



# TAPs

## Technical Advisory Panels

What's Ahead for the Economic Center  
of this "Most Livable City"

Louisville McCaslin Boulevard  
June 11-12, 2013



Urban Land **Colorado**  
Institute

Leadership in Responsible Land Use

## Contents of TAP Report:

- I) Overview
- II) Background and Problem Statement
- III) Major Findings
- IV) Summary Recommendations
- V) Answers to Questions
- VI) Redevelopment Scenarios
- VII) Key Stake Holder Comments
- VIII) Overview of ULI Advisory Services
- IX) Panel Bios
- X) Acknowledgements

## Technical Advisory Panels (TAPs)

Technical Advisory panels (TAPs) bring Colorado expertise directly into communities on tough real estate problems. TAPs provide advisory panels comprised of ULI Colorado members for local communities.



ULI Colorado's volunteer panelists, from left: Brian Levitt, Jim Leggitt, Robert Kaufmann, Laura Aldrete, Jonathan Bush, Anna Jones



1730 17th Street #630  
Denver, CO 80202

P: (303)893-1760  
F: (303)893-1762

<http://Colorado.uli.org>

## I. OVERVIEW

As Louisville's main commercial center, the McCaslin corridor is critical to the city's economic health and ability to pay for city services. In recent years this retail and office base has shrunk. Neodata moved out of a 400,000 square-foot building. One large store, Sam's Club, closed, leaving a 127,000 square-foot empty big box store. Other large-format retailers have lost sales to newer stores in competing locations surrounding Louisville. More competition is on the way as Superior contemplates a large Town Center just across US 36.

Can the McCaslin corridor be revitalized? Is it okay with some fine-tuning? Or does it need to be reinvented to continue to provide services, jobs and economic benefits for the entire city? Can "urban infill" solutions such as density, walkability, and mixed-use be made to fit Louisville's suburban environs?



**3-A**  
Drivers approaching McCaslin from US 36 cannot see businesses in the corridor



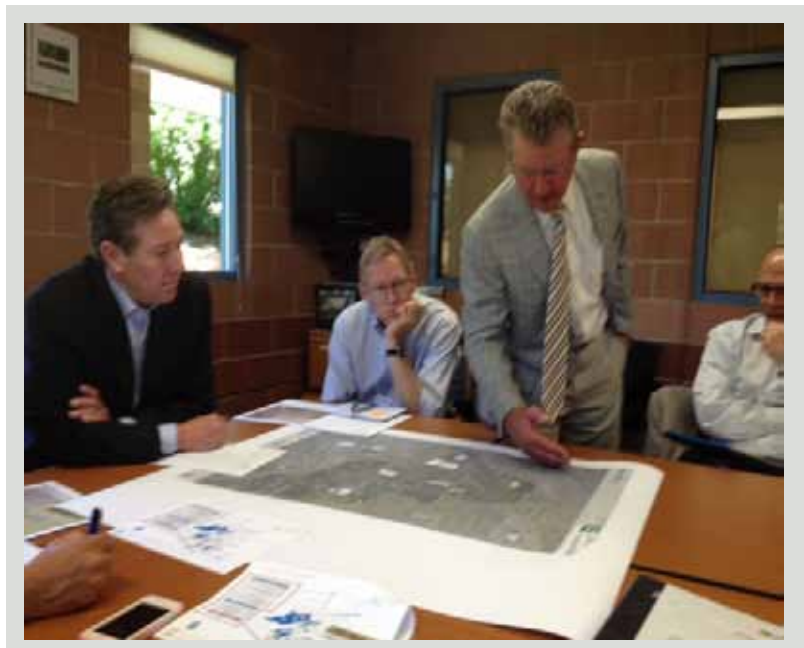
**3-B**  
Panelists asked: Can McCaslin benefit from Old Town's success?



**3-C**  
McCaslin is disconnected from major amenities like Davidson Mesa.

On June 11-12, at the invitation of City of Louisville, Urban Land Institute (ULI) Colorado assembled a Technical Advisory Panel (TAP) to study the McCaslin corridor. The six panelists (see bios in section IX) studied the corridor and a background Advance Packet, toured the area, and interviewed community stakeholders before producing findings and recommendations.

A TAP is a non-binding exercise in which disinterested industry experts volunteer their time to help communities address land use issues. Recommendations are both strategic and practical with next steps outlined.



**3-D**  
Stakeholder/property owner Buz Koelbel makes a point in panel interviews.

## II. BACKGROUND AND PROBLEM STATEMENT



4-A

Unlike McCaslin, Old Town's building scale and grid streetscapes encourage everyday walking, lingering and shopping.



4-B

Flatirons views are a major assets.

### Study Area

For the purposes of this TAP, the McCaslin Boulevard District is bounded by Via Appia to the north, city limits and the Davidson Mesa Open Space to the west, Highway 36 to the south, and the eastern boundary of the commercially zoned properties to the east.

### Project Sponsor

The City of Louisville is a home rule municipality located in southeast Boulder County, and is the project sponsor for this TAP. Louisville covers roughly 8 square miles with a population of about 18,400. Louisville is located 6 miles east of Boulder and 19 miles northwest of Denver. Highway 36 forms the southwest border of Louisville, and the Northwest Parkway runs next to the southeast corner of the City, connecting Louisville to Interstate 25.

### Expected Outcome

The City seeks a professional, objective and unbiased set of strategic recommendations for the future development, evolution, and revitalization of the McCaslin Boulevard District. These recommendations will help facilitate a conversation among citizens, property owners, business owners, and elected officials about the future of the McCaslin Boulevard District.

### Problem Statement

Most of the McCaslin Boulevard District developed in the 1990s as the City of Louisville's primary regional retail and employment center. Although the corridor has experienced success over the past 20 years, the area is not performing as the vital and economically vibrant center it was originally envisioned to be. The following list identifies some of the key issues facing the district;

- Relatively flat sales tax revenues over the past five years
- Poor visibility for retail uses
- Retail and office vacancies
- Lack of civic spaces
- Not viewed as a community amenity
- A lack of automobile, pedestrian, and bicycle connectivity
- Poor pedestrian circulation along the corridor and between properties
- Land use entitlements and private covenants hinder redevelopment
- Poor connections to open space amenities such as Davidson Mesa
- Challenging wayfinding and navigation between properties and within the district
- Numerous property owners with varying motivations
- Disconnected commercial parcels which do not relate to one another or the district as a whole
- Underserved and isolated residential neighborhoods within the study area

### III. MAJOR FINDINGS



#### 5-A, 5-B, 5-C

Jim Leggitt's illustrations show (above left) today's condition of disconnected streets and path. Above right: A first step to link streets in a grid could make it easier to find businesses. Below right: At the same time, circulation for bikes and pedestrians can be connected into a legible system.

## Opportunities:

- The coming of BRT creates a major opportunity to redevelop the area
- The vacant Sam's Club site offers a blank slate for a catalytic redevelopment, and an opportunity to connect residential neighborhoods to a vibrant retail and entertainment center
- Louisville's strong demographics and reputation as a livable city can attract redevelopment

### Comp: Arvada

- Worth studying and comparing: Colorado has several vibrant Old Towns complemented by large-format shopping areas that provide services and tax dollars.

Examples with lessons to be learned include Arvada, Boulder, Edgewater, and Frisco.



#### 5-D

Arvada provides an example of a large-format shopping area that complements a successful Old Town.

- Numerous suburban areas have redeveloped their declining commercial zones to make them more vital and more people-friendly. Examples include the Streets of Southglenn in Centennial and Belmar in Lakewood
- Open space and mountain views are also major assets



### 6-A Call-out

According to stakeholder interviews, many Louisville residents think that the district's undeveloped private land is actually publicly owned and preserved open space. Some stakeholders contended that housing would be a good use on some of these sites. The community at large may not endorse this.

## Challenges:

- The layout, circulation, look and feel of McCaslin are tired and outdated
- As a result the business district may not compete well in the next 10 years, especially as US 36 evolves into a multi-modal corridor with mixed-use centers located at new transit stops
- There is no long-term vision for the evolution of the McCaslin corridor
- Legal covenants and a lack of agreement among current landowners about future land uses create a challenge
- Retail trends toward smaller stores in walkable and attractive urban environments do not work in favor of McCaslin, whose physical layout is awkward and based on the model of large-format stores in a drive-everywhere environment
- To say nothing of challenges from online retailing, competition is increasing in the corridor, especially from Boulder to Broomfield
- For example, the proposed Superior Town Center and the current Superior Marketplace are likely to continue to capture most or all of larger retail stores
- The District lacks an identity or any connection to Louisville's visual character and heritage
- Businesses in the McCaslin corridor suffer from lack of visibility from Highway 36
- Poor signs along McCaslin itself make it hard to find businesses
- Secondary roads, sidewalks and trails are disconnected, confusing and incomplete
- Businesses are set too far back from streets and are often hidden by too much landscaping
- As a result, one would rarely drive or bike down McCaslin and happen to find a store, restaurant, or other business (or even find the one you were looking for)
- Even when located on the same side of the street, building sites are cut off from each other; people often need to drive to businesses that are literally next to each other.
- Vacant stores and underused sites are a problem; especially the vacant Sam's Club, a 127,000-square-foot building
- Other stores and venues are underperforming and could be at risk of closing, taking away services and tax revenues from Louisville and its residents
- Because of wide streets and poor crossings and connections, the area is not safe or friendly for walking or biking
- The lack of mixed-use also contributes to the lack of walkability. People need more than sidewalks to become pedestrians; they need destinations with access located within convenient distance
- Doing nothing could lead to the District losing jobs, development opportunities, retail services, and tax dollars to other places in the region



### 6-B

Pedestrians are rarely seen braving such intersections as Dillon and McCaslin.

## IV. SUMMARY RECOMMENDATIONS

- **Move** forward with a small area plan and pilot projects to flesh out concepts of the Comprehensive Plan
- **Consult** with citizens using a Visual Preference Survey to begin the process of developing a character, identity and long-term vision for the McCaslin corridor
- **Consider** any and all legal tools to overcome issues with covenants and development rights that restrict future land uses

- **Make** new connections to transit and to downtown and capitalize on these to link the McCaslin District to Old Town Louisville's strong brand

- **Form** a special district to organize, fund and administer physical improvements



### 7-A Call-out

Make new connections to transit and to downtown and capitalize on these to link McCaslin to the Old Town "brand."

Leggitt's illustrations show four possible redevelopment schemes in the core fo the McCaslin District.

- **Reconsider** the role of housing in creating vibrant, walkable, mixed-use urban environments in the McCaslin District



### 7-B

Less expensive and complex than changing buildings and streets, amenities like shaded arbors can be the building blocks toward more livabel, walkable districts.

## V. PANELIST ANSWERS TO SPONSOR QUESTIONS

1. What improvements could be made to help the McCaslin Boulevard District compete in an increasingly competitive regional retail market?

The District would benefit from a new framework of smaller streets, pathways and connections to link current assets such as employment, retail and hotels with adjacent residential neighborhoods and open space. Such a network (illustrated by architect Jim Leggitt, FAIA, for this report) will improve access and convenience for cars, pedestrians, cyclists and transit, and should help create a more robust and lively district.

This framework could also attract and underpin future mixed-use development and lead to a District with vitality beyond 8 a.m. to 8 p.m. business hours. ULI research points toward a future of mixed-use districts that support social and economic vitality over time.

### Next steps:

- Better signs and other enticements to draw people off of US 36 and direct them toward businesses in the McCaslin corridor
- Create stronger connections between McCaslin and Old Town that leverage Old Town's status as a destination
- Focus and orient retail toward US 36
- Focus on the "opportunity sites" (vacant Sam's Club and cinema complex) first
- Consider architectural enhancements to buildings fronting US 36
- Create retail, entertainment, hospitality sub-districts identified by architectural branding elements
- Work with retail brokers and developers to project realistic future retail demand, format, function, and timing
- Minimize building setbacks to push retail uses closer to street for maximum exposure
- Redesign the corner of Dillon and McCaslin to encourage more use by pedestrians and cyclists, as well as better wayfinding for businesses
- Eliminate/avoid single-use retail pads, where possible
- Encourage mixed-use zoning throughout the corridor
- Offer TIF, PIF and Sales Tax Rebates to fund improvements and spur strategic redevelopment
- Create framework plan for future retail formats



### 8-A, 8-B

Left: A network of public markers and gateways are noted in Leggitt's drawing. Right: At their best, these wayfinding devices are elevated to art.

## V. PANELIST ANSWERS TO SPONSOR QUESTIONS

### 2. What improvements would be necessary to accommodate future development trends and opportunities?

Initially, Louisville should examine and begin overhauling the regulatory framework. Current regs and standards are dated, confusing and counterproductive. Beyond the need of a new network of streets and paths, the District needs fresh design guidelines for signs, setbacks and buildings. As noted in the "Findings" section, current businesses are too spread out, set back too far from the street, and poorly signed.

#### Next steps:

- Clean up dated/confusing development regs and standards
- Investigate revised standards for site design and streetscape standards/guidelines
- Begin a public visioning project, perhaps using visual preference surveys, to help the community identify a direction and vision for the McCaslin corridor
- Begin planning an integrated street, sidewalk, path and connection network that benefits all modes of transit
- Begin planning for the design, finance and construction of placemaking elements such as public art, plazas, water features, and other elements that will attract people and investment
- Create concepts for redeveloping vacant Sam's Club and cinema complex



9-A

The panel interviews stakeholders from adjacent neighborhoods.

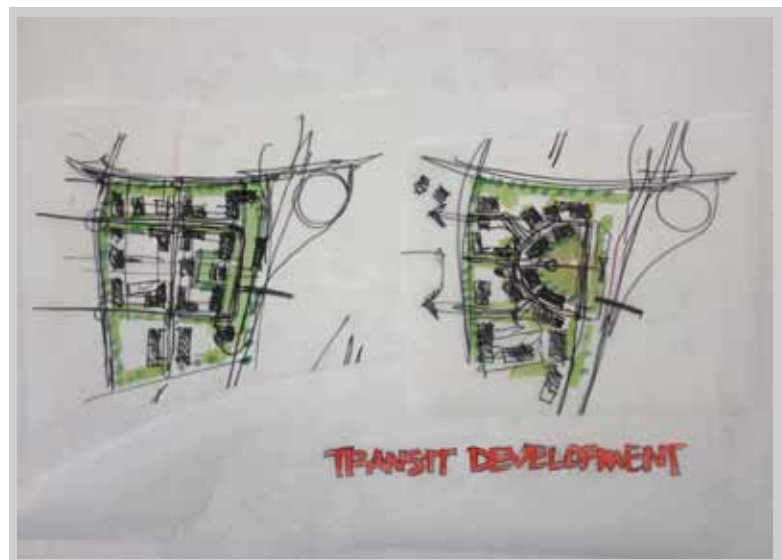
### 3. How can planned transportation improvements be leveraged to increase commercial activity and provide a valued community amenity?

The Bus Rapid Transit and other highway improvements coming to US 36 present major opportunities for Louisville and the McCaslin corridor. These new train-like buses will stop at Louisville McCaslin dozens every two to four minutes daily. Up to 124,000 cars daily drive by the interchange. The panel liked the idea proposed by US 36 Commuting solutions during stakeholder interviews.

This involved creating a commercial street grid on land now (under-)used for parking around the Regal Colony Square Cinemas, and allowing this grid to grow organically to the east, providing the physical framework for future redevelopment along McCaslin.

#### Next steps:

- Consider station area planning as part of the Small Area Plan proposed to flesh out the Comprehensive Plan
- Study other communities with bus rapid transit to see what works for integrated TOD development
- Develop land-use concepts based on anticipated transit patterns with the creation of new transportation facilities in the next two years.



9-B

Two concepts for street grids that relate to the future bus rapid transit station.

4. What are some successful strategies for accommodating entitled property rights and private covenants, while motivating market driven redevelopment?

The panel thinks some underlying issues with property owners can be negotiated. For example, some local owners may be blocking redevelopment by their neighbors. Allowing those owners to realize development on their own properties may make them friendlier to adjacent redevelopment.

In other cases, large national chains may be protecting their own interests by invoking restrictive covenants. In these cases, the city may have to be more aggressive. Proven strategies include condemnation of leases.

**Next steps:**

- Create a timeline and action plan for redeveloping Sam's Club and cinema complex
- Begin negotiating with Sam's Club and cinema owners making them understand the city may use condemnation unless redevelopment agreements can be reached

5. What role, if any, could the introduction of new residential uses play in the successful redevelopment of the district?

This is a delicate question given Louisville's preferences for slow growth and preservation of small-town character. It is hard to argue with values that have contributed to a successful community; one consistently rated among the most livable in the U.S. However, the panel asks the community to keep an open mind on this issue. From Aurora to Centennial to Lakewood, communities have revived underperforming commercial areas by adding housing, entertainment, food, civic facilities, and placemaking to the mix. Examples include Belmar, Central Platte Valley, Southlands, Stapleton, and the Streets at Southglenn.

- Residential is a driver and catalyst for retail and office use
- Retailers like rooftops AND activity 24/7
- Residents want retail amenities close by
- Residents want to WALK to places, not drive
- Employers must offer lifestyle to attract talent
- Employers want smart, local, accessible workforce
- Mixed-Use reduces vehicle miles traveled (VMTs), parking and lot size.
- Residential can be a combination of market rent, workforce, and senior product types.



**10-A, 10-B, 10-C**

Three placemaking ideas. Above: Outdoor seating and bike racks help make a 1950s shopping center a cool place to hang out with a cup of joe, a dog, and a bike. Left: Water features soften paved areas and attract all kinds, but especially kids. Right: A suburban shopping area with an inviting, walkable environment.

6. How can established adjacent residential areas be sustained and strengthened through redevelopment of the district?

Clearly neighbors are wary about new development and redevelopment in the McCaslin corridor. They will be suspect of proposals that include more residences and multistory buildings.

But positive elements of redevelopment may also appeal to adjacent residents. These could include:

- increased retail convenience with walkable destinations;
- improved access to transit and open space;
- a safer environment for bikes and pedestrians; more choices in dining and entertainment;
- an opportunity to be part of a neighborhood, rather than an isolated residential development; and
- a more stable or better sales tax base to pay for local services.

An example of this type of urban environment is the East 29th Avenue Town Center in Stapleton. This “urban/suburban” district mixes 300 homes with 100,000 square feet of office, 150,000 square feet of retail, a park/amphitheater, and a public library. The commercial and institutional uses provide both service and buffer residences. The environment is safe, comfortable and convenient for biking and walking and is well used in this regard. It also provides ample parking to serve businesses.



9-B

With plenty of free parking but also plenty of shops, apartments, shade, and sidewalks, Stapleton’s East 29th Avenue Town Center is a successful example of an “urban-suburban” environment.

7. What fiscal tools or financial structures could be utilized to strengthen the performance of the district?

The panel noted that very little redevelopment occurs in Colorado without public-private partnerships. The best practices of the last 20 years suggest that public sector-funded improvements provide a major multiplier of private investment and development.

Two key examples exist in Denver’s Central Platte Valley and Lakewood’s Belmar. In Denver the public sector removed the visual and environmental blight of a vast railyard, rezoned a 54-acre site for mixed use, and created a new riverfront park with new trails spanned a rail line, river, and highway, and linking the east and west sides of downtown. This resulted not only in billions of private dollars invested, but in the creation of an award-winning new neighborhood and the revitalization of the historic Highlands neighborhood.

In Lakewood, the city worked closely with a private company to redevelop a dead shopping mall. The city led the planning and public visioning processes and used tax-increment financing to build structured parking. The developer built the award-winning Belmar center with major retail, housing and civic spaces.

While partnerships help build redevelopment, special districts help fund, program and maintain the places that result.

**Types of Special Districts typically used in Colorado included:  
(Title 31,32 CRS):**

- Business Improvement Districts (BID)
- Downtown Development Authorities (DDA)
- Urban Renewal Authorities (URA)
- General Improvement District (GID)
- Special Improvement District (SID)
- Metro Districts

**Finance tools include:**

- Mil levy
- Special assessment (based on property characteristic , i.e. square footage or linear frontage)
- Tax Increment Financing (public funds for improvements are repaid through increased property or sales taxes that result from redevelopment)
- Public Improvement Fees (self-imposed private tax)  
Or these finance strategies can be layered.

## VI. DEVELOPMENT SCENARIOS

***There is more than one course to be taken for the future of the McCaslin Boulevard District. The panel analyzed the pros and cons of four different scenarios.***

- a) **Little or no public intervention.** Let the private sector redevelop properties when and how they see fit within the city's regulatory guidelines.

**Pros:**

- McCaslin may not be broken, so why fix it?
- The private sector will ultimately find the highest and best use for underused and vacant properties
- The McCaslin District may provide adequate retail and commercial services and sale taxes as is
- Wait and see how adjacent areas such as Superior Town Center and BRT develop
- Neighbors will not feel threatened by new development

**Cons**

- The city's new Comp Plan has opened a window for change, and this scenario does not capitalize on the opportunity
- The area may stagnate and lose business and tax dollars to adjacent communities
- The underlying issues of scattered land use, conflicts between property owners, and lack of walkability will not be addressed

- b) **Address underlying issues of circulation and visibility.** Under this scenario, the city takes the lead on making new pedestrian connections, making streets more pedestrian and bike friendly, and improving signs, wayfinding, and visibility for businesses in the District. The city considers modifying landscaping and setbacks. Links to Old Town, neighborhoods, and transit are specifically improved. The city secures funding or helps set up a special tax district to build and maintain such improvements.

**Pros**

- The scenario creates a framework for more dramatic redevelopment later
- Underlying issues of mobility and connections are addressed
- The city creates a friendlier, clearer, more legible environment for businesses in the District

**Cons**

- The scenario may not be bold enough to compete in the region and help businesses already struggling
- Legal and logistical roadblocks will remain to redeveloping large sites and buildings now vacant or underused

- c) **Pilot projects.** Under this scenario, the city works closely with private developers and property owners to create a pilot project or projects dramatically different from anything now in the District. Examples might include a redeveloped movie theater complex built around a walkable, transit-oriented street grid; or Sam's Club redeveloped as a walkable town center with smaller stores. The goal is to set a new standard and expectations for McCaslin District redevelopment over time.

**Pros**

- This approach can be applied incrementally as funds become available
- It could boost the District's business environment by improving circulation and visibility
- It addresses underused and vacant properties strategically and one at a time, rather than proposing a large amount of new development under a sweeping vision
- Individual owners can make a difference by redeveloping a single property
- It takes advantage of new transit and could provide more retail services for existing neighborhoods

**Cons**

- This approach may not be bold enough to keep McCaslin competitive with other commercial centers nearby
- It leaves open the issues of undeveloped land and vacant/underused buildings in the corridor
- It does not provide additional rooftops to support local and regional retail
- It does not provide a vision for the District

- d) **A grand, sweeping vision.** Possibly under a long-term master plan, this strategy would remake the McCaslin District as an entirely different place: a mixed-use, transit-oriented urban-suburban neighborhood for live-work-play.

Multi-story, mixed-use buildings, a walkable street grid and new public spaces would be major ingredients.

#### Pros

- A successful District would bring new vitality to Louisville with a gateway to the city providing a source of civic pride
- A successful redevelopment would address all issues mentioned the problem statement
- Additional rooftops would support Louisville's retail base
- The development would take advantage of transit and highway access
- Belmar and Stapleton provide successful examples of large-scale redevelopment

#### Cons

- This is a complex option and a long-term play requiring major regulatory changes, land assembly, and financial risk for the public and private sectors
- Louisville residents may not welcome development of this scale
- Market demand is unclear



13-A

Diagram shows how development can be organized to anchor the entire district.



13-B

Example of sweeping redevelopment: Lakewood's Belmar transformed a dead shopping mall into a thriving and award-winning mixed-use project.

## VII. STAKEHOLDER INTERVIEWS AND KEY COMMENTS

*"We've been working with planning staff to understand that retail does not work in isolation, you need rooftops. We've come in a couple of times to discuss residential with apartments... continuing to add to the activation of the area. We're doing the same things on another site in the Denver Tech Center. You have to have this synergy to attract the big corporate users who are looking for vibrant users and walkability."*—**Property owner**



*"To improve retail, I would look over the signage and landscaping requirements. Retailers need to be seen. They have so many trees in front of stores which works for office but not for retail. If I can't be seen from McCaslin, I'm not coming."*  
—**Property owner**

*"If you read the economic report this area has done as well as the rest of the city with 7 percent increase, so I don't see the vacant Sam's as a big problem. And we don't own it. If you put 300 houses on that site, those kids go to school. So who pays for that school? It's not free to just serve the new people."*—**Louisville resident**

*"My shopping center could be redone like Ideal Market in Boulder, it's very nice, beautiful. It would absolutely help my business to have more people living in the district. We need signs on the highways telling people there is a hotel district and restaurants."*  
—**local restaurant owner**

*"You speed down McCaslin and there's no reason to stop. More connectivity would help for driving, walking and connectivity. The biggest problem is that many businesses face away from the street."*—**Economic development official**

*"Adding a street network to Colony Square would be very effective in connecting to the new transit network along US 36."*  
-- **Local transportation activist/Louisville resident**

*"McCaslin is more convenient from a driveability standpoint but lacks the walkability and cohesion of Old Town. It was focused and now the trend is back toward walking and biking, especially in this part of the state, but McCaslin doesn't lend itself to that."*  
—**Citizen board member**

*"I have a different feel for the area. I do think it's walkable. I walk almost everywhere but King Soopers is far and I have to bike. I like the feel that things are set back with big areas of grass. I like buildings no more than two stories so you can see the mountains."*  
—**Neighborhood resident**

*"Superior is working on a Town Center and we have no sense of place here. BRT will be in place soon, mimicking rail. We need to market the access to transit, which will be phenomenal. What's happening in this area is a missed opportunity."* – **Local transportation activist/Louisville resident**

*"People say we need more regional retail but we're not going to get it here because we don't have the visibility."*—**Elected official**

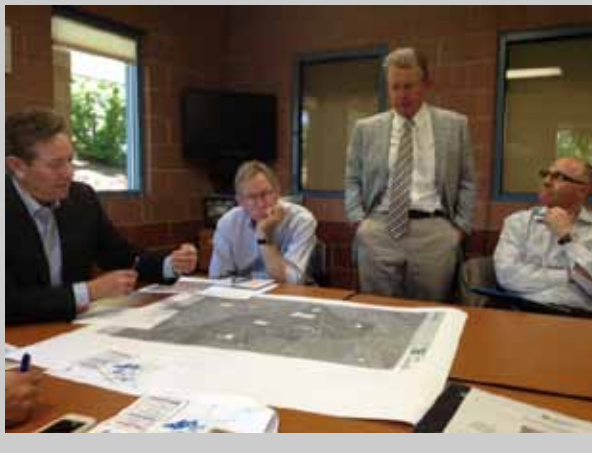
*"We need a convincing case that if we act it will improve our city's fiscal situation. Someone needs to demonstrate that some of these schemes will attract more retail to generate that much more tax revenue."*—**Elected official**

*"We should consider conserving all the good things we like about L-ville while providing opportunities for changing demographics. Where do the seniors go as they age out of their houses and where does the next generation who grew up in Louisville come back to live after college?"*—**Public official**

### Interviews:

Walter A. 'Buz' Koelbel and Jeffrey G. Sheets, Koelbel and Company; Travis McNeil and Sean Sjodin, nexgen properties; Jim Loftus, Loftus Development; Ryan Knott, US Bank; Neil A. Littman, Signature Partners; Audrey deBarros, US 36 Commuting Solutions; Shelley Angell, Louisville Chamber of Commerce; Louisville City Council; Malcolm Fleming, City Manager; Alex Gorsevski; Louisville Redevelopment Corporation; Ashley Stolzmann, resident; Sarah Jarman, owner, Le Peep restaurant

## VIII. 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 have provided solutions for such key sites as the Colorado Convention Center, Coors Field, Fitzsimons, 16th Street Mall, and the 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 ULI's most active District Councils. Each panel team is composed of qualified and unbiased professionals who volunteer their time to ULI. Panel chairs are respected ULI members with previous panel experience. Panel findings and recommendations are non-binding and are strategic to help communities move forward on key sites and issues.

## IX. PANELIST BIO'S



**Laura Aldrete** (panel chair) is expert in urban infill redevelopment projects in both the private and public sectors. While with the City and County of Denver, she directed redevelopment for challenging infill sites in the City and managed a cabinet-level development policy council. She served as the Denver Mayor's Office Project Manager for the Stapleton Redevelopment, a 4,700-acre urban infill development project and subsequently as the Assistant Director for the Denver Urban Renewal Authority. She currently leads the PlaceMaking Group of Parsons Brinckerhoff in the Denver office and is focused on redevelopment and transit-oriented development. The Denver native holds a BA from CU Boulder, and two masters' degrees from UCLA in Urban and Regional Planning and Latin American Studies.



**Jonathan D. Bush** is senior partner in Littleton Capital Partners, a private development and investment company. Recent projects include Littleton Station, a mixed-use transit oriented development in downtown Littleton; Riverside Downs, a 98,000 SF retail and office infill mixed-use project; 2124 Larimer Street, a retail redevelopment in Denver's Ballpark District. Previous Mr. Bush was a shareholder and EVP of Lowe Enterprises, Inc., a national real estate investment, development and management company. Mr. Bush is a fourth generation Colorado native and lives in Littleton with his wife and two children. Education: University of Denver, MBA; Bowdoin College, Bachelor of Arts in Economics.



**Anna Jones**, VP, Progressive Urban Management Associates, Inc. (P.U.M.A.), provides project management and lead support for P.U.M.A.'s downtown and strategic planning, community development, downtown and special district formation including Business Improvement Districts (BIDs), Downtown Development Authorities (DDAs) and others. Her specialties include project management, community outreach, plan development, consensus building and public policy formation. Prior to joining P.U.M.A. Anna served as a Peace Corps volunteer in Sri Lanka. Anna is serving her second term as a Mayoral-appointed member of the Denver Planning Board and serves as Chair of Downtown Colorado Inc. (DCI). Anna served as co-chair of the East Colfax planning process in Denver which led to the first comprehensive citywide rezoning in nearly 50 years, which was the precursor to Denver's comprehensive form-based rezoning effort completed last year. Anna holds a BA in History from Western State College in Gunnison and has completed coursework in the MPA program at the University of Colorado at Denver.



**Robert Kaufmann** is co-chair of the Real Estate Department for Brownstein Hyatt Farber and Schreck. His practice focuses on the acquisition, development, leasing and management of office buildings, shopping centers and industrial projects. Rob has represented several high-end real estate developers in complex transactions, including the redevelopment of the Southglenn Mall in Centennial, Colorado, and the acquisition, financing, leasing and disposition of shopping centers and office buildings throughout the US. Rob has practiced at BHFS since graduating from law school in 1990. A graduate of the Leadership Denver Program of the Denver Metro Chamber of Commerce, Rob has also chaired many fund-raising events for local charitable organizations and for political campaigns.



**Jim Leggitt**, FAIA, LEED® AP, is Principal, Planning and Illustration, for studioINSITE, in Denver. With 35+ years of experience, Jim specializes in conceptual design, community planning, team collaboration and visualization. Jim combines his quick hand drawing skills with architectural and planning experience on projects ranging from small urban blocks to large city plans. He authored *DRAWING SHORTCUTS: Developing Quick Drawing Skills Using Today's Technology* published in 2002 by John Wiley and Sons, New York. Leggitt is a Fellow with the American Institute of Architects and adjunct professor at CU Denver's College of Architecture and Planning. He teaches drawing courses throughout the country and Canada to design professionals and students.



**Brian J. Levitt**, MRECM, LEED AP, is a commercial real estate developer who specializes in sustainable, mixed-use, urban projects with an entertainment focus. He has managed the development of more than \$500 million of retail, multi-family and mixed-use space hand-on, including the first LEED Certified shopping mall in the U.S., Northfield Stapleton. Brian has also advised on an additional \$1.75-B of real estate assets for clients managing all aspects of the development process. Brian is a 1994 graduate of CU Boulder with a BA in Psychology, and a 1996 graduate of the University of Denver, Daniels College of Business, with a Master's in Real Estate and Construction Management. His experience includes the development management of more than four-million SF of real estate assets including East 29th Avenue Town Center at Stapleton. Brian serves on numerous nonprofit boards and co-chairs ULI Colorado's Sustainable Communities Committee.

## X. ACKNOWLEDGMENTS



Would like to thank  
our sponsors, hosts, volunteer leadership,  
panelists, and stakeholders.

ULI Colorado thanks the City of Louisville and its citizens for inviting us into your community and for hosting us graciously during this two-day exercise.

Special thanks to: Al Colussy and Arleen Taniwaki,  
TAPS co-chairs for ULI Colorado

City of Louisville: Troy Russ, Gavin McMillan and Scott Robinson

ULI Colorado volunteers: Dan Cohen, Derek Soule

Our panelists.



1730 17th Street #630  
Denver, CO 80202

P: (303)893-1760  
F: (303)893-1762

<http://Colorado.uli.org>

### ULI Staff and Board

Chair: Kirk Monroe  
Vice Chair: Amy Cara  
Executive Director: Michael Leccese  
Development Director: Kacey Wilkins  
Associate: Sarah Franklin