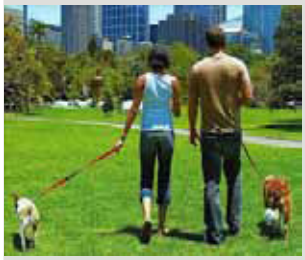

TAPs

Technical Advisory Panels

A Vision for High Quality, Transit-Oriented Development Near Nature and Outdoor Recreation

Mineral Station Area, Littleton, Colorado

April 22nd, 2014

Urban Land Colorado Institute

Leadership in Responsible Land Use

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Littleton/Mineral Station Address: 3203 West Mineral Avenue, Littleton
Location: South Santa Fe & Mineral
Parking Spaces: 1227. Bike Racks: 10

Technical Advisory Panels (TAPs)

Technical Advisory Panels bring ULI Colorado expertise directly into communities on tough real estate problems. TAPs are composed of ULI Colorado members who donate their time to help build better places.

ULI volunteers Renee Martinez-Stone, Steve Clarke, Doug Elenowitz, and Steve Wilensky ponder urban design issues at Mineral Station.

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I. Overview

The City of Littleton is looking at whether the Mineral Avenue Light Rail Station (Mineral Station for short), including a Park-n-Ride with 1,200 surface parking spaces, should be redeveloped. An impetus for redevelopment is that current parking is insufficient for this busy station, and there's little room on site for more parking. Mineral Station is Littleton's most-used light rail station and is the end of the line for southwest light rail, which creates a strong demand for parking.

On the other hand, surface parking may not be the best use for land around the station, which could attract housing and commercial uses and other uses that support both economic vitality and transit use. Quality, walkable, mixed-use, urban development in a station area could also increase ridership and leverage our regional investment in transit. On the other hand, surface parking may not be the best use for land around the station, which could attract housing and commercial uses and other uses that support economic vitality and transit use. Quality, walkable, mixed-use, urban development in a station area could increase ridership and leverage our regional investment in transit. This addresses a key goal of DRCOG's Metro Vision 2035 plan--to provide 50 percent of new housing and 75 percent of new employment within urban centers like the Mineral station area.

Potential recommendations at the station site will be guided by the City of Littleton Comprehensive Plan, adopted in January 2014 and including a Citywide Plan that's a "vision for the future of Littleton" written by the city planning board. Through the plans, city government and citizens seek to keep Littleton a vibrant place that attracts "people with talent" who want to live in a place with natural beauty and opportunities for outdoor recreation. They want the city to keep its unique identity and sense of place, and to prevent it from "becoming suburbia."

> "*Littleton is the kind of place you rarely find, and we appreciate how special that is*," the plan says.

That vision includes:

- connecting city neighborhoods via a street network that supports traffic flow, pedestrians, transit and biking,
- increasing overall walkability and bicycle connections
- linking commercial to residential areas,
- creating a comprehensive wayfinding system, and
- highlighting Littleton's major natural amenity, the South Platte River.

For the South Santa Fe Corridor, where Mineral Station is located, the Comprehensive Plan calls for an urban design strategy that preserves open space and other natural features, improves transportation, and promotes high-quality urban development, while discouraging commercial strips. As part of its goal to keep its river area vibrant, the City has already attracted a 12-acre, $20 million Breckenridge Brewery complex now under construction in the 6700 block of South Santa Fe Drive just south of Hudson Gardens and near the river. The facility, expected to employ 60, should open by early 2015. A plus for Mineral Station's potential redevelopment is that the City of Littleton recently reactivated its urban renewal authority, now called Littleton Invests for Tomorrow (LIFT), which intends to create urban renewal districts. Urban renewal could be a tool to address the station's parking issues and to attract more high-quality uses to the station area.

LIFT is surveying conditions that impede the city's growth with an eye on creating an environment conducive to investment. The survey should be completed in May 2014.

On April 22, 2014, at the request of the City of Littleton, Urban Land Institute (ULI) Colorado convened a Technical Advisory Panel (TAP) at the Littleton Museum, at 6028 South Gallup Street, to study the Mineral Station area and generate concrete recommendations and steps that can be acted on relatively quickly. Panelists were volunteer ULI members who are experts in their fields — from planning and urban design to development and transportation planning. Panelists donate their time and pledge to be impartial and disinterested.

Since 2003, ULI Colorado has held 45 TAPs in communities across the state. Recommendations are unbiased and nonbinding.

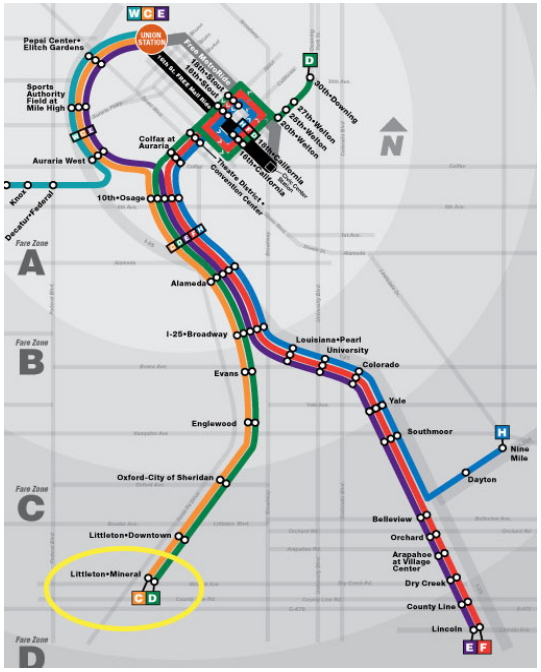
Summary of ULI panel recommendations:

- The city should start the planning process right away. Plan for the future by creating a district vision that links, rather than isolates, the station and neighboring properties and sets goals for connectivity, pedestrian circulation, amenities and urban design.
- Communicate that vision to the public, stakeholders, RTD, and city government.
- Engage the Colorado Department of Transportation (CDOT) in a shared vision for the site, district, and the adjacent state highway corridor.
- Identify champions and leaders for redevelopment.
- Be flexible in response to market opportunities. Identify uses that complement or will benefit active recreation afforded by the South Platte River corridor and park.

II. Background and Problem Statement

Mineral Station is a Littleton light rail station with Park-n-Ride, consisting of two parcels totaling 17 acres. The main 12-acre parcel is located at 3203 West Mineral Avenue, at the northwest corner of West Mineral and South Santa Fe Drive (US Highway 85). The other five-acre parcel is located directly west of the main site, between the South Platte River Corridor and South Platte River Parkway.

Operated by the Regional Transportation District (RTD), the station opened in 2000. It serves the southern terminus of RTD's C and D light rail lines. RTD's plans to extend the end of those lines to Highlands Ranch are several decades away.



Adjoining land uses include the following:

- East — South Santa Fe Drive (US Highway 85). Traffic volume on this highway, which is eight lanes wide at its intersection with Mineral Avenue, averages 51,000 vehicles per day. Parallel and adjacent to the highway are the RTD Southwest light rail line and a double-tracked, consolidated mainline freight rail corridor operated jointly by the Burlington Northern Santa Fe (BNSF) and Union Pacific (UP) Railroads.

Bridge over U.S. 85/Santa Fe Drive near the light rail station at Mineral Avenue in Littleton.

- West — South Platte Park, 3000 West Carson Drive. This 650-acre park along the South Platte River is managed by the regional South Suburban Park and Recreation District. It includes the Carson Nature Center and Mary Carter Greenway, plus fishing lakes and a wildlife preserve.

- North — Aspen Grove, 7301 South Santa Fe Drive. This "lifestyle" shopping center opened in 2000, and includes 190,600 gross square feet with 1,318 surface parking spaces on 25 acres. Tenants include Williams-Sonoma, Apple, Gap and the freestanding Alamo Drafthouse Cinema opened in 2013. The property's developer/owner is publicly traded DDR Corp. of Beachwood, Ohio, whose portfolio includes more than 395 shopping centers in the U.S.

Aspen Grove Shopping Center.

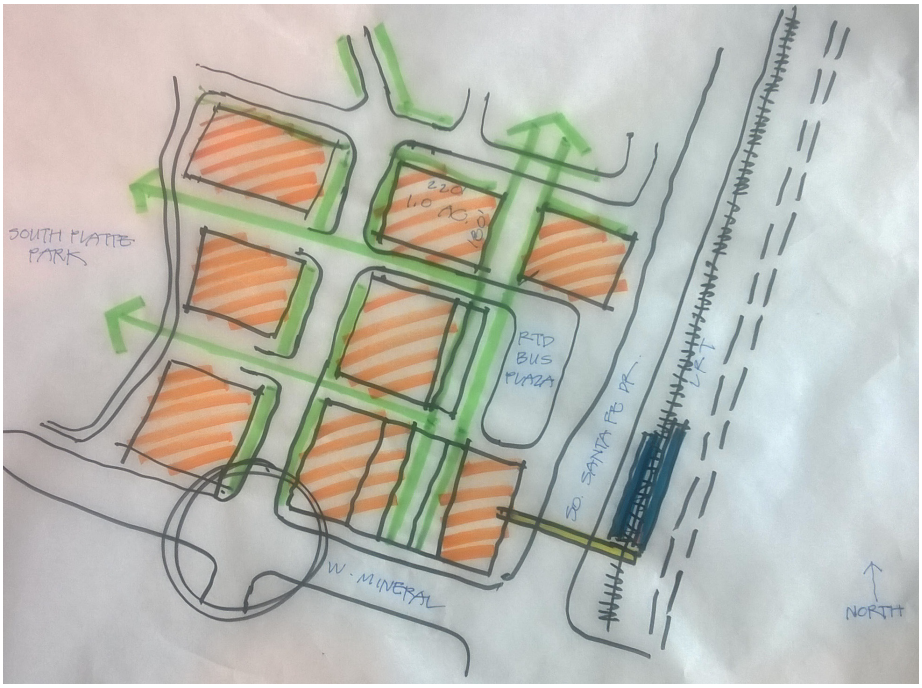
- Alta Aspen Grove, 7317 S. Platte River Parkway. Occupying 17 acres just west of the shopping center, this 280-unit apartment complex was built in 2011 by Wood Partners LLC. The LEED-certified property is currently owned by Berkshire Partners LLC.

- South — 115 acres of vacant land locally referred to as the Ensor property. The property, owned by the Ensor family, was approved for planned unit development (PUD) zoning in 1983, for roughly 774 dwellings and 1 million square feet of retail and office space.

Problem Statement:
Successful redevelopment projects must be based on solid real estate fundamentals such as market demand and the ability to attract financing. Whereas various city plans foresee the redevelopment of the Mineral Station area as an urban, transit-oriented development (TOD) project, there hasn't yet been a concerted effort to assess the viability of that vision. In 2006, a national ULI Advisory Services "Report on the Mineral Avenue Station — A Strategy for the Development of the Mineral Avenue Station Area," recommended uses for a larger planning area.

But since 2006, several things have happened that affect redevelopment, including:

- The Great Recession, starting in 2008, reset land-use patterns.
- Construction costs increased.
- The Aspen Grove shopping center added more square footage and tenants.
- The Alta Aspen Grove apartments, with 280 units, were built.
- The City of Littleton adopted a new Citywide Plan.
- The City retooled its economic development strategy, including embracing new strategies for redevelopment.



In addition to identifying viable uses for the site in the current market, there are pragmatic issues concerning how the site should redevelop. This will probably require a public-private partnership (P3) to finance both private development and public improvements, such as streetscapes and other public spaces. The City would like to see the station area connected to Aspen Grove. This could be in the form of pedestrian ways, shared parking, improved vehicle circulation, wayfinding, and urban design.

Panelists recommended an urban design approach using "urban" city block sizes and development parcels. This approach will improve multi-modal and visual connections between the station and neighboring properties. Improvements may include clear (visually and physically) multi-modal routes of wayfinding, new street trees and better street lighting.

Planning dollars are available through a Station Area/ Urban Centers Studies grant from the Denver Regional Council of Governments (DRCOG). This can provide the development framework called for by the earlier ULI study and update the South Santa Fe Corridor plan. Input from this TAP will provide direction for the development framework plan.

In summary, the TAP should provide:

- Recommendations on viable, in-demand land uses for the site that would benefit both public and private entities;
- Direction on necessary public financial involvement in the project, both by the City of Littleton and RTD, including what a public-private partnership could look like;
- Ideas on transportation options for the intersection of Mineral Avenue and South Santa Fe Drive;
- Recommendations on needed finance tools;
- Urban design goals for the form of the redevelopment project and connections to adjacent land uses; and
- Reevaluate the goals of the 2006 ULI study and recommend new goals for the future station framework plan.

III. Panel Responses: Key Opportunities and Challenges

Key opportunities:

- Catalyze redevelopment of the Mineral Avenue station area by improving multimodal and visual connections between the station and neighboring properties, including Aspen Grove, the Alta Aspen Grove apartments and future development on the Ensor property. Improvements may include clear (visually and physically) multi-modal routes of wayfinding, new street trees, and better street lighting.

The South Platte River and Greenway creates an unusual amenity near a light rail station.

- Implement a coherent, form-based zoning district to strengthen the identity of the redevelopment area and to guide future redevelopment and infill projects toward walkable, mixed-use urbanism that makes the most of the South Platte River corridor.

- Implement connectivity criteria and urban block size standards to guide redevelopment and infill projects with a compact, connected and walkable context.

- Consider adding multifamily housing for all types of residents, from students and young professionals to empty-nesters and retirees.

- Do a redevelopment that attracts commercial tenants that fill a “gap” in services, while compatible and non-competitive with Aspen Grove. Such businesses could include smaller, specialty retailers such as Whole Foods or Vitamin Cottage, limited-service restaurants, an urgent-care medical facility, a fitness/lifestyle center as well as live/work space.

- Improve the Santa Fe-Mineral intersection to ensure good walkable access to properties in the redevelopment area and at the same time meet CDOT objectives for safety and traffic flow.

- Use urban renewal as a catalyst to get desired outcomes in private investment and development.

- Take advantage of DRCOG funding available to begin planning now.

“a chance to do the right thing,” as one panelist put it.

Key challenges:

- A redevelopment plan must **preserve the existing 1,200 parking spaces** used by commuters while meeting new parking demand for redevelopment.

- Infrastructure — including a sanitary sewer line, stormwater drainage, and the city ditch that runs through the Ensor property — is a major issue. Dealing with (and even moving) infrastructure during redevelopment can cost millions. **The quality of those infrastructure components must be maintained if altered.** For example, the city ditch provides drinking water to Englewood.

- The **vacant Ensor property is key** to the station's redevelopment using a "district-oriented" scenario, but it's privately owned and controlled. If the property is sold, the new owner/owners would need to adjust the GDP to comply with the district vision and the infrastructure framework that supports the vision.

- The **congested Mineral/Santa Fe intersection** carries some 51,000 vehicles a day and will be programmed for reconfiguration by CDOT. The City of Littleton is studying the interchange there, but the Mineral Avenue bridge and the site's grade hinder options. CDOT may plan to widen Santa Fe Drive in a way that hinders compact and walkable urban redevelopment.

- **Shared parking with Aspen Grove** might help Mineral Station redevelopment, but so far center owner DDR Corp. has not been interested in having a connection with the station. DDR built a wall between the retail center and the station, which prevents movement by pedestrians and vehicles between the two properties.

- TOD might be the right approach to the station's redevelopment, but **Littleton residents have a track record of opposing density.**

- Increased cost of construction; it's **jumped 30 percent** in recent years.

- A parking structure might be the best way to add more parking to the station's existing 1,200 surface spaces, and provide a mechanism for phased implementation and expansion, but a **garage would be much more expensive to build than surface parking.**

- Where will the money for redevelopment come from to **fund public improvements** such as infrastructure and streetscapes— City of Littleton (tax revenue, TIF, bonds), RTD, federal grants, credit enhancements?

- **Market demand is unpredictable**. Currently, there's a market for multifamily residential space and some retail near Mineral Station, but that could change in the future.

IV. Recommendations: Three Options, Things to Avoid, Advice on Financing

The crux of the panel's recommendations is that any redevelopment of Mineral Station should be a district-type, collaborative strategy because of the station's key location near properties including the Aspen Grove shopping center, South Platte Park and the vacant Ensor property. "A more strategic and comprehensive approach creates better [long-term outcomes]," according to the TAP panel.

Panelists came up with three approaches to a redevelopment project:

Option 1: Do nothing; leave the station as it is — A short-term strategy with less economic benefit than other options. The downside of this option is that properties will redevelop piecemeal with little relation to each other or to the whole of a unified, thriving district. This could also result in a jumble of access points. This option limits opportunity to leverage the river corridor to attract private investment.

Option 2: Parking strategy with TOD — Replace surface parking with a parking structure to free up land for high-quality urban development district. This option will capture the site's TOD potential to include residential and retail while creating development opportunities on properties to the north and south. This option allows for phased use, addresses utility easements on the site, and frees up more land for compact, quality development. The "district" approach will increase connectivity and walkability, and hence increase value of transit. These goals should extend to adjacent properties such as Aspen Grove and the Ensor Property.

Option 3: Reposition for TOD potential; move transit parking to another location combining parking with the parking needed for future development — This long-term alternative involves providing RTD parking elsewhere, possibly on the Ensor property through a joint-use strategy.

"Option 3 is hard because you make [Mineral Station's] parking problem someone else's problem," said one panelist.

Panelists recommended Option 2 because it would offer the opportunity to capture TOD potential right at the station. This is also more feasible and practical than the alternatives...
Option 2 would leverage economic benefit relatively quickly, including taking advantage of a currently robust multifamily market. Panelists also encouraged the City of Littleton, if it accepts the Option 2 recommendation, to begin immediately to plan for and guide land use, financing, and financial incentives; access and circulation; infrastructure; and parking strategy, which might include a parking structure.

Other advantages offered by Option 2 include:

- Increased tax base.
- Guides the relationship between development and park lands.
- Provide lifestyle options for a wide variety of ages.
- Reduce personal vehicle trips as a percentage of trips on busy Santa Fe Drive.
- Complements, rather than competes with downtown Littleton
- The option also allows for density at the Mineral Station that helps meet DRCOG's regional goals for most development to occur near transit.
- Supports regional transit use

Things not to do at the Mineral Station site:

- Don't redo the Santa Fe-Mineral intersection without considering surrounding uses. Don't think just about traffic, but also about access to the redevelopment site.

- Fail to actively guide what happens in the areas around the station. Wait to see what happens with the new Breckenridge Brewery complex which will be a destination unto itself with a large bottling plant, restaurant,concerts, and events. How will it affect development around it?

The new Breckenridge Brewery will take advantage of its South Platte site near the station.

- Don't forget about the river. In a perfect world, all uses should be drawn to and benefit from proximity of the river. New development at Mineral should create more (not less) access to riverfront view sand activities. The river trail is a big draw. The economic benefits of that draw depend upon connectivity and coordination between the river trail, restaurants/retail and transit.

Potential financing tools for Mineral Station redevelopment:

- TIF from LIFT — Littleton's current urban renewal authority, formerly called the Littleton Riverfront Authority, has TIF ability. TIF was previously used for the redevelopment of the 190,000-square-foot Riverfront Festival Center shopping center on 30-plus acres at 5701 S. Santa Fe Drive., at Bowles Avenue. In 1997, EchoStar Communication (now DISH Network) bought the property in 1997 for $7.5 million, and used it as a corporate headquarters for many years; it's currently a DISH call center. The retail center was developed by Denver-based Writer Corp. in 1985 for $25 million.

- Title 32 Metropolitan District — Metropolitan districts are the most common form of special district that can be organized under Colorado Revised Statutes Title 32, to provide services ranging from mosquito control and fire protection to street improvements and transportation. They're approved by city councils.

- Improvement Districts, including Business Improvement District (BID), Special Improvement District (SID), and General Improvement District (GID) — In Colorado, improvement districts help fill the gap between what improvements — from streetscape modernization to building public infrastructure — cost and what cities and counties can pay for such upgrades. BIDs, for example, have been used to build and maintain public improvements in commercial areas such as Denver's Cherry Creek North and the downtowns of Boulder and Denver. Property owners agree to tax themselves to fund improvements.

GIDs are used to build, install, or acquire public improvements except solid waste disposal; such districts can assess ad valorem taxes (based on real estate value), charge for services or facilities, and issue general obligation and revenue bonds. SIDs are financing options that allow a city to impose an obligation on property owners to pay for public improvement projects that benefit their properties.

- Public-private partnership (P3) — This funding scenario, which involves paying for a private project through a partnership of government agencies and private-sector companies, could involve the City of Littleton, RTD, and South Suburban Parks & Recreation. It could allow for private development financing for public infrastructure.
- Federal grants and credit enhancements — These options could include Community Development Block Grants (CDBG), which provide communities with resources to deal with a variety of community development needs from affordable housing to jobs.

V. Panelist Answers to Sponsor Questions

Q: What's the average cost to build structured parking, per space?

A: Above grade, it runs $13,000 per space to get the benefits of scale. Underground, it's $22,000 per space, and that's just a plain parking structure without a retail wrap or special facades. These costs-per-space add up rapidly to increase project costs by millions. On the other hand, bank financing can depend on the provision of parking to support uses.

Q: You've showed a grid structure where one doesn't exist, with connectivity to private property to the north but not the south. Why does someone with private property want to get involved with something that's not theirs?

A: Without guidance from the City they probably wouldn't. Suburban developments tend to prefer separation and independence over urban interconnectivity and synergy. But from the City's perspective, there would be efficiencies and greater long term economic potential from connecting land uses both vertically and horizontally. If you look site to site, they're separated by streets like Mineral Avenue; we don't want it to be a barrier between sites. … We just want compatibility in developing a sense of place.

Atlanta's Belt Line trail is emerging as an example of a recreation amenity attracting the type of dense development associated with TOD.

Q: Has anybody done a financial sketch of what the numbers will look like [for a Mineral Station redevelopment]? Is TIF a possibility?

A: We don't have hard numbers. With respect to TIF, the exercise that takes place is a capacity study of what the development there is — 200 apartments and 50,000 square feet of retail, for example. What is the assessor's value of those things? Where was your base when you set it? On the sales tax side, if retail is coming in, is it a restaurant or a big store? … Be mindful of the base, if you're going to proceed with urban renewal. Where's the base when you set? You've got 25 years to capture increment … so don't start the clock too early. Don't lose out on that base."

Q: This sounds like a small area plan. Do we need a new zoning plan?

A: Not zoning. [Our No. 2 recommendation] starts with a framework plan possibly funded by DRCOG. Part of our start-now suggestion is to have that approach. It will require some outreach and messaging strategy, so you have tools to communicate with stakeholders to begin to bring them to the table. It's important to think about that before you write the scope of work. Bring stakeholders and property owners to the table to begin to look at community benefit.

Q: What attracts people is people. What's your feeling about residential space for this development, and how to make it an integral, important piece of the project?

A: We envision a wide range of unit types, even under one developer. [We envision] attracting high-end users, someone selling their home and making a lifestyle choice, retirees, single parents, students. We suggest identifying the market gap — what's the [residential] gap in the market analysis? … Is there a market opportunity or niche that hasn't been identified yet. Is it the person who would like to live in downtown Denver, but can't afford the price? Would they come south?

Successful people places … are where the resident population walks first, and other people come to visit. Even on a busy a summer day on the Pearl Street Mall in Boulder, for example, at least 40 percent of the people are local.

Walkability is a big deal now. The two largest populations of homeowners in the U.S., both with 80 million people, are the Baby Boomers and the Millennials. They both want walkable, mixed-use, transit-served places to live in. There's another statistic that 80 percent of the rental and home-buying population under 28 years old will pay 20 percent more for walkable access to mass transit.

Pearl Street Mall is a tourist attraction that also appeals to locals who can walk or bike down for food and entertainment.

Q: What big risks do we need to watch out for?

A: There are chicken vs. egg scenarios. For that reason, the piece that maybe moves first will inform what happens around the rest of the project. … Spend the energy and time now, and wrestle between yourselves to find a unified position, so when a developer comes in, they have community support on a challenging project. Lessen exposure for the developer. It's important for a developer to feel a community is behind you when executing these kinds of risky projects.

Q: You've mentioned transit, with a focus on retail and residential. Talk about other opportunities for what might exist [at the Mineral Station] project regarding jobs.

A: This is not an office location right now. Office tenants would have to be unique to go to a location like this. This is no site for a 12-story office building, but it does maybe make sense for low-rise, value-added buildings. Office is a risky proposition because you'd be a pioneer; such a project would be hard to finance without a lead tenant.

VI. Stakeholder Comments

"My big picture [for this site], as a resident of the city of Littleton and a real estate person, is it's a real opportunity to do something fantastic for the city and the metro area. … I'd like you to come up with some bold ideas going forward."

— *C*ommercial real estate broker

"It's critical to include community, including the broader community [in any redevelopment plan]. The reason for that is this is a very engaged community because of the nature of Littleton."

— Transportation professional

"Politics in Littleton are tough. The city basically took itself off the development map; it's not open for business. There have been 35- to 40-year-old people who have stood up at public meetings and said they don't want action. … They want a sleepy little town."

— Mixed-use developer who has worked in Littleton

"It's hard to sell RTD on structured parking because it's more expensive [to build] than surface parking. … I'd be open to [structured parking], but I'm sitting here without any money. My participation would be verbal support. I'm in favor of the old plan of a parking structure with a wrap-around of other uses including residential as well as commercial space."

— Urban renewal expert

"We need to do something to [improve the intersection] at Mineral and Santa Fe, but we're talking big money. … CDOT does have plans to widen Santa Fe."

— Public works/transportation professional

"[The City is] doing an entire analysis of the [Santa Fe and Mineral] intersection, looking at the possibility of an interchange. The odds of that, though, are slim and none. I don't think we can do an interchange because of the grade and the bridge [over Mineral Avenue]. One thing here that affects everything is the railroad; we can't move the railroad again."

— Public works/transportation expert

"The ch*allenge of TODs [transit-oriented developments] is cities come in and say you've got to have high density. In Broomfield, for instance, developers love the market and build wrap [parking garage] product, which gives higher yield on land, but the cost of development is higher — 20 percent higher."*

— Apartment developer

"Littleton is behind the curve with full-fledged economic development and business attraction, but that allows us to think more broadly and consider things that are less typical but still attractive for development."

— Economic development professional

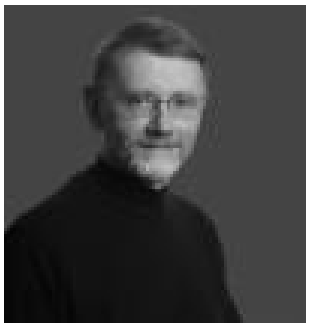
VII. Overview of ULI Advisory Services

The Urban Land Institute (ULI) is an international 501(c)(3) nonprofit organization whose mission is leadership in responsible land use. ULI realizes this mission by engaging the volunteer expertise of its 30,000 members, who represent 26 different professions including architect, developer, financier, planner, and public official. Since 1947, the national ULI Advisory Services program has assembled more than 400 ULI-member teams to help sponsors find solutions for pressing land use. In Colorado, ULI Advisory Services has provided solutions for such key sites as the Colorado Convention Center, Coors Field, former Fitzsimons U.S. Army base, 16th Street Mall, and Denver Justice Center.

ULI Colorado's Technical Advisory Panels (TAPs) offer ULI expertise at the local level through our 1,000-member District Council. Founded in 1998, ULI Colorado is one of ULI's most active District Councils. Each panel team is composed of qualified and unbiased professions, who volunteer their time to ULI. Panel chairs are respected ULI members with previous panel experience. Panel findings and recommendations are nonbinding and strategic to helping communities move forward on key sites and issues.

VIII. Panelists

Renee Martinez-Stone (panel chair)
Principal and Founder, Perspective3 LLC, Denver
Renee has worked in the planning/urban design profession since 1994. Her work ranges from district planning to detailed urban design and site planning within neighborhoods, transit-oriented projects, and mixed-use districts. Renee has worked with urban design experts around the country, and for a range of public and private clients in Colorado. She holds BA and master's degrees from the CU. Renee and her work at Denver's Mariposa TOD project were recently featured at a national ULI housing conference. In 2010, her firm led the Five Points Welton Corridor Vision Plan.



Jim Charlier
President, Charlier Associates Inc., Boulder
Jim is a nationally recognized transportation planning professional with more than three decades of experience in local, regional, and statewide settings across the country. He has provided transportation planning services to clients throughout the United States, and is a frequent speaker, lecturer, and facilitator on urban transportation planning challenges and opportunities. Jim is a certified planner (AICP) and active in the Congress for New Urbanism, Urban Land Institute, American Planning Association and Institute of Transportation Engineers.

Steve Clarke
President and CEO, Prime West Company, Denver
As Prime West president, Steve has the overall responsibility for the financing, marketing, and asset management of all properties in the Prime West portfolio. He's involved in structuring build-to-suits as well as renovations, including lease negotiations, financing, and disposition. According to Clarke, his role "is to ensure that commitments made are commitments kept, and that there is a seamless integration of our services so the client receives the absolute maximum benefit. Before going with Prime West in 1981, Clarke was a senior sales consultant with Coldwell Banker Commercial Real Estate Services, now called CBRE Inc. His professional involvement includes acting as president and a director of NAIOP's Colorado Chapter. Steve holds a BA in business administration from The Citadel military college and an MBA from the University of Utah.

Doug Elenowitz
Principal, Raindrop Partners, Denver
Doug is an expert in brownfield real estate, having managed the origination, structuring, negotiation, and closing of acquisitions of urban infill and environmentally complex real estate across the US for nearly two decades. Previously, Doug was EVP and director of development for EnviroFinance Group LLC (EFG. He joined EFG following its 2011 acquisition of Brownfield Partners LLC, a Denver-based development firm he co-founded in 2003. While at EFG, Doug was principal in charge of the redevelopment of St. Anthony Central Hospital and the ASARCO Globe Smelter, two of the Denver area's most significant urban redevelopment projects. Doug is an expert in public finance, having originated more than $30 million in financings including negotiation of urban renewal areas, TIF agreements, a metropolitan district, HUD Section 108 loans, and federal and local grants. Before Brownfield Partners, Doug was a project manager with a national developer of environmental properties; an associate with a private equity fund, and an underwriter with a leading international insurer. His professional and community involvement includes serving on the ULI Urban and Mixed Use Development Council as well as working as a 2013 Real Estate Diversity Initiative (REDI) mentor. He holds a BA in environmental health from University of Georgia and an MBA from CU Boulder.

Steve Wilensky
Principal/ Design + Planning, AECOM, Denver
Steve is a registered landscape architect and urban designer with broad experience. He has worked on TOD projects, streetscapes, and downtown master plans across the Rocky Mountain West. Steve has focused on public projects that provide a quality of life in a sensible, cost-effective manner. He formerly was with the Carter & Burgess Inc. architecture, engineering, design, and planning firm, and was a principal at EDAW Inc. in Denver. Steve holds a BA in landscape architecture from the University of Minnesota.

VI. Acknowledgements and Thank You's

ULI Colorado thanks especially:

TAPs co-chairs: **Al Colussy** (Principal, Klipp gkk Works) and
Arleen Taniwaki (Owner, Arland Land Use Economics)

Event captain: **Loretta Daniel (Principal Planner, City of Aurora)**

Our panelists who volunteer their time in the spirit of improving Community:
Renee Martinez Stone, Jim Charlier, Steve Clarke, Doug Elenowitz, and **Steve Wilensky**

Other key sponsors, stakeholders and organizers:

• ULI Volunteer: **Derek Soule**, Architect at Gensler

• Reporter/Writer: **Paula Moore**

• City of Littleton: **Glen Van Nimwegen**, Community Development Director,
and Dennis Swain, Senior Planner

• Littleton City Council

• Littleton History Museum

• RTD FasTracks: **Bill Sirois**, Senior Manager, TOD and Planning Coordination for the Regional Transportation District (RTD), and staff

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Leadership in Responsible Land Use

Chair: Kirk Monroe, Vectra Bank Colorado
Staff: Michael Leccese, Executive Director
Kacey Wilkins, Development Director
Sarah Franklin, Associate