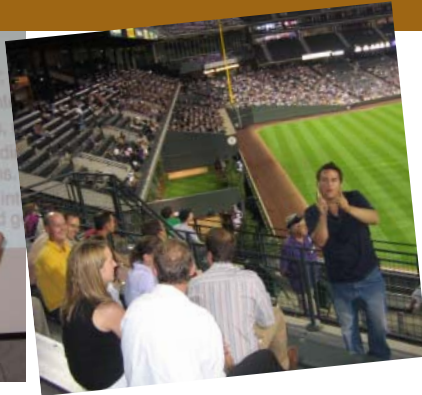


by the SQUARE

Vol. 5, Issue 3, September 2006



ULI-convened 'Colorado Tomorrow Alliance' takes first leap forward to address metro growth

By 2030 metro Denver's population will surge by another 1 million residents. Where will they live and work? Get around? Where will the water come from? Will we continue to create a region with a great quality of life including wide-open vistas, open spaces, and wildlife?

These are questions a potential steering committee grappled with on June 12 at the kickoff meeting of the Colorado Tomorrow Alliance (CTA). Launched in January under a grant from the U.S. Environmental Protection Agency and ULI, the CTA is bringing together voices from opposite sides of the table -- homebuilders, environmentalists, community activists, developers, and government officials to name a few — to move forward on common issues.

Convened by ULI Colorado, the group included leaders from AIA Denver, the Metro Mayors Caucus, the Colorado Chapter of the American Society of Landscape Architects (CCASLA), Colorado Environmental Coalition (CEC), the Enterprise Foundation/Denver, Home Builders Association (HBA) of Metro Denver, the Denver Regional Council of Governments (DRCOG), Housing Colorado, the National Association of Industrial and Office Parks (NAIOP), the Transit Alliance, and the University of Colorado.

Fourteen top leaders shared their top issues and agreed on the need to protect our region's natural beauty, quality of life, and economic opportunities for all citizens. While many of the groups are working on these issues, they agreed that a central organization focused on smart growth can provide leadership and become a clearing-house for information and education.

continued on page 4

Coming Next Month! Redford to discuss realities of environmental development at ULI Fall Meeting

The Sundance Kid is returning to Colorado, where Robert Redford and Paul Newman filmed *Butch Cassidy and the Sundance Kid* with director George Roy Hill in 1969.



Robert Redford is one of the star speakers at ULI's Fall Meeting in Denver October 17-20.

Equally prominent guest speakers are General Colin Powell, Boulder-based *Good to Great* author Jim Collins, Bill Emmott, former editor-in-chief of *The Economist*, and Donna E. Shalala, former U.S. Secretary of Health and Human Services and current president of the University of Miami, Florida.

Along with ULI's Fall Meeting planners, some 90 volunteers from ULI Colorado have been working hard to put on a great series of programs, tours, and special events for more than 6,000 guests anticipated.

"We've got a great opportunity to show off what Colorado has done while learning from the many experts who will attend the Fall Meeting," says Marilee Utter, chair of ULI Colorado and co-chair with Buz Koelbel and Jim DeFrancia of the Fall Meeting Local Arrangements committee.

"Our own District Council members who attend will get a behind-the-scenes look at their own town and state while rubbing elbows with the best and the brightest from around the world."

The Fall Meeting will also feature numerous events and receptions for Product Councils, Young Leaders, and other ULI committees and activities. This year's Urban View and Expo will feature displays from cities around the world. ■



ULI event roundup:

Above left: Patrick Field consensus-building breakfast, June 15; Young Leaders' Rockies social, August 30.

Left: Discovery light-rail tour of TODs, June 15; Meet the Mayors with Centennial's Randy Pye (center), July 27.

From the Chair

I write this while flying home from ULI's Summer Leadership Retreat. Investing your time and spending your own money to meet

for three days in Washington, D.C. — especially in August — is a mighty test of volunteer commitment. Yet more than 150 people from around the country did just that. For me, it was perfect timing to think about ULI Colorado beyond the Fall Meeting, and well worth it.

This was the largest turnout ever for District Council and Product Council leadership. I couldn't help but ponder what engenders such dedication. I decided that ULI's audacious leadership initiative to improve the quality of life in local communities is a bull's eye filling a major void in America.

If there's anything I have learned in our efforts around the Fall Meeting, it is the inspiration that comes from big, exciting, and meaningful undertakings. Many of us crave personal challenges linked to the opportunity to make a difference in our own backyard.

Most real estate organizations are dedicated to serving targeted memberships. And many do it very well. By contrast, ULI seeks a diverse membership comprising the broadest spectrum of our industry— every sector, age, and profession — brought together in an interdisciplinary approach to serving and building great communities. ULI's advisory panels are long-standing testaments to this philosophy, but now the organization is dedicated to reaching out even further.

Consider the six priority areas they outlined for us as the national program of work:

- Affordable/workforce housing
- Infrastructure development and financing
- Sustainable/green development
- Placemaking/design
- Regional cooperation
- Capital markets

continued on page 6

Volunteer Spotlight

Marshall Burton, Opus Group

by Kacey Wilkins

Why do you choose to volunteer for ULI Colorado's Explorer Series?

ULI is the nation's premier real estate organization. Along with ULI national brand and reputation, it is important to me that the Colorado District Council has emerged as one of the top local organizations addressing important issues such as place making, and responsible development such as "green development."

What do you see as the benefit to you and for our community?

ULI is unique in that its membership includes a broad spectrum of stakeholders, including real estate developers, government officials, students, lawyers, architects and engineers, etc. It is a wonderful forum to debate and to learn all aspects of projects and to then form best practices that improve the community and our projects.

What have you accomplished that you're proud of?

The development of the Environmental Protection Agency's Region 8 headquarters is a great accomplishment for our team. Balancing the requirements of the federal government and respecting the historic LoDo district, all while bridging new technologies with forward-thinking design, is a very challenging equation. I am proud that the project addresses many of those important development issues focused upon by ULI. It has been rewarding to develop a project that is filling multiple objectives, including recognition of its connections to LoDo and the Central Platte Valley, its proximity to the future hub of Denver mass transit, and its function as a model for green development (seeking LEED Gold certification).

Does networking through ULI Colorado help your career or your company?

Clearly. Business networking follows the more important goal of building strong individual relationships within the ULI community.



Describe what you do in your job.

I manage the real estate group for Opus' Denver office. Opus develops, designs, builds and manages office, retail, industrial and residential projects, with over 1.5 million square feet currently under development in Denver. My job is to help establish a vision for our projects and then to avoid being in the way of our talented team at Opus.

Nationally, Opus has completed over 2,300 projects across the country, with over 35 million square feet currently under development.

How much time do you spend working on behalf of ULI Colorado? Where does the time come from?

With respect to time, ULI is able to draw excellent and devoted volunteers (ie, "doers") to its committees, creating an atmosphere that builds business relationships through committee activities. As the co-chair for the Explorer Series Committee, I share the responsibility with my co-chair Rich Von Lührte and committee members and the result is successful programming for our members and constituents. ■

**Join ULI Colorado,
Go to**

<http://www.ulicolorado.org>

Committee News

Community Outreach, Jim Mulligan and Diane Truwe, group chairs

Smart Growth Alliance, Richard Epstein, chair. Under the working title Colorado Tomorrow Alliance, the committee held a kickoff meeting on June 12 with a potential steering committee (see page 1.) We need a co-chair to help us build this committee and alliance. Go to www.ulicolorado.org for a 'Get Involved' application.

Technical Assistance Programs, Frank Cannon and Al Colussy, chairs. This committee's February TAP for the Colorado Chautauqua Association received positive coverage in the *Denver Post* (Real Estate Notes, Margaret Jackson, 7.23.06). Several TAPs are under consideration but none yet scheduled.

Affordable housing initiative, Susan Powers, chair.

Meet the Mayors, Peter Kenney and Linda Morton, chairs. Meet the Mayors hosted successful lunches with Littleton Mayor Jim Taylor in May and Centennial Mayor Randy Pye in July.

Education, Denise Balkas and Mike Ermisch, group chairs

Explorer Series, Marshall Burton and Rich Von Lührte, chairs. On September 14 the committee hosts a tour of new projects on Colfax (including the new Tattered Cover) and plans a ULI holiday party in December.

TOD Best Practices series, Peter Kenney and Randy Pye, chairs. On November 9 the committee hosts a session on TOD finance: "Show me the money," details TBA.

Urban Plan, Denise Balkas and JuliAnne Murphy, chairs. This group will begin preparations for ULI's Urban Plan program in the Denver region after the Fall Meeting concludes.

Quality Growth Education Committee, Mike Ermisch and Stuart Miner, chairs.

This new committee seeks to advance public education on smart growth in sites not within the FasTracks system. A successful debut activity on June 15, "Q&A Breakfast on Dealing with NIMBYs," with Patrick Field, was followed by a brainstorming session including eight potential committee members. The committee will soon draft a mission statement, finalize its name, discuss potential funding sources with foundations, and continue to work with Patrick Field on shaping future programs.

DRCOG Strategic Alliance Committee, Nanci Kerr and Renee Martinez-Stone, chairs. On July 27 this committee of 20 volunteers began planning its first event, a customized community planning workshop on phasing at TODs slated for November. Afterward 25 TOD Junkies convened at Harry's Bar near ULI to discuss the future of transit in Denver and beyond.

Marketing, David Miles, group chair

On July 18 David Miles hosted a "branding" exercise for ULI Colorado's Executive Committee, with results to follow later this summer. The founder of Milesbrand, Dave Miles used the same process he applies to "branding" new communities around the nation.

Public relations, Jenny Shapiro, chair. On August 28 the PR committee scheduled a meeting with the *Denver Post* editorial boards with Fall Meeting co-chairs to discuss how an international ULI meeting will create opportunities for Colorado.

By the Square newsletter, Kacey Wilkins, staff editor. By the Square is refocusing to provide general information on ULI Colorado and thoughtful articles by industry leaders, while developing a monthly newsblast to keep ULI Colorado members abreast of District Council activities.

Membership, Ken Rudolph and Susan Sgrignoli, group chairs

Sponsorship, Don Gendall and Larry King, group chairs

The committee continues to assist in Fall Meeting sponsorship while promoting ULI Colorado event sponsorship.

Young Leaders Group, Jeff Fisher and John Livaditis, group chairs

Now 200 strong, the YLGs hosted Quarterly Networking Luncheons with Randy Nichols on February 6 and with May 31 with Mark Hinshaw, Mark Falcone, Bill Mosher and Susan Powers. Some 60 people attended a June 15 light-rail tour of TODs starting at Union Station. The YLGs held a summer social at Coors Field on August 30.

Local Arrangements Committee, ULI Fall Meeting, Jim DeFrancia, Buz Koelbel and Marilee Utter, chairs

With 100 volunteers on eight committees, the LAC has almost finalized venues (Michael Hicks, chair), Mobile Workshops (Suzanne Calhoun Jim Kirchheimer, and Mike Komppa, co-chairs), and Cultural Tours (Dick Marshall and Sandi Thomas, co-chairs). Under chair Maria Garcia Berry, sponsorship is nearing \$700,000 committed, much to be reinvested in Colorado District Council programs and community outreach. Laura Aldrete and Nanci Kerr, co-chairs of special outreach, have plans to sponsor 50 public officials to attend the Fall Meeting. With assistance from co-chair Ben Kelly, *Urban Land* magazine is preparing a stellar Colorado issue for September. General City Information co-chairs Jamee Smith and Tom Thorpe are working on visitor orientation and a "Welcome Wall" to honor Fall Meeting sponsors.

Get involved to help us
Build Better Communities!
<http://www.ulicolorado.org>

CTA success requires delicate balance

by Susan Barnes-Gelt

Frequently cacophonous Colorado voices coalesce to a chorus of kumbaya around a couple of important refrains:

- Don't fence me in; and
- Money talks.

Both messages played important roles in the wildly unsuccessful 2000 statewide growth control amendment and the solidly successful multi-modal transportation initiative — FasTracks — four years later.

And I'm not only referring to the \$6 million developers and business people raised to defeat the former, nor the \$3.5 million the same interests contributed to pass the latter.

As ULI Colorado begins its ambitious Colorado Tomorrow Alliance (CTA) — both campaigns (and refrains) are worth examining.

Colorado is a quintessentially western place. We're addicted to the The Bold Move, The Big Idea and public/private partnerships where the public generally foots the bill.

We love the entrepreneurial EUREKA! And we've built our economy on extraction. We take things out — gold, silver, oil, gas, trees, open space, old buildings, neighborhoods — when it's profitable.

We put things in — when it's profitable — big public infrastructure: railroads, roads and parks, water diversion systems, highways, stadia, convention centers, airports, transit systems. We cautiously invest in education and culture and elect leaders who pick public budgets to the bone promising to eliminate waste, fraud and abuse.

Results are mixed:

- Colorado is ranked 49th in the nation for state investment in higher ed.
- Colorado boasts the most efficient airport — in the world.
- Colorado ranks 43rd in the country for childhood immunization.
- Colorado has more microbreweries per capita than any other state.
- Colorado is the only state in history to turn down the Olympics — the

continued on next page



On June 13, ULI Colorado launched the Colorado Tomorrow Alliance with participation from 14 organizations. Pictured from left: Karen Lado, Enterprise Denver; Richard Epstein, ULI Colorado; Katbleen Osber, Transit Alliance, Peter Kenney, Metro Mayors Caucus.

While acknowledging that previous growth management efforts have failed or stalled because of politics, economics, or inertia, they concurred that CTA can be an effective vehicle to move forward.

Here are their initial concepts about what the CTA can do:

- Define smart growth principles as shared by broad constituencies;
- Research “smart growth” proposals and projects to help communities reach agreement on the right projects for the right places. An independent CTA can develop standards, evaluate projects, and certify projects so the public knows it's getting the real bill of goods—not just a developer's marketing spin.
- Lead a “Reality Check” bringing decision-makers and the public together to compare master plans and visions with what's actually being built and approved—and then plot corrective steps. Other regions rave about the ability of Reality Check to engage the public and public officials and to create results.
- Get people talking and building solutions to manage future growth. In Los Angeles, an alliance gained steam by discussing the “2 percent solution” where changes in land use would have a positive effect on the entire region. Citizens are now realizing that small incremental changes made on a tiny fraction of all land in the region can produce huge results for all.
- Build consensus on regional cooperation on the Front Range and transporta-

tion solutions in the I-25 and I-70 corridors.

- Apply lessons learned to an entire state plagued by growing traffic, rising home prices, and loss of open spaces.
- Absorb the CU/ULI Colorado co-sponsored Colorado Tomorrow conference as an annual update of progress and possible host of events like Reality Check.

As a next step ULI Colorado will confirm the involvement of these organizations, contact other potential partners, and launch a regional planning exercise such as a Reality Check. ULI Colorado hopes the new Colorado Tomorrow Alliance will be well on its way by ULI Fall Meeting in Denver.

On July 21 ULI executive committee members Richard Epstein, Dianne Truwe, and Marilee Utter met with Jennifer Schaufele, executive director of DRCOG, and George J. Scheuernstuhl, director of MetroVision planning for DRCOG, to discuss a partnership to launch Reality Check.

“We believe that this consensus-based approach will produce results where efforts to regulate or legislate growth have failed or fallen short,” says Richard Epstein, AIA, ULI, chair of ULI Colorado's smart growth alliance committee.

“We look forward to working with our new partners toward this goal. We believe this effort will both streamline and leverage individual initiatives toward more effective, coordinated efforts on regional growth.” ■

Barnes-Gelt, continued

1976 Winter Games.

Connect the dots and a picture emerges

Is it time to buy a new Etch-n-Sketch?

Perhaps we should begin by redefining CITY. Not as just another four-letter word but in a western context that's sustainable, aware of emerging global realities and financially sound.

Perhaps we should look at the real costs of artificially deflated residential property taxes, eroding public infrastructure, booming population and diminishing and degraded natural resources.

Success will demand a well-balanced tripod of visionary civic and political leaders, informed, engaged citizens and professionals and a clear path to profitability.

Good luck, Alliance. Colorado's tomorrows depend your ability to build a diverse and collective willingness to explore the ineluctable relationship between bold action and thoughtful planning; between consumption and stewardship; between the future and the past. ■



Susan Barnes-Gelt served eight years on Denver City Council and was an aide to former Denver Mayor Federico Peña. She writes a column for the Denver Post.

FROM THE DIRECTOR

Collaboration among nonprofits can streamline efforts on growth, land-use

by Michael Leccese

In my first year with ULI Colorado, the comment I may hear most often goes something like this:

“There are too many organizations and programs out there dealing with land-use, real estate, and smart growth. They are all good but I can't attend or sponsor them all. I think these groups should work together more — they will unclutter my calendar and be more effective in achieving their mission.”

We at ULI Colorado agree and have been working hard to coordinate the efforts of similar, related or like-minded organizations — also while carefully maintaining leadership on our core issues of transit, transit-oriented development, and responsible land use.

Unique among ULI District Councils, we have pioneered the concept of a “strategic alliance” with another nonprofit: the Denver Regional Council of Governments (DRCOG). While DRCOG has become a high-level sponsor of ULI Colorado, we have created a stellar 20-person committee (co-chaired by Nanci Kerr and Renee Martinez-Stone) to help

DRCOG realize a three-year community outreach program to educate communities about the challenges and benefits of TOD.

We are working on similar deals at various scales with other organizations. Recently we partnered on successful events with the Transit Alliance and Housing Colorado! We've had fruitful discussions with AIA Colorado, which recently asked me to join their board. And we are partnering with the Colorado Chapter of the National Association of Industrial and Office Parks (NAIOP) to present a Gubernatorial Candidate Forum over breakfast on October 10.

Our new Colorado Tomorrow Alliance (see p. 1) is convening 14 other organizations to move forward on consensus regarding regional growth. This effort shows promise to succeed where legislation, regulation and popular votes (I'm thinking of Amendment 24) have failed.

As ULI Colorado broadens its agenda to embrace more aspects of sustainable development — site selection/design and green building are two good topics that come to mind — we will be looking to build even more new partnerships.

Give us a call and we'll talk about it. ■



Thank You Sponsors

SUSTAINER:

Denver Regional Council of Governments

BENEFACTOR:

St. Charles Town Company

PATRON:

Kiewit Construction
Continuum Partners
Coventry Development
Forest City Stapleton
The Weitz Company

CORPORATE SPONSORS:

Carter & Burgess
Cherokee Investments
Citiventure Associates, LLC
Intrawest Placemaking
Landmark Property Group

Low Enterprises Community Development
Metro Denver Economic Development Council

McWhinney Enterprises

Milesbrand
Nolte Associates

Norris Design
Opus Northwest
Regional Transportation District
RiverBank Commercial Real Estate, LLC
Village Homes of Colorado, Inc.

EDUCATIONAL SPONSOR:

DIA Partnership
L. C. Fulenwider
Plan West, Inc.

MEDIA SPONSOR:

Colorado Real Estate Journal

I'm pleased to announce that I went from part-time contractor to full-time Executive Director of ULI Colorado on August 14. Thank you to our chair Marilee Utter, our executive committee, and to ULI for this wonderful opportunity. One of our initiatives unfolding will be to create a “greener” ULI Colorado featuring recycled materials and recycling at our offices and at ULI Colorado events and promotion of alternative transit to attend our events and meetings. Keep posted for more details. You should start seeing a difference at our events, meetings and programs soon. We also hope to work with our partners to present more information and programs on sustainable development.

Sponsor Spotlight: DRCOG

Answers provided by Tom Boone, Denver Regional Council of Governments' project manager for TOD.

Why does DRCOG sponsor ULI Colorado?

DRCOG's board and our executive director, Jennifer Schaufele determined that we would best contribute to the implementation of transit-oriented development in the region by providing relevant and timely information that helps policy makers, business leaders, and the general public make informed decisions.

The leadership at DRCOG also recognized the value of collaboration and of public/private partnerships. We entered into a strategic partnership with ULI to:

- help us fulfill our mission of providing relevant and timely information, and
- stimulate collaboration between the private and public sectors on issues critical to the success and implementation of TOD in Metro Denver.

What are the benefits?

One key benefit is that we are meeting the needs of our member governments by providing them with relevant and timely information and an opportunity to collaborate with the development community. Our members have told us that hearing the perspective of the development

community is very valuable to them. The other is the end result: creating places that make the region such an attractive place to live, work and raise families.

How does being associated with ULI Colorado help DRCOG achieve its mission?

The experience, knowledge and dedication of the ULI committee is extremely helpful to DRCOG in achieving its mission on TOD – providing relevant and timely information to policy makers, business leaders and the general public that help them make more informed decisions.

Why should other organizations support ULI Colorado?

If you want to bring development expertise and leadership to the table, call ULI Colorado. DRCOG is proud to partner with ULI Colorado.

How do you like working with ULI Colo as a "strategic partner"?

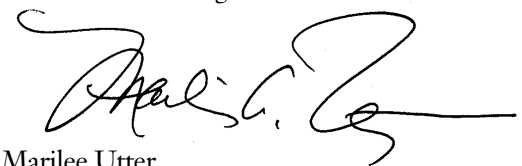
ULI's leadership and the volunteers ULI Colorado has assembled are top-notch professionals. While we have experienced the usual fits and starts of any strategic partnership, I believe we are successfully working through the challenges and the result will contribute greatly to helping us fulfill our mission on TOD. ■

From the Chair, from page 2

The issues are right on target for Colorado. I'm delighted to have the resources of the entire organization behind us on this. I'm excited about the opportunity we have to dive into these areas in 2007. Half the money we raise for the Fall Meeting stays with the Colorado District Council. Thanks to the generosity of our sponsors and the hard work of our volunteers, it will make a big difference in the resources we have to reinvest in our state. More than ever before, we will be able to provide bold, empowered leadership on critical issues.

The question is, where should we focus? We'll be coming to you with a member survey to get your thoughts on the issues and work that would inspire your personal commitment and involvement.

In recent years ULI has more than doubled in size to more than 31,000 worldwide members. ULI Colorado has grown 40 percent in the last 2 years—to 1,150 members. By doing good we're doing well. We're on a powerful path and mission. You'll see it and feel it when you participate in our Fall Meeting—like I did this week in DC. I'm coming back dazzled by the phenomenal capacity ULI offers; convinced of our duty to lead; and so thankful I'm coming home to Colorado!



Marilee Utter
Chair, ULI Colorado

Upcoming Events

Friday, September 29:

Meet the Mayor Series featuring Mayor Nancy McNally of Westminster

Thursday, October 5:

ULI Colorado partners with AIA Colorado to present - Robert Ivey, FAIA discussing "Movement of Architecture: Transit & Development of Cities"

Tuesday, October 10:

NAIOP/ULI Colorado Gubernatorial Forum on Real Estate Issues featuring Bob Beauprez and Bill Ritter

October 17 - October 20:

ULI Fall Meeting comes to Denver

Thursday, November 9:

TOD Best Practices Conference - "Show Me the Money: Financing Transit Oriented Development"

STAFF:

Executive Director: Michael Leccese,
michael@ulicolorado.org

District Council Coordinator:
Kacey L. Wilkins, kacey@ulicolorado.org.

Newsletter editors: Amy Sinn and
Kacey Wilkins

Newsletter graphic design: Lisa McGuire

ULI Colorado



A district council of the Urban Land Institute

P.O. Box 13917, Denver, Colorado 80201-3917 • Phone: 303.893.1760
<http://www.ulicolorado.org>