currently providing federal financing advice to Amtrak on the \$20 billion Gateway Project, including a new Hudson River rail tunnel, and expansion of Pennsylvania Station.

Prior to joining WSP | Parsons Brinckerhoff, Karen served as Deputy Administrator and Chief Counsel of the Federal Railroad Administration (FRA), providing leadership for the administration's \$12 billion high-speed rail grant program, including a \$1 billion investment in the Chicago-St. Louis Corridor, the Englewood Flyover, and Michigan's purchase and upgrade of the line from Kalamazoo to Dearborn from Norfolk Southern. At FRA, Karen also served on the boards of the Union Station Redevelopment Corporation in Washington, DC and Moynihan Station Development Corporation in New York City. As Deputy Administrator she also oversaw the agency's RRIF loan program, which was amended in the recently adopted FAST Act to permit financing of transportation oriented development projects.

Prior to her appointment to USDOT she was in private law practice, most recently heading the East Coast infrastructure practice of the Nossaman law firm, advising state and local governments on alternative financing

and procurement of transportation projects and private law practice. Her law degree is from Georgetown University, and her bachelors was earned at Harvard College.

Ray Lang *Senior Director, National-State Relations, Amtrak*

Ray has worked at Amtrak since 1995, currently serving as a senior director for intergovernmental affairs. Since 2012, Ray has served as President of The Chicago Union Station Company, a wholly-owned Amtrak subsidiary, representing Amtrak and the station to City, State and regional governmental entities. In this capacity, he serves as a liaison to Metra, Chicago's commuter rail agency and the primary tenant in the building. Metra and Amtrak work collaboratively with the many stakeholder groups in the Chicago region to make policy decisions to help Chicago Union Station continue to meet the changing transportation needs of the region.

Praveena Pidaparathi *Planning Director, Passenger Rail Office, Minnesota DOT*

Praveena joined MnDOT in January 2009 in the Office of Transit and moved to the new Passenger Rail Office in June 2009. The Office is responsible for establishing passenger rail service and the implementation of the State's Rail Plan. At MnDOT, she was involved in the development of the Minnesota Comprehensive Statewide Passenger and Freight Rail Plan and is currently the MnDOT project manager for the Twin Cities-Milwaukee-Chicago Intercity Passenger Rail Phase 1 Study and Twin Cities to Milwaukee High Speed Rail Study.

Prior to joining MnDOT, Praveena worked as a consultant transportation planner for seven years during which time she gained experience from a variety of local and national transportation projects.

Praveena has a Bachelor of Architecture degree from Andhra University in India, a graduate certificate in Transportation Studies from the Center for Transportation Studies at the University of Minnesota, and a Master's degree in Urban and Regional Planning from the Humphrey Institute at the University of Minnesota. She is certified with the American Institute of Certified Planners (AICP).

Leo Wetula *Senior Transportation Analyst, Federal Railroad Administration*

Leo Wetula is a senior transportation analyst in the Federal Railroad Administration's Office of Program Delivery. He currently serves as liaison to the Office of the Secretary of Transportation for the Build America Transportation Investment Center (BATIC) and the TIGER grant program. Previously, Leo was the FRA Regional Manager for the Northwest and Mountain Regions where he managed a portfolio of federally funded projects, including the \$800 million Pacific Northwest Rail Corridor Program in WA State. Before joining FRA in 2011, Leo worked as a policy analyst at the U.S. DOT's Volpe Center in Cambridge, MA, conducting research and analyses on various facets of intercity passenger transport, both air and rail.

Leo holds a J.D. from the Cleveland Marshall College of Law, an MBA in comparative management from the International University of Japan, and an M.A. in International Relations from the Johns Hopkins University School of Advanced International Studies (SAIS).

Paul Worley *North Carolina Dept. of Transportation*

Paul C. Worley is Rail Division Director at NCDOT and leads a multi-faceted modal division that is key to North Carolina's transportation, economic development and job creation needs through providing customer services, building infrastructure, and improving safety. Duties of the Rail Division include state-supported passenger service

operations and facilities, rail freight and passenger planning and project development, administration of rail freight and industrial access programs, rail-highway at-grade crossing safety improvements, safety oversight programs, and the design and construction of rail freight and passenger track projects to improve speed, capacity, and efficiency. As director, Paul leads North Carolina's Piedmont Improvement Program – an ongoing, multi-million dollar series of projects making incremental track, facility and equipment improvements to enable improved safety, and additional capacity on the North Carolina Railroad Company corridor between Raleigh and Charlotte.

Serving on numerous national transportation and rail committees, Paul is a graduate of Campbell University and has 28 years of experience with NCDOT.

John Yonan Superintendent, Cook County (IL) Dept. of Transportation and Highways

John Yonan was appointed the Superintendent of the Cook County Department of Transportation and Highways in January of 2012 by Cook County Board President Toni Preckwinkle. In that capacity, John is responsible for all of CDDOTH professional engineering functions, including the planning, programming, design, construction and maintenance of the County's infrastructure assets which includes over 570 miles of roads.

John is a Licensed Professional Engineer in the State of Illinois. Prior to his appointment as Superintendent, John was the Deputy Commissioner\Chief Engineer having spent 19 years at the City of Chicago's Department of Transportation in the Bureau of Engineering.

SESSION FACILITATORS

Jennifer Brickett Director, BATIC Institute: An AASHTO Center for Excellence

Jennifer Brickett has ten years of experience working in the transportation industry. Prior to serving as the Director of BATIC Institute, she was a member of AASHTO's environment team. In this role, Jennifer managed all technical assistance and policy support in the areas of extreme weather, climate change, and air quality. She directed a technical assistance program to help State Departments of Transportation respond to and prepare for extreme weather events. She also supported the Center for Environmental Excellence by AASHTO, a cooperative agreement with FHWA. Prior to her work at AASHTO, Jennifer was a consultant at ICF International, supporting policies and programs that reduce transportation emissions.

Jennifer has a B.A. in Environmental Economics from Colgate University and an M.S. in Environmental Sciences and Policy from The Johns Hopkins University

David Seltzer Principal & Co-Founder, Mercator Advisors

David Seltzer is a Principal and co-founder of Mercator Advisors, a Philadelphia-based financial advisory firm which provides financial consulting services to governmental, corporate and non-profit organizations sponsoring major transportation projects and programs. David has 40 years of experience in the field of public and project finance, working in both the governmental and private sectors, with an emphasis on transportation projects and policy. As Senior Advisor to the Federal Highway Administrator for 3 years, David was actively involved in designing and implementing new federal assistance programs, including TIFIA, SIBS and GARVEE Bonds. Before joining USDOT, David spent 20 years in investment banking, assembling public and project financings for transportation and other infrastructure programs, including Lazard Frères and Lehman Brothers.

David holds a BA in Urban Studies from Trinity College, Hartford and an MBA from The Wharton School.

Appendix C

PROFILE OF INTERCITY RAIL PASSENGER STATION REDEVELOPMENT APPROACH

AASHTO SCORT Chicago Meeting, October 4, 2016

NAME OF PROJECT: _____

Does the Project entail building a new facility or redeveloping an existing one?

✓ (IF APPLICABLE)	PURPOSE
	Building a New Station
	Expanding an Existing Station
	Redeveloping an Existing Station

What are the objectives of the Redevelopment Plan?

PRIORITY RANKING	RATIONALE
	Transportation: Enhance Passenger Amenities
	Transportation: Increase Train throughput capacity
	Preserve Historic Landmark/Promote Civic Pride
	Repurpose Building to Cultural/Community Use (e.g., museum, public space)
	Repurpose Building to Commercial Use (office/ shopping, residential)
	Spur Surrounding Neighborhood Development
	Other (Please specify)

Who will the Station serve?

CATEGORIES OF PEOPLE SERVED	ESTIMATED ANNUAL VOLUME
Amtrak—Intercity Rail Passengers	Data available at Great American Stations website www.greatamericanstations.com
Local Transit—Bus, Light/Heavy Rail, Commuter Rail	Local Transit Agency
Intercity Bus	(Bolt, Megabus, Greyhound, Trailways, etc.)
Nearby Population estimate	(Workers, residents, hotel guests, shoppers)
Other (please specify)	

Who is the Project Sponsor/Who owns the assets?

ENTITY	PROJECT SPONSOR	DEPOT	PLATFORMS	TRACKS	PARKING
Municipality					
Freight Railroad					
Public Transit Agency					
State DOT					
Amtrak					
Special Purpose Entity					

What Funding Sources have been identified/utilized?

FEDERAL GRANTS—FTA PROGRAMS	APPLICABILITY
Fixed Guideway New Starts; (§5309)	
Bus/Bus Facility Grants (§5339)	
Urbanized/Rural Area Formula Grants (§5307, §5340, §5311)	
Planning Grants (§5303, §5304, §5305, TOD--§5309)	
State of Good Repair Grants (§5337)	
FEDERAL GRANTS--FRA	
High Speed Intercity Passenger Rail	
Other	
OTHER FEDERAL GRANTS	
FHWA--CMAQ Grants (§1114)	
FHWA--Surface Transportation Block Grant—Transportation Alternatives (§1109)	
TIGER or Other USDOT	
Other Federal Agency Programs (HUD, EPA, EDA, etc.)	
STATE/LOCAL SOURCES	
State Transportation Fund contributions -- upfront or annual	
Transit Agency capital contributions	
Local general/dedicated revenue streams	
“Value Capture”	
- <i>Special Assessments/Business Improvement Districts</i>	
- <i>Tax Increment Financing</i>	
- <i>Other (Joint Development, Impact Fees, Land Sales, etc.)</i>	
- <i>Commercial Lease Payments</i>	
OTHER	
Amtrak—Financial or in-kind contributions	
Railroads—Financial or in-kind contributions	
Corporate Sponsorship	
Philanthropic Sources	

What Financing Tools have been identified/utilized?

TAX-EXEMPT BONDS	APPLICABILITY
Governmental Purpose Bonds	
Private Activity Bonds	
FEDERAL FINANCING	
TIFIA	
RRIF	
OTHER DEBT SOURCES	
Commercial & Mortgage Loans (Bank, Insurance Co., etc.)	
State Infrastructure Bank/Other State-Local Lending Programs	
EQUITY FINANCING	
Financial Equity	
Tax-Oriented (Historic Preservation, New Markets, etc.)	
OTHER (PLEASE SPECIFY)	