

ULI Colorado Englewood TAP Report



Report from a Technical Advisory Panel (TAP)
of ULI Colorado
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Technical Advisory Panels (TAPs)

Technical Advisory Panels bring Urban Land Institute (ULI) Colorado expertise directly into communities to help solve tough real estate problems. TAPs provide advisory panels composed of ULI Colorado members who volunteer their time to offer unbiased, disinterested professional advice. Each are leading experts in their fields.

Since 2004, ULI Colorado has been invited to conduct more than 50 TAPs throughout Colorado.



“A master plan is a key part of this. The visioning and planning is really important.”

– Sarah Rockwell



Panelist Mark Leese makes a point about walkability improvements needed in the study area.

I. Overview & Key Questions

As the epoch of the shopping mall gives way to a new era marked by transit-oriented development, the commercial core of Englewood has changed with the times. But dynamism remains key: It needs to continue to evolve to remain viable.

The 128-acre study area for this ULI Technical Advisory Panel (TAP) encompasses CityCenter, a mixed-use development anchored by Walmart and apartments, and several blocks of historic storefronts on South Broadway. In between is a mix of small- and big-box retail, some medical and class B office spaces, and a vast sea of parking.

Completed in 2000, the 55-acre CityCenter Englewood was a major revitalization project for the City of Englewood. The site formerly housed the Cinderella City shopping mall, for many years one of metro Denver's largest and most successful shopping malls. Opened in 1968 with 275 shops and 7,000 free parking spaces, Cinderella City accounted for 52 percent of Englewood's sales tax revenue (\$2.2 million) by 1974. But when suburban competition became evident, decline set in; by 1994, Cinderella City provided just 2.6 percent of Englewood's tax revenues (\$342,131) before closing.

It follows that Cinderella City was redeveloped into CityCenter Englewood, the first project in Colorado – and one of the first in the country – to replace a distressed shopping mall with a mixed-use transit-oriented development (TOD). The project is centered around a light rail station and Englewood's Civic Center and includes retail, office, residential, and cultural uses



Cinderella City in its heyday as a regional shopping mall.



CityCenter Englewood now includes over 800,000 square feet of development, with 466 residential units and about 330,000 square feet of retail, 150,000 square feet of offices, and 50,000 square feet of restaurant space. One of the few remnants of Cinderella City, a former department store repurposed into a Civic Center, now houses city offices, a library, municipal courts, and a cultural arts center.

A half-mile east of CityCenter, the downtown Englewood district along South Broadway is the study area's eastern boundary. It is marked by century-old storefronts housing a mix of active businesses and marginal uses. The study area also includes the former Sports Authority corporate headquarters, located directly south of the station on the south side of Hampden Avenue and in need of a new use now that its titular tenant went bankrupt.

While CityCenter became a national TOD model 16 years ago, it now needs a major update. The tricky balance will be to leverage strengths and surmount challenges to create a new phase of redevelopment in the study area -- call it CityCenter 2.0. The evolution from shopping mall to vibrant, mixed-use TOD requires an adjustment to market forces that emerged after its initial buildout in 2000.

The area has evolved over time from an enclosed regional shopping mall and suburban strip commercial uses to a mix of developments that are at various stages of vitality in their life cycle. The area includes typical challenges associated with major redevelopments, including multiple ownership, complex land and building leases, aging buildings, commercial vacancy, challenging circulation, and municipal fiscal constraints.

However, the area is served by a regional light rail line. Substantial new multi-family residential development has

come to the area. Entrepreneurs are discovering the South Broadway corridor. Millennials may be attracted to nearby bungalow neighborhoods with housing at attractive price points. Overall investment activity within Englewood is increasing. The station and South Broadway are connected by the popular (and free) Art Shuttle, operated by RTD on contract with the City of Englewood.

The key challenge – and the primary opportunity – is to leverage the infrastructure and location with the assets that resulted from redevelopment two decades ago, while correcting shortcomings of developments past.



Nixon's Coffee House is one of the few viable 'people draw' businesses in the civic center area.

Under the auspices of utilizing TOD to serve as a regional model and to foster the future redevelopment of the CityCenter and downtown Englewood, the panel was requested to address the following questions:

Key Questions

- With the Englewood RTD light rail station and the South Broadway corridor as catalysts, what scale and types of redevelopment could be considered for the area in the coming years?
- With the shift away from retail as primary uses within these types of centers and areas, can employment growth be a strategy for the long term sustainability of the district? Are there other specific land uses that could be pursued?
- The CityCenter area was developed through a multi-party effort between the City of Englewood, RTD, and several development/ownership entities. A series of agreements and covenants remain in place. Can the parties be motivated to facilitate redevelopment in the future given these challenges and differing interests?
- How can the vehicular, shuttle transit, bike, and pedestrian circulation systems be improved to support future redevelopment and increase the sense of place?

“Englewood Parkway is going to have to evolve over time. It’s the axle around which all these development wheels are going to revolve. . . . It has to be walkable. This is critically important.”

– James Charlier, AICP



II. Summary of Recommendations

By leveraging the strong existing assets – South Broadway’s authentic stretch of historic storefronts in downtown Englewood, good transportation in the form of major thoroughfares, a well-utilized circulator shuttle, and light rail, utilities with excess capacity, and a strong employment base at the nearby hospitals – and working with existing landowners in the area, there is strong potential for mixed-use redevelopment in the study area.

The goal is to generate more foot traffic in the area— activity that will enliven streets and make them safer, provide customers for retailers, generate additional RTD light-rail ridership by commuters, and lead toward creating an authentic, fully functioning, walkable, mixed-use urban place. This people power can be generated by additional housing and new or strengthened employment. The area’s overall layout needs changes to become more attractive and accommodating to “people” uses, whether that be walking, casual enjoyment of public space, shopping, cycling, or planned events like festivals. Perhaps incentive by local government, commercial investments will be needed while paired with public improvements to streetscapes, open spaces, and connectivity.

The panelists recommended an approach that catalyzes development on the east (Broadway and downtown) and west (Englewood Station and Civic Center) sides of the study area. This involves straightening and upgrading Englewood Parkway into a walkable “Main Street” connecting the two bookends. If successful the strategy would help foster redevelopment in the center of the study area, where there are greater logistical and ownership challenges than the east and west sides.

There’s also a need for better pedestrian connections across Hampden Avenue to better integrate assets and amenities to the south – the former headquarters for Sports Authority as a top priority, and Miller Field as well – and collaboration among private and public entities and public financing options to fund such infrastructure improvements as the rebuild of Englewood Parkway.

How to fund and finance all this? Recognizing the city’s fiscal constraints, the panelists recommended the city endeavor to build partnerships with local property and business owners as a framework for future funding mechanisms. Special districts, waivers of development fees, and bond funding are all possibilities.



Panelists noted that much of the study area today is a “sea of parking” not conducive to a walkable, mixed-use district.

III. Key Findings

Assets

The City of Englewood is in many ways well positioned to meet the community building and galvanizing needs for the future. Successful cities change, advance, and reinvent. Englewood has outstanding basic elements to make CityCenter the true center “place” for the future that will be sustainable for the community.

Land Area of CityCenter: The land area has enough critical mass to accommodate urban development in a suburban context that can attract employment and millennials who will work and live in Englewood.

Infrastructure: Multi-modal transportation is already here, as are the types of traffic counts that support retail. Santa Fe and Hampden Avenue, two of the Denver metroplex’s critical arterials intersect on the western edge of CityCenter, and the C and D lines of RTD’s light rail stop at Englewood Civic Center, and see more than 4,000 riders boarding and alighting on an average day. Substantial capacity in dry and wet utilities already exists. Redevelopment would have a limited need for new public expenditure.

Housing: Surrounding the study area, Englewood enjoys the housing stock in the bungalows and postwar homes that are small and affordable – precisely the homes that millennials are looking for as they start families.

In the study area, there are no owner-occupied, for-sale homes, and rents are roughly 10 percent lower than average for metropolitan Denver. The largest apartment complex is the 438-unit Alexan CityCenter; rents start at \$1,164 for a one-bedroom unit, and range to \$2,350 for a three-bedroom unit. It’s been a big success: The vacancy rate is just two percent.

Metro Denver’s current housing boom has attracted more residential development. The new 28-unit LIV Apartments has just recently opened. Rents start at \$1,200 for a one bedroom unit and \$1,650 for a two bedroom unit. A 110-unit of workforce housing project broke ground in Sept. 2016 on the east side of the study area.

Within a mile of the study area, there are some new housing projects amidst the existing single-family and duplex stock. A

one-mile radius measured from the center of the study area captures a total population of 13,160. The area’s Walk Score is 62, much better than average for a suburban community (and also higher than much of Denver and most of Boulder).

Authentic Places: South Broadway is the authentic environment that all generations seek for their places to dine and shop. It’s something that cannot be planned and created from scratch. The stretch of Broadway between Floyd Avenue and Hampden Avenue has incredible potential as a vibrant street with some of the southernmost infrastructure for a historic urban environment in metro Denver.

“South Broadway has really great bones. It needs a little bit of help from the City to push it to the next level.”

— Mark Leese, AIA

Employment Base: The medical industry is one the fastest growing industries in the U.S. New businesses in the medical sector as well as expanding existing facility needs of 368-bed Swedish and 93-bed Craig hospitals (just east of the study area) present future employment opportunities in CityCenter.

The two hospitals combined currently employ about 3,000 people.

With these cornerstones, Englewood has what other communities strive for years to create. However, the study area recently lost an anchor employer in the wake of Sports Authority’s bankruptcy. Repositioning the retailer’s former 900-employee campus for a new tenant is critical for revitalizing the southwest corner of the study area.

Landowners & Development Stakeholders: A number of notable developers have existing investments in CityCenter and commitments to Englewood. Their presence as potential partners gives heft to the idea of redevelopment.

They include:

- Kimco Realty: A leading mixed-use developer nationally
- Etkin Johnson: Regarded as one of Colorado’s most thoughtful and capable developers
- Weingarten Realty Investors: A leading Real Estate Investment Trust (REIT) in retail development
- Bristol Group: San Francisco-based active real estate development group
- Kroger: Largest grocer in the U.S.

The largest property holdings include:

- Englewood Environmental Foundation, a city-created development corporation (16.4 commercial developed acres not including private streets),
- Walmart (12 acres),
- 801/901 Englewood Parkway Investors (9.39 acres of multi-unit residential development), and Selby Living Trust (a four-acre Park-n-Ride).

The former Sports Authority corporate headquarters site includes 15.25 acres, and is owned by 1050 Hampden LTD, a subsidiary of Etkin Johnson Real Estate. Further east, the largest real estate holdings include the Englewood Plaza strip mall owned by Kimco Realty (6.33 acres), the Englewood Marketplace strip mall owned by Northern Englewood Limited Partnership, a subsidiary of the Bristol Real Estate Group (8.16 acres), and the King Soopers owned by Dillon Real Estate (5.4 acres).

Challenges

Funding: While some of the study area’s infrastructure is more than adequate to support additional development, the City needs to identify how to fund improvements to streetscapes, wayfinding, safety, public spaces and other enhancements through public financing, diverting monies from other city functions, or other means.

Walkability: Much related to the funding challenge, the numerous owners of land and differing uses make for a patchwork of walkability. Some stretches in the study area are very pedestrian-friendly, while others cater to automobiles.

Civic Center building: The former department store at 1000 Englewood Parkway that’s now used as office space by the City of Englewood is an expensive (total annual cost to the city: \$2.4 million) and underutilized building. Its current use is inefficient. However, funding issues and the need to relocate employees to a different space are hurdles to repositioning it.

Recruitment of a new anchor employer: The former Sports Authority campus on the southwest corner of the study area was previously home to 900 workers. The city needs a new tenant that can activate the space.

Homeless population: With homeless populations moving out from central Denver, many transient individuals are prime users of the library in the Civic Center building and the parks in and around the study area. Social services are not prepared to deal with the myriad problems. The homeless population presents challenges to both retail health and the use of public spaces.

Big Vision

To catalyze revitalization in the study area, the panelists recommended a focus on fostering the east and west sides of the area and connecting the two distinct areas with a thoroughfare that balances all modes of transportation.

The focus on the outer edges of the study area is both practical and pragmatic. With the core of the study area dominated by parking-heavy, small-box retail development, the ultimate goal of this vision is to make the land in the middle more valuable for other uses, dense residential development being chief among them. Many of the landowners in the area are open to redevelopment, but others would need a market-driven incentive to consider it.

Bookended by the historic storefronts on South Broadway between Floyd and Hampden avenues and the western side of the study area along Inca Street (including the former Sports Authority campus south of Hampden), the panelists nicknamed the concept as “The Barbell” due to the focal activity areas on the east and west side of the study area connected by a multi-modal spine of Englewood Parkway.

South Broadway presents an opportunity to foster a vibrant retail engine that’s authentic, walkable, and accessible. The old retail model, exemplified by Cinderella City, the enclosed mall that anchored the district until its demolition in the late 1990s, has been supplanted but a hyper-local, small-batch, artisan approach that hinges on such authenticity. While a business improvement district failed here, panelists recommended local merchants revisit the potential of a BID or other collaborative framework to catalyze a vibrant retail area.

The western side of the study area has an inventory of spaces that would be a good fit for artists fleeing increasing rents in the River North (RiNo) Arts District and other creative districts in Denver city limits. The high vacancy in ground-



Englewood Parkway should be enhanced with more shade and pedestrian amenities, and made accessible to all users.

level retail spaces presents an opportunity for the city to incentivize artists and other targeted professionals to come to Englewood.

With some stakeholders describing downtown Englewood and CityCenter as a “hotel desert,” there is good reason to recruit a hotel: There’s a captive market with the hospitals to the east, and the facilities’ conferences are held in entirely different areas. If the city were to move its offices, the current City of Englewood building at 1000 Englewood Parkway offers a strong possible site for a full-service hotel, with business driven by the local hospitals.

The panel was split on where City offices might move, but several panelists thought civic functions must remain to anchor the study area. The ideal spot would be one that save the City money and is located north of Hampden within the CityCenter district.

Connections & Transportation

Walkability is another key to the realization of CityCenter 2.0. The potential for Englewood Parkway to emerge as a walkable, wheelchair-friendly east-west connection between South Broadway and Englewood Civic Center will require the redevelopment of the sidewalks and pedestrian infrastructure. This can be accomplished in stages, with the keys being widening, better separating the sidewalk from the street, and adding crosswalks at key points.

Recasting the 1.1-mile Englewood Parkway as a walkable “Main Street” of CityCenter is critical to the goal of catalyzing

infill development in the area’s core. Although Englewood Parkway is part of a grid breaking up a superblock, it only functions as a road connecting parking lots, rather than a walkable connection and spine linking different activities.

“You can’t create pedestrians by creating places to walk. You have to create places to walk to and from.”
— James Charlier, AICP

Operated in partnership with RTD under a cost-share agreement, the free Art Shuttle is the third most-used circulator bus in the metro area, bested only by the HOP and SKIP buses in Boulder, and the panelists saw it as a metropolitan model for such services. Its success provides a foundation for an even better connection between both sides of the study area, as well as the hospitals to the east, which are also served by the Art. However, the Art’s schedule doesn’t match the 12-hour shifts at the hospitals, making the light rail a non-starter for many employees. The panelists recommended the schedule be expanded with the hospital’s shifts in mind. Paired with light rail and a more walkable Englewood Parkway, there’s potential for a multimodal system that’s the envy of the suburbs.

About 70 percent of the study area is surface parking, a number that’s far too high but also offers vast swaths of redevelopment-friendly land. The prime recommendation is the establishment of “park-once district” with structured parking shared by numerous businesses to open up the land for new uses.



Recasting Englewood Parkway as a walkable Main Street connecting the ‘barbells’ of South Broadway and the RTD station area is critical to the evolution of a mixed-use district. This overlay sketch envisions nodes of activity along the way.

IV. Recommendations in Detail: Tweaks and Big Moves

Recommendation #1:

The retail mix of the study area needs to be strengthened. There's a good deal of potential for a vibrant retail district on South Broadway, but Walmart and big-box anchors have not generated the returns that were initially forecast for CityCenter.

Tweak: Strengthen the retail-oriented block of Englewood Parkway between Inca and Galapago streets with signage. Pursue technology, health, entertainment, and pet-related retailers. This block was a centerpiece of the original redevelopment that many stakeholders feel never lived up to its potential.

Big Move: Attract a retail anchor for the downtown area on South Broadway with appropriate incentives, and look to fine-tune the mix of retailers and uses in the downtown Englewood area. This will build on the authentic sense of place that South Broadway offers, and foster it into a district that's similar in character to those in the Baker neighborhood and South Pearl and South Gaylord streets in Denver.

Recommendation #2:

Turn Englewood Parkway into a true parkway with streetscaping and infrastructure improvements and make it the "Main Street" of the district. The current iteration of the street is notably pedestrian- and wheelchair-unfriendly, and not quite the foliage-centered parkway its moniker implies.

Tweak: Create a master plan for CityCenter and South Broadway that reconfigures vehicular access to transit and parking to increase exposure to retail and enhance the streetscape. The rebuild can be done in a phased, block-by-block fashion as City finances allow.

Big Move: Reconfigure and rebuild Englewood Parkway to create a more walkable, bike-able connection through the study area. This involves minimizing automobile crossings on the sidewalk, increasing the number of pedestrian crossings on the north-south streets, and the possible addition of a bike lane. This will further play off an expanded Art Shuttle schedule.

Recommendation #3:

Activate the west side of the study area and better connect it the area south of Hampden Avenue with CityCenter. Part and parcel of this recommendation is the recruitment of a new tenant for the former Sports Authority campus, until recently the largest employer in the area.

Tweak: Activate Miller Field at Elati Street and Jefferson Avenue and the plaza at Englewood Civic Center with special events like street fairs, farmers markets, and artisan markets, and improved signage and public art.



Farmer's markets like this one in Denver help create a sense of community while attracting new interest to a district.

Big Move: Fund and build a pedestrian bridge and/or other walkable north-south crossings over Hampden Avenue to connect the former Sports Authority with CityCenter. This will make the campus both more attractive to tenants and catalyze sales at retailers and restaurants north of Hampden in the study area.

Recommendation #4:

Make better use of the building and/or land at 1000 Englewood Parkway. Today it's expensive to operate, uncomfortable to work in, and underutilized by its current tenants: the City of Englewood, a library, and the Museum of Outdoor Art.

Tweak: Relocate City of Englewood offices to a more central position between South Broadway and CityCenter to reinforce the connection between the two areas. Reposition the space for another tenant that can better utilize a space that was originally designed as a department store. It's critical that such a tenant activate the area as more of a "people place."

Big Move: A complete redevelopment to allow for better use of the site. The panel saw potential for a hotel and conference center here, with a built-in market tied to the hospitals to the east. This fits the bill as a "people place" that will bolster the business environment for dining and retail.

V. Next Steps

Redevelopment into a vibrant, transit-oriented place will require a decade or more of painstaking effort on the part of numerous public and private entities. Yet there's also plenty of low-hanging fruit the City can address right away.

The city needs to develop a master plan for CityCenter 2.0 that encompasses the vision and recommendations outlined by the panel. Key to this -- and spurring the redevelopment process -- is outreach to engage key partners: landowners, developers, and existing businesses and employers in the formulation of the short-medium term vision. Involvement and buy-in of private land owners in the area is critical to implementation and an essential first step.

Such a plan will enable the city to be proactive and not reactive when opportunities present themselves. This is critical because there are a number of priorities in the study area where the ability to move quickly will be critical to realizing redevelopment opportunities.

Chief among the city's tools to shape and realize a vision for CityCenter 2.0 is land-use and zoning authority, as well as city land and city offices that can be moved to target areas to foster activation. The ground-level storefronts at Alexan CityCenter, for example, could house some city employees

and serve as a catalyst in further reducing vacancy. Incentivizing spaces for artists, makers, and craft manufacturers is another approach to filling commercial and retail spaces.

Public financing is needed for infrastructure improvements to support the panel's recommended improvements. Possible mechanisms include a business improvement district (BID), tax-increment financing (TIF), public improvement fees (PIF), a downtown development authority (DDA), and use of tax abatements and waivers.

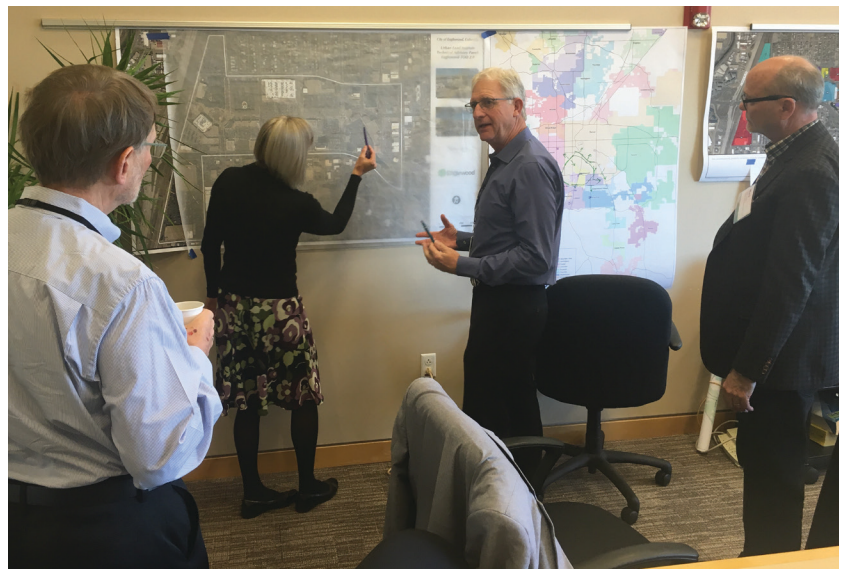
The crux of the short-term approach to fostering a vibrant CityCenter 2.0: collaboration. The city needs to build a partnership with the property owners. That partnership is key to help bring more dynamic tenants and necessary financial resources to bear.

"This is going to be an evolution. That requires active leadership. You can't be reactive."

— Marilee Utter,
Citiventure Associates

"Cities evolve, places evolve, and we have to do our best to create flexibility."

— Erica Heller, P.U.M.A.



Panelists Charlier, Heller, Goldberg, and Leese at work.

V. Stakeholder Comments

"I think we're right at the cusp of rediscovery. There are good bones here and there are things that are just now germinating. The one missing piece is the jobs element."

"Apartments alone are not desirable. You need to have mixed-use, with retail and vibrancy on the first floor. People will accept the residential if there is small retail and restaurant on the first floor."

"CityCenter is the example of what you shouldn't do. It should be an entertainment district, but it hasn't done well. It's not laid out well, parking is hard, it's pretty but not very functional. Ultimately, I'd like to see it torn down and rebuilt."

"Artists are moving down here. RiNo is dying; it's too expensive. Artists look for something a little dysfunctional."

"People come here, but don't stay here. People don't know what is there."

"CityCenter has never become the kind of people place we thought it would. It's a monoculture. What happens when a blight hits your corn crop?"

"We talk a lot about the TOD concept and the need for redevelopment, but the biggest barrier to that is the city government itself. We said no to Sony. We said no to Breckenridge Brewery. The city has consistently turned away prospective developers."

"The appearance of streets matters. Englewood Parkway should look like a parkway. Instead it's a two-lane street on a 20-foot easement."

"The identity of Englewood needs to be strengthened. People need to know what it is. Alta Vista Cherry Hills should be called Alta Vista Englewood."

"We have a rather serious homeless problem. We have a major drug problem that's related, but that also has other causes. Our homeless population has two components: chronically homeless people and the new transient lifestyle group, which is giving us a lot of our drug and other crime problems. That problem is a threat and a barrier for City Center."

"The city has more capacity to take on more general obligations. The limitations are political and voter will."



Panel chair Marilee Utter (center) leads the team in creating findings and recommendations.

Stakeholders interviewed by ULI panel:

Suzanne Alison, Alexan CityCenter
Laurett Barrentine, City of Englewood
Councilmember

Tom Brennan, Director of Utilities,
Englewood

John Collins, Chief of Police

Dugan Comer, Acting City Attorney

Mike Fordyce, President, Craig Hospital

Rick Gillit, Mayor Pro Tem, City of
Englewood

Troy Gladwell, Medici Communities

Dorothy Hargrove, Director of Parks,
Recreation and Library

Dave Henderson, Director of Public Works

Becky Howard, Digabit

Mayor Joe Jefferson, City of Englewood

Eric Keck, City Manager, City of
Englewood

Daryl Kinton, Chair of Planning
Commission

Cynthia Madden-Leitner, Executive
Director, Museum of Outdoor Art

Amy Martinez, City of Englewood
Councilmember

Brad and Karen Nixon, Nixon's Coffee

Blane O'Banion, Weingarten Realty
Linda Olson, City of Englewood
Councilmember

Britt Palmburg, KPMG

Brad Power, Director of Community
Development, Englewood

Kathleen Rinkel, Director of Finance

Lisa Ruiz, Marketing, Swedish Medical
Center

Rita Russell, City of Englewood Council
Member

Bill Sirois, RTD

Harold Stitt, Senior Planner, Community
Development

Arleen Taniwaki, Arland

Cindy Thomas, Partner, Etkin Johnson

Jeff Walker, RTD

Mark Wendel, Director of Development,
Kimco

Cliff Weinberger, Situs Enterprises

Dennis Witte, Omni Development

Steve Yates, City of Englewood
Councilmember

Phillip Zierke, Business Owner, The Grand

VI. Overview of ULI Colorado Advisory Services



Since 1947, the national ULI Advisory Services program has assembled 400+ ULI-member teams to help sponsors find solutions for issues including downtown redevelopment, community revitalization, and affordable housing, among other matters. In Colorado, ULI Advisory Services have provided solutions for such key sites as the Colorado Convention Center, Coors Field, Fitzsimons, and the Denver Justice Center.

ULI Colorado's Technical Advisory Panels (TAPs) offer the same expertise at the local level. Each panel is composed of qualified and unbiased professionals who volunteer their time. Panel chairs are respected ULI members with previous panel experience. Since 2003, ULI Colorado has completed more than 50 TAPs leading to positive policy changes and built projects. Panelists are drawn from ULI Colorado's 1,400 members representing 26 different land-use professions, from architect to zoning attorney.

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VII. ULI Volunteer Panelists



Marilee Utter is president and founder of Citiventure Associates, LLC, a real estate advisory firm focused on development strategy, and offering particular expertise in Public-Private Partnerships (P3s), Transit-Oriented Developments (TOD), and transformational real estate. Previously, she was executive vice president of the Urban Land Institute. Prior to that, Marilee’s experience included Managing Partner for P3 West, LLC, Regional Vice President with Trillium Corporation managing the land development revitalization of Denver’s Central Platte Valley rail yards, director of the Office of Asset Management for the City and County of Denver, and the first manager of Department of Transit-Oriented Development for metro Denver’s Regional Transit District.

With this unique background, Marilee has become a nationally known speaker, writer, and advisor on innovative approaches to community redevelopment and urban issues. Marilee holds an MBA from UCLA’s Anderson School, a certificate in State and Local Public Policy from Harvard’s Kennedy School, and designations from the Counselors of Real Estate (CRE) and the Fellows of The Royal Institution of Chartered Surveyors (FRICS). She is a past national trustee for the Urban Land Institute and Chair of the Colorado District Council, Currently she is vice chair for the Metropolitan State University of Denver Foundation Board, serves on National Charrette Institute Board of Directors, and is a member of the International Women’s Forum.

Mark Leese, AIA, has 35 years of experience in transit and TOD planning, land use planning, and design, in both the public and private sectors. Mark has provided the urban design component for major transit/land use planning projects throughout the U.S., including: TOD plans for the Carnegie and the Sheraden neighborhoods on Pittsburgh’s west side; a TOD plan for an existing station in Richland Hills, Texas; a dozen TOD plans in the Ft. Worth area; along the Metro Blue Line corridor in Los Angeles; and the station area plans for 88th Avenue, 104th Avenue, 112th Avenue, and 124th Avenue in metro Denver. He is currently working on the TOD plans for the DU and Colorado Center station areas.



Sarah Rockwell’s practice emphasizes land use, real estate and public sector negotiations. Ms. Rockwell has represented both public and private sector clients in land use, real estate and municipal law issues associated with complex, small and large-scale development projects, including transit oriented development projects, airports and residential, industrial and commercial development projects. Ms. Rockwell currently serves on the Board of the Winter Park Recreational Association, the Downtown Denver Partnership Management Committee, and Denver Civic Ventures. She served on the board of directors of the Lowry Redevelopment Authority from 1998 to 2013. Ms. Rockwell received her undergraduate degree from Stanford University and her law degree from Boston University. She also holds a master’s degree in City Planning from the Massachusetts Institute of Technology.

James Charlier, AICP, is known nationally as an expert on sustainable and multimodal transportation and as a planner with successful, built projects throughout the mountain states. Jim has developed multimodal transportation master plans for counties and municipalities throughout the West and across the country. Since 2004, he has provided transportation planning services for U.S. EPA’s Smart Growth Implementation Assistance Program. He serves on faculty for the Mayors’ Institute of City Design and the Governor’s Institute of Community design, and he helped create the Community Builders nonprofit and the associated New Mobility West program. In 2015, he traveled to Indonesia for the U.S. State Department to provide technical assistance to the cities and provinces of that rapidly growing country.



As retail leasing manager at Continuum Partners, **James McCandless** participates in the creation of project-specific merchandising strategies and related retail leasing activities for Continuum Partners. Before Continuum in 2015, James advised and directed national specialty retailers including Balducci’s, Elizabeth Arden Red Door Spas, Stuart Weitzman, Zany Brainy, and Dale & Thomas Popcorn, among others, in the creation of market-specific strategic plans, national expansion programs, and site selection. In this capacity, he has concluded retail leases in most major metropolitan markets in the country. James is the co-author of the “Vibrant Streets Toolkit” and related methodology for creating and supporting vibrant retail communities. The purpose of this analysis is to dissect the world’s most noteworthy commercial corridors and determine their most essential market, design, and merchandising mix elements. At the conclusion of this study, the team presented an “implementation toolbox” which can be used by any organization and/or municipal authority promoting neighborhood or destination retail in their community. For ULI, James contributed to the retail chapter of the third edition of *Professional Real Estate Development: The ULI Guide to Business* in collaboration with Nick Egelanian, released in May 2012.

Mark Goldberg is president of Goldberg Properties a real estate development, investment and asset management firm established in 1981. Goldberg Properties principal focus is retail real estate, small office, multifamily and land development. Mr. Goldberg has more than 42 years of experience in real estate development, site selection, land acquisitions, project design and construction, leasing, and brokerage and property and asset management. Mr. Goldberg's retail real estate experience draws from relationships with such top retailers as Kroger, Wal-Mart, Home Depot, Costco, and Lowe's, which have led many shopping centers developments in the Rocky Mountain region as well as projects in Midwest, anchored by these and other nationally recognized merchants. Mr. Goldberg developments represent over 3 million square feet of retail and mixed-use projects. Goldberg Properties has worked effectively in public private partnerships in the development of retail projects in blighted urban and suburban situations. Mr. Goldberg has served in leadership roles in the International Council of Shopping Centers and is a frequent speaker and moderator at real estate conferences and forums. He has taught classes at the University of Colorado Graduate School in real estate development and is a board member of the CU Real Estate Council. Mr. Goldberg has also been an active mentor to younger professionals entering the real development industry.



Erica Heller, vice president with P.U.M.A., has nearly 20 years of experience in economic development and planning. Her areas of expertise include strategic planning, urban renewal and revitalization, market-based planning, healthy food financing, alternative energy, and tailored district development standards. She leads P.U.M.A.'s market research team. Prior to joining P.U.M.A., she worked for Clarion Associates, a planning and zoning consulting firm, assisting communities to craft land use policies, plans, and regulations. Before that, she was a redevelopment specialist for the Lakewood Reinvestment Authority and a neighborhood planner for the City of Lakewood. Erica has published and spoken on numerous topics including neighborhood involvement strategies, market-based planning, and development regulations for alternative energy. She served two elected terms on the board of the Colorado Chapter of the American Planning Association. She holds a master's degree in public policy from the University of Colorado at Boulder and a bachelor's degree in political science from Yale University.

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