

# Technical Advisory Panel for Aurora 13<sup>th</sup> Avenue “R” Line TOD

Aurora Central Library  
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Regional Transportation District (RTD)

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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.*



*Panelists Richard Epstein, Tim Schlichting, and Paul Books tour the site with Aurora officials.*

## I. Background and Problem Statement



*Toll Gate Creek presents a floodplain challenge but also an opportunity for amenity on site.*

The 13<sup>th</sup> Avenue light rail station is being built almost in the center of 16 acres of undeveloped land owned by Regional Transportation District (RTD), south of the RTD East Metro bus facility. The station and potential development parcel are bounded by I-225 to the west, the bus facility to the north, a manufactured home community to the east, and Toll Gate Creek to the south. There is also undeveloped land south of Toll Gate Creek in one ownership. The owner David Erb has shared preliminary development concepts with the city. To the east of the RTD property is The Meadows, a manufactured home community of about 33 acres in one ownership.

As part of the 13<sup>th</sup> Avenue station, RTD is building 268 surface parking spaces to serve transit patrons. The only access currently planned to the station is from the east, via 13<sup>th</sup> Avenue and Sable Boulevard. A major regional trail will be located along Toll Gate Creek and through the site, providing a pedestrian and bicycle connection to the Sand Creek Regional Greenway and Anschutz/Fitzsimons medical campus and hospitals.

In 2009, the City of Aurora approved the Fitzsimons-Colfax/13<sup>th</sup> Avenue Station Area Plan. However several conditions have changed since then. Those include:

- Addition of an RTD "pocket track" (small pull-over maintenance area for trains);

- City installation of a sanitary sewer interceptor line on the west side parallel to I-225;
- Fatal flaws preventing the extension of 13<sup>th</sup> Avenue from the west across Toll Gate Creek and through the I-225 underpass.

These changes today challenge urban development west of the tracks, *i.e.*, between the tracks and I-225. Due to lack of access, a station with 360-degree development potential may be now "one-sided."

As a result of these changes, the City asked ULI Colorado to study the development potential of the remaining parcel in the southeast quadrant of RTD ownership. An important component is to evaluate the potential of this parcel for affordable housing or for housing and services for disadvantaged veterans.

The owners of properties surrounding the station were engaged to discuss their long-term plans, their infrastructure needs and how to best integrate with land uses and infrastructure planned in and around the rail station. These owners include David J. Erb & Co., The Meadows mobile home community and RTD.



*Panelist Paul Books, an experienced developer of infill housing, makes a point.*

## II. Summary of Panel Process and Recommendations

The panel prepared for this process by studying a 180-page Advance Packet containing previous planning reports, market data, and technical documents; touring the site with Aurora city staff; and interviewing stakeholders including city officials, property owners, RTD, the facilities director for the Anschutz Medical Campus, and RTD.

The panel (see Panelist Bios, section VIII) included skills needed to evaluate site conditions, development options and scenarios, infrastructure needs and rough costs, funding scenarios, and market prospects for future development. Their expertise includes architecture, civil engineering, real estate development (housing, medical office, mixed-use, urban infill), landscape architecture and land planning, public-private finance, urban design, and urban renewal. Panel recommendations are strictly advisory and non-binding.



Panelist Bonnie Niziolek, panel chair Epstein, and David Lewis of S.A. Miro.

The panel concluded that the site is challenging but offers many opportunities, especially for affordable and mixed-income housing in the shorter term. For example, the R Line FasTracks transit opening later this year will service residents who currently work at DIA and may attract others (DIA has 30,000 employees) seeking new and convenient housing opportunities near a rail station. Buckley Air Force Base and Anschutz Medical Center are other major employers nearby in need of workforce housing.

In addition, the Anschutz Medical Center (AMC) has expanded so rapidly that it may already be outgrowing

its capacity to handle traffic and parking. This may create opportunities to host new medical-related facilities along the R line with access to AMC and to future projects developed by the Fitzsimons Redevelopment Authority.



Getting pedestrians, cars and cyclists across or around tracks to potential development sites presented one of the panel's major challenges.

The panel firmly concluded that the site's infrastructure needs must be addressed to attract future development (rather than waiting and hoping that development will come along to fund infrastructure). The most promising development site could be made by assembling 15 acres of private property (owned by David Erb & Co. with intentions to develop) with RTD property. This may happen under the rubric of a new and expanded urban renewal district, of which Aurora has 14 already. RTD seems open to the potential of a joint development structure with a private developer. A critical piece of this infrastructure to develop either site (or jointly as one site) will be the extension of Dillon Way described later in this document.

Another key factor will be planning for eventual, phased replacement of the 32.7-acre Meadows Mobile Home Park. Although the park is well-kept, it does not provide a stable means of affordable housing, since the ground leases are month-to-month. The panel concluded that, at only 10

homes to the acre, the Meadows is not nearly dense enough to support the highest and best uses that will make the best use of the transit-served location (e.g., urban-density housing with perhaps three times as many households able to live near transit).

While this will be a controversial step, it is important to note that affordable and workforce housing are a ULI best practice. ULI can provide national and local case studies on how to replace, improve, preserve and create affordable housing. Any publicly-led program to replace The Meadows should commit to one-to-one replacement of the housing currently on site. There are numerous examples of low-income residents being moved temporarily and then moved back into higher-quality “replacement” housing.

The panel did not “give up” on west-of-tracks development and saw long-term potential for commercial development there—but only if infrastructure and connectivity issues are addressed.

The City of Aurora can (and must) play important leading and supporting roles. For example, the city can commission a sketch plan that develops a vision for residential, commercial, and infrastructure development. Aurora can plan for an expanded urban renewal district with associated finance strategies to fund infrastructure, and can market sites in the station area to developers.

Critically, the city can coordinate the interests, programs and activities of all stakeholders and potential stakeholders, including AMC, RTD, private property owners, and the city’s housing and urban renewal authorities.



*Red Oak Park, winner of a 2012 ULI Global Award for Excellence, replaced 59 low-quality mobile homes with a beautiful, shaded New Urbanist neighborhood with almost 100 percent of the original residents returning to live there. The panel cited this as an example of replacement housing that could work at the 32.7-acre Meadows Mobile Home Park next to the station.*



### III. Findings: Challenges and Opportunities

#### Findings:

##### **a) Real Estate Market Issues**

- The station area is not yet ripe for development of new market-rate housing.
- But the east side of the tracks are appropriate for mixed-income housing.
- A joint venture development between RTD and a private developer could start this process.
- The RTD property on the West Side is too close to I-225 and not suitable for housing.
- This West Side site is more suitable for future medical or other commercial uses, which will buffer housing from noise.
- The market for new medical facilities (such as clinics and medical office buildings) remains challenging.
- Yet there may be opportunity today to create outpatient clinics and office uses that provide support services such as accounting.
- Moreover, as Anschutz/Fitzsimons grows, this may create new development opportunities along the R line, so long as access to the campus is improved.
- The City of Aurora is business-friendly and works with developers to shape the parameters of its Urban Renewal Districts.

##### **b) Infrastructure issues**

- The entire site needs expensive infrastructure, especially a connected street grid, to host development. One example is a Dillon Way extension to connect to the cul de sac on the Erb property
- Infrastructure may be funded through a future Urban Renewal District that is larger than the blight study area.
- Connectivity (both within the site and to AMC and other employment centers) is critical to link the station to future housing, especially on the Erb and RTD properties, and to develop the creek as an amenity.
- The Erb property is located in the 100-year floodplain. According to an engineering study, this could be resolved with three feet of fill to lift it out of the floodplain, which would also remove a small portion of developable land.

- The Public Utilities Commission (PUC) and RTD would challenge the safety of at-grade crossing over tracks to West Side. Another solution is needed.
- Because of a “pinch point” between existing apartments and Toll Creek, there is no room or need for a four-lane Dillon Way extension bridge. Two traffic lanes with bike/ped facilities should suffice.
- The city’s traffic engineers are concerned about cost of creating this needed vehicular crossing over the light rail to the west side. One reason is that any bridge must be extra high to clear tracks and related wires.

##### **c) Housing issues**

- The mobile home park has month-to-month ground leases and thus does not provide stable affordable housing.
- If the mobile home park is redeveloped at a higher density, current residents will have to be accommodated, preferably in higher-density, but higher-quality, housing on site.

##### **d) RTD issues**

- The RTD maintenance facility will stay and not be placed in the development mix. The site will be difficult to relocate with a replacement cost of at least \$40 million. It is also an employment center for 500 mechanics and other RTD workers. It is fairly well-buffered from the station area.
- However, the future extension of Dillon Way to north of Colfax along the east side of the maintenance facility could integrate with an existing signal at the bus access ramp.
- Parking needs are difficult to project. RTD does not know whether the surface parking lot at 13<sup>th</sup> Avenue will be heavily used or underused.
- Boardings at this station are projected at a modest 950/ daily.



*Growth at the AMC has come faster than anticipated. Traffic and parking issues may cause some clinics to move off campus.*

**e) AMC/Fitzsimons issues**

- With roughly 22,000 employees, the Anschutz Medical Center (AMC) is already outgrowing its capacity to handle traffic and parking.
- Employment could grow to 75,000-100,000 on the entire campus (AMC, Fitzsimons Redevelopment Authority area, VA Hospital), with another 95,000 daily visitors—“a small city.”
- Already AMC reports they are not adding clinics on site because parking and access is not available. AMC today hosts 1.4 million visitors (patients and their families) a year to its hospitals and clinics.
- For reasons of safety and convenience, the AMC on-site shuttle does not plan to access the Colfax station.
- AMC is also very concerned about housing their workforce.



## IV. Recommendations

The panel viewed redevelopment of key sites as a series of interlocking steps involving:

- Create a special district;
- Fund infrastructure improvements;
- Explore joint venture development on East side;
- City works closely with private sector to shape private commercial and housing developments, and on related infrastructure, transportation and parking.

The City of Aurora’s leadership will be the key to making progress on this station area. While Aurora cannot and should not serve as the developer or master developer, the city can show leadership by planning toward an urban renewal district to fund needed infrastructure.

The city can also convene and coordinate all major stakeholders (Erb, RTD, Meadows, AMC) to ensure they are working together on a strategy with complementary plans for development, infrastructure, parking and transportation.

These steps are schematic and may not evolve in this exact order.

**Step 1:** Develop sketch plan/vision for RTD + Erb property (draft urban renewal plan that includes district-approach financing sharing costs with Aurora Urban Renewal Authority). This will create a physical vision and a road map for developing RTD land on the east side of the tracks in conjunction with the Erb property.

**Step 2:** Re-establish the grid in phases to link roads, trails, neighborhoods, Toll Gate Creek, future commercial areas, and transit connections. Extend Dillon Way to 13<sup>th</sup> Avenue and Colfax with a bridge over creek leading to rail station/Erb cul de sac. Explore possibility of traffic circle to manage flow.

**Step 3:** Develop East side of station (joint venture between RTD/Erb properties) with workforce/veterans’/mixed-income housing. This could also be a receiving site for residents being relocated from The Meadows. “Land bank” the West side

until infrastructure and market demand make commercial development feasible and appealing.

**Step 4:** For the longer term, create a shared parking strategy that combines RTD surface parking (268 spaces) with new structured parking that supports commercial and residential development. Create relatively low required parking ratios (.75-1 spaces per apartment, for example) to emphasize the transit amenity and save on the cost (\$5,000-\$25,000 per space, roughly) of building parking to support development.

**Step 5:** Redevelop the mobile home property in two phases to minimize relocation burden. Again the City should lead coordination by engaging the Aurora Housing Authority, city economic development, and private affordable housing developers. Needed are strategies to redevelop the site and to relocate current residents who may eventually move back into better-quality, more affordable “replacement housing.”

**Step 7:** Think about a future parking “podium” structure on the West Side that connects development parcels on both sides of the tracks. The panel discussed an ideal scenario in which a West Side commercial building would rise 6-10 stories. The first four stories would be a parking structure



*Panelist Schlichting discussed ideas for a bridge across RTD tracks to connect development sites.*

rising to the level of the elevated highway I-225. This would effectively "fill the hole" by raising usable commercial space above parking to access light and views. The top level of parking would connect to a bridge providing access over the tracks connecting the East and West sides.

**Step 8:** Enhance shuttles for Anschutz transit from the end of 13<sup>th</sup>/West Side I-225.

A direct connection to AMC facilities may set the stage for future commercial development related to medical uses.



An example of an upper level parking garage bridge. This could be used to create a more usable west-side development site.



Panelist drafted this "vision map" showing new development sites, street grid, and east-west site connections for pedestrians, bikes and cars.

## V. Panelist Responses to Questions:

### Questions for the TAP

1. Given the goal of maximizing the amount of land for development and providing sufficient parking for commuters (268 spaces), how could the RTD land be positioned for development that benefits the station and also assists in a more expansive redevelopment scenario in the area?

*Summary of panel responses: RTD's surface parking strategy should suffice for now. The city should work with RTD and David Erb to coordinate development of their sites (or even if practical combine into a single site developer as a joint venture) to be served by an expanded urban renewal district on the east side of the tracks. Best uses of this site could include workforce housing for AMC/Fitzsimons, veterans housing, and affordable replacement housing for Meadows, which could be done in phases.*

*A new urban renewal district (expanding the boundaries of the blight study) can be used to help underwrite infrastructure improvements that will connect the entire site to transit and make Toll Gate Creek a more appealing amenity to attract development. The relatively low land value of the development site (estimated at \$12/sf) could also attract developer interest, especially if the city offers infrastructure incentives through a URA.*

2. What type and intensity of development could be achieved on the site? Are there any financial or programmatic (i.e., "branding") approaches the city and/or RTD should undertake to promote the site?

*Aurora already has one of the highest rates of affordable housing in the region and should include market-rate housing in any mix.*

*Initially, market-rate housing will not be a stand-alone product. The housing strategy should be to pursue mixed-income housing, which may be supported by tax credits or other public incentives.*

*One panelist suggested developing row houses for AMC employees.*

*Given local apartment leasing rates, the site ultimately may attract market-rate podium apartments, perhaps similar to the high-density, mixed-use Forum at Fitzsimons. The site should be branded for its convenience to jobs at AMC/Fitzsimons, Buckley, and*



*Forum-Fitzsimons, which broke ground October 2015, provides an example of market-rate housing rising near transit in the corridor. The project provides almost 400 market-rate apartments, 28,000 square feet of retail at East Colfax and Potomac Street.*

*DIA/DEN.*

*This relationship may be enhanced with a shuttle from 13<sup>th</sup> and Potomac to the AMC hospitals and clinics. The 13<sup>th</sup> Avenue station also has the benefit of parking which does not exist at Colfax station.*

*The market is not ripe for retail except for potential for convenience shops related to the station. With nearby destination retail/entertainment centers such as Lowry Town Center, Stapleton Town Center, Town Center at Aurora, and the forthcoming Stanley Marketplace, this location will not support destination retail. Convenience retail and perhaps a small amount of food/beverage uses will likely need to follow the establishment of new residential populations in the station area.*

*Future commercial development could focus on capturing medical-use spillover from AMC/Fitzsimons, which is already becoming crowded. However there is ample vacant commercial space nearby today that must be absorbed ahead of new development near 13<sup>th</sup> Avenue Station. Leasing rates do not support new construction at this time.*

*Medical uses might include outpatient clinics and conventional office uses related to the healthcare industry (billing, insurance, medical devices/equipment, laboratory equipment, etc.).*

*All medical-related land uses and transportation strategies (such as shuttles) should be coordinated with AMC's leadership.*

*Other future commercial needs could include additional hotels for families visiting patients at AMC/Fitzsimons and for outpatient care.*

3. How can the desired street network (*i.e.*, an improved 13<sup>th</sup> Avenue, a new north-south access from Colfax Avenue, and the extension of Dillon Way from its current terminus south of Toll Gate Creek across the creek to 13<sup>th</sup> Avenue) be implemented over time?

*Infrastructure to improve connectivity should be built in phases using URA financing tools. Priorities include extending 13<sup>th</sup> Avenue the cul de sac along the Erb property (two-lane road with safe, appealing bike-ped access).*

*Access and improvement of the "front door" not only from Sable but all the way to Colfax on the north and 6<sup>th</sup> Avenue on the south will improve the image and desirability of this location. Any improvements to the public right-of-way (streetscape, signs, etc.) should consider tie-ins to 6<sup>th</sup> and Colfax. At Colfax, a future access point east of the RTD bus facility may provide this opportunity to improve the entire entry experience all the way from Colfax.*

4. How can the benefits of the site's amenities (*e.g.*, creek frontage) be leveraged for development? How can the site's negative attributes (*e.g.*, highway noise) be managed or mitigated?

*The best way to mitigate highway noise is to keep residential development away from I-225. The west side of the tracks should be reserved for future commercial development as the market matures. In the short term this site should be cleaned up to be made more appealing (perhaps even as a temporary park). Ultimately, commercial buildings may serve as a sound buffer for east side residences and can also make the creek front a more appealing destination. The west-of-tracks site has the potential to become a gateway to AMC/Fitzsimons.*

5. Would it be financially feasible to integrate or structure the 268 RTD parking spaces into new development?

*As an RTD stakeholder said, "Parking is an art, not a science." Some parking facilities in the FasTracks network are overcrowded and others almost empty. Demand is difficult to project until service is underway. Due to constraints attached to federal grants, RTD has only a few precedents for sharing parking with commercial development. The panel focused on waiting to assess demand and working toward integrating structured parking with future development. This may be accomplished as part of the URA structure.*

## VI. Key Stakeholder Comments

*“It is important to move quickly on the first few phases of a plan to hit the current upswing in the real estate cycle.”*

—ULI panelist

*“At Toll Gate Creek, we’re frankly sitting back and waiting for solutions. We see the need for Dillon way to connect to Toll Gate Creek. But the site is literally under water, in the 100-year floodplain. With that and resolution of flood plain our site becomes developable but for what? It’s not a great office or retail site. What’s left is residential. The challenge is there’s not enough land to support dense development.”*

—Property owner



Aurora public officials being interviewed by the ULI panel.

*“The extension of Dillon Way is necessary for the site to develop...it also gives an opportunity to create an enhanced gateway into the station early on while lowering the amount of traffic cutting through the mobile home park to the west. Future redevelopment of the mobile home park (with east station site as a receiving site) creates an opportunity to make an enhanced gateway along 13<sup>th</sup>.”*

—ULI panelist

*“The university is working on a housing strategy similar to Penn where they help people who work on the campus buy into the community. That has not come off yet. Meanwhile a lot of AMC campus workers have moved to Stapleton. We hope development east of Stapleton will provide some housing as well as development at Fitzsimons station. We’re hoping to cut down on the traffic. All these uses now need additional parking.”*

—AMC official

*“People are attached to living at this location. It is cheaper and quieter than the competition. There is no place to move 300 mobile homes elsewhere in the region.”*

—Meadows manager



Stakeholder interview held at the Meadows Mobile Home Park.

## VII Overview of ULI Colorado 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 post, 16<sup>th</sup> Street Mall and Denver Justice Center.



ULI Colorado is the 1,200-member District Council (field office) of the international Urban Land Institute ([uli.org](http://uli.org)), a 501-c-3 nonprofit dedicated to Leadership in Responsible Land Use. Founded in 1936, the 33,000-member ULI is recognized for research, conferences, publications and community outreach. Members are the leaders in land use from architect to developer to planning director to zoning attorney. ULI Colorado leverages the experience of members to host educational and networking events, in addition to advisory panels, mentoring programs, and volunteer community service. Funded entirely in Colorado, our District Council supports the work of 15 committees and 250 volunteers along with our members and community. ULI Colorado is led by a volunteer executive committee chaired by Amy Cara of East West Partners Denver. The staff is executive director Michael Leccese, director Eric Swan, manager Sarah Franklin and associate Charles Allison-Godfrey.

ULI Colorado's Technical Advisory Panels (TAPs) offer ULI expertise at the local level through our 1,250-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. PANELIST BIOS



**Richard Epstein, re:architecture (panel chair).** Epstein is a veteran Colorado architect and urban designer whose projects have won numerous awards. He is a board member of the University of Colorado Design Review Board and President of AIA North Chapter. As a lecturer for CU College of Architecture and Planning, he has run urban design studios in Copenhagen and Nanjing, China. While with RNL he led large urban design projects in Colorado, the Middle East and Southeast Asia. He is a past co-chair of ULI Colorado’s Boulder committee and served on the Belmar Design Review Board. re:architecture specializes in innovative, sustainable projects including planning, housing, mixed use, commercial and institutional projects throughout the region.



**Chris Achenbach, Principal, Zocalo Community Development,** was ULI Colorado chair from 2011 to 2013. Chris is a licensed Architect, General Contractor, and co-founding Principal of Zocalo. As Construction Director, Chris manages the design and construction of urban, LEED certified mixed-use projects for Zocalo, named Denver Business Journal’s “Developer of the Year” in 2012. Recent projects include Solera Apartments, a 120-unit LEED Gold building completed in 2010 and Cadence apartments next to Denver Union Station. Chris studied at University of Vermont and holds a Master of Architecture degree from the University of Colorado.



**Paul L. Books, President, Palisade Partners, Inc. and manager, Palisade Partners, LLC,** is a respected player in Denver’s multifamily market. In 2013 Books completed two new multifamily projects near downtown Denver totaling 133 apartments for a combined investment of \$20 million. He is currently guiding construction of an \$8.8 million 27-unit for-sale townhome project in Jefferson Park. Additionally, Palisade Partners, LLC is developing and co-developing three mixed-use TOD projects and a townhome project in Five Points, totaling \$80 million. In June 2010, Mr. Books graduated from the University of Denver, Daniels College of Business with a Masters of Science in Real Estate and Construction Management. He received his BA in Economics and Math with a Finance Sequence from Claremont McKenna College. In 2015, ULI Colorado gave Mr. Books its “Rising Star” Impact Award.



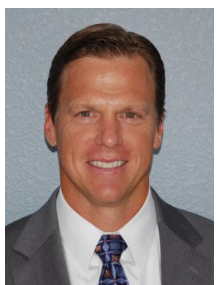
**P. Joseph Knopinski, DPGF.** Joe Knopinski combines 38 years in the public and private sectors. His experience includes city manager, water district manager and manager of numerous metropolitan districts. Mr. Knopinski, as Managing Director of DPGF, and formerly as owner and principal of Land and Districts, LLC, manages entitlements for development properties and land owners. He performs due diligence, project evaluation and foreclosure mitigation services for real estate lenders and serves on 20+ special district boards. Formerly Mr. Knopinski worked with McWhinney in Loveland on their flagship Centerra project and other developments; responsible for all aspects of residential development. Before McWhinney he worked for the Alpert Companies and Castle Rock Development Co. on developments in Arapahoe County, the City of Aurora and Douglas County. He earned his bachelor’s degree in International Affairs and master’s in Public Administration from CU Boulder.



**David W. Lewis, PE, President / Principal in Charge, S. A. Miro, Inc.** At S. A. Miro, Inc. since 1981, Mr. Lewis has served as Design Engineer, Project Engineer, Project Manager and Principal in Charge. He has expertise in the delivery of parking structures at transit stations, having served as Design Manager for the Wadsworth and Sheridan Parking Structures on the West Rail Line, and Engineering Manager for the Iliff and Westminster Stations. Dave served on the FasTracks Citizens Advisory Committee from 2009-2015, including two years as Co-Chair. From 1998-2008, he was a member of the DIA Partnership, serving as its chair in 2004. He is Board Secretary for Community Housing Partners, an Aurora-based 501(c) 3 focused on affordable and transitional housing. In his personal time, Dave tutors disadvantaged kids through the Whiz Kids program and provides pro bono engineering for Habitat for Humanity.



**Bonnie Niziolek, Principal, Norris Design.** Since joining Norris in 2004, Bonnie focused on land planning, project management and entitlements for master-planned and multi-family communities. She has experience managing large multi-disciplinary project teams through complex entitlement approvals across Metro Denver. Her skill set includes due diligence, site analysis and feasibility, drafting and reviewing large-scale zoning documents, and entitling neighborhood-level site plans. Bonnie is a LEED® Accredited Professional and consistently looks for ways to incorporate sustainable ideas and practices into her projects. Bonnie is active in ULI Colorado; she is a current chair for ULI Next Colorado and a former chair of the Young Leaders Group. She received her B.S. from the University of Wisconsin-Madison.



**Timothy J. Schlichting, partner, LCP Development.** Mr. Schlichting formulates vision and investment strategy. With his partners, he also oversees project delivery including coordination of the design team, builder and other consultants. Mr. Schlichting's 15-year real estate career has involved investment and development ranging from mixed-use infill to commercial to healthcare properties. Previously, Mr. Schlichting was President of the Mountain Region for Cogdell Spencer Erdman, a healthcare real estate company working in an 11-state region. Mr. Schlichting also was Managing Director with NexCore Group in Denver, where, he led the development of a mixed-use project in Golden that included ground-level retail, office, condos, and underground parking. He started his professional career as an environmental engineer assessing and remediating contaminated properties.

Education: Stanford University Graduate School of Business, MBA; University of California-Berkeley, M.S. in Environmental Engineering; University of Illinois, B.S. in Civil Engineering.

## IX. Acknowledgments and Thanks

### Special thanks from ULI Colorado to:

*Al Colussy and Arleen Taniwaki, TAPs co-chairs; Loretta Daniel and Andrea Amonick, City of Aurora; Regional Transportation District (RTD)*

### Stakeholders interviewed:

#### *City of Aurora*

Andrea Amonick, Urban Renewal Manager, City of Aurora  
Curt Bish, Principal Planner  
Anna Bunce, Traffic Manager  
Bill McCormick, Associate City Engineer Parks, Recreation and Open Space  
Kevin Wegener, City Engineer

#### *Private properties*

David Erb, developer/property owner, David J. Erb and Company  
The Meadows mobile home park

#### *Regional Transportation District*

Bill Sirois, Senior Manager, Transit Oriented Communities  
Chuck Culig, operations rep (correct title??)

#### *University of Colorado Denver, Anschutz Medical Campus*

Michael Del Giudice, Director, Office of Institutional Planning

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