



# Urban Land Institute – ULI Colorado Idaho Springs Technical Advisory Panel



A Report from a Technical Advisory Panel (TAP)  
of ULI Colorado  
October 23-24, 2018



Supported by the Denver Regional Council of Governments,  
Clear Creek Economic Development Corporation, Majestic  
Office Suites, Mother Lode Brewery, Argo Mill LLC,  
Shotcrete Technologies, Henderson Mine, and Beau Jo's.

# Idaho Springs Technical Advisory Panel

## Technical Advisory Panel

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

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 and Beau Jo's.

### Writer:

Marianne Eppig, Manager, ULI Colorado



## Overview of ULI Advisory Services

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

## Technical Advisory Panels (TAPs)

ULI Colorado's Technical Advisory Panels (TAPs) offer the same expertise at the local level. Each panel is composed of qualified and unbiased professionals who volunteer their time. Panel chairs are respected ULI members with previous panel experience. Since 2003, ULI Colorado has completed more than 60 TAPs leading to positive policy changes and built projects.



# Introduction



On October 23-24, 2018, the Colorado District Council of the Urban Land Institute (ULI Colorado) convened a Technical Advisory Panel (TAP) to provide guidance on parking and connectivity solutions throughout the City of Idaho Springs. ULI Colorado assembled six land use experts who volunteered to offer objective advice.

In response to questions posed by the City of Idaho Springs, the panelists provided findings and recommendations designed to help the city move forward on such issues as repurposing underused properties, creating more housing for locals, strengthening the historic core, and creating a parking and transportation strategy.

The panelists concluded that the assets of Idaho Springs—historic core and character, strong community, growing attractions for recreation and tourism, and proximity to Metro Denver—position the city to leverage its new investments in infrastructure and planning to attract quality development partners. Such private-sector participation is critical to help the city realize its vision.

Parking and connectivity are the key missing links that will allow the city to attract and retain people—supporting the development it desires, as well as the preservation of the local community.

This report outlines those findings and recommendations. The panelists provided practical first steps, financial strategies, and longer-term actions to help Idaho Springs achieve its goals.

ULI panel recommendations are strictly advisory and non-binding. However, ULI's TAPs have proven a catalyst in over 60 Colorado communities that have resulted in policy changes, new development and infrastructure, as well as economic and community progress.

View of the Argo Mill from the south side of I-70.



# Problem Statement & Questions for the Panel



For the two-day TAP, the panel (see panelist bios on page 21) reviewed a detailed advance packet of prior studies, toured the site, and interviewed local stakeholders, including city staff, elected officials, and longtime property and business owners (for a list of stakeholders interviewed, see page 23). The City of Idaho Springs gave the panelists the following problem statement and questions to address during the TAP.

Panelists discuss parking and connectivity with stakeholders during the TAP.

## The Problem Statement:

Today, 3.5 million people live within 45 minutes of Idaho Springs, with another 1.3 million projected in the next 10 years. Hence, there is a growing demand for parking, lodging, housing, and alternative transportation, as well as ensuring anchor site connectivity and walkability. Due to its rich history and culture, and facing a new chapter in its history, Idaho Springs must protect its unique character by promoting economic vitality through responsible development. The City recently adopted a new Comprehensive Plan and East End Action Plan, and has participated in studies, such as Downtown Colorado, Inc.'s Happy City and Urban3 analysis, all of which address community character, visual connectivity and incentives. However, the City continues to be challenged by growth and must find a way to accommodate increased tourism and economic development, while maintaining convenience and quality of life for fulltime residents.

In prioritizing the recommendations coming out of the city's 22 existing studies, now consolidated in an updated Comprehensive Plan, the Idaho Springs team is asking ULI to provide guidance on parking connected by healthy corridors to anchor sites, commercial districts, housing and lodging. This will provide maximum benefit to the City of Idaho Springs and help demonstrate the strategic vision to the community by providing direction regarding ideal parking locations and functional operational solutions that also positively benefit residents.





I-70 cuts through Idaho Springs, making intra-city connectivity difficult.

Hence, the desired TAP would take into consideration all current and plausible parking opportunities within city limits and would include financing mechanisms and budget for construction, options for income generation for ongoing maintenance, and parking lot/structure designs that allow for integrated mixed use, as well as future adaptive reuse as modes of transportation change. Additionally, recommendations regarding multi-modal transportation between parking sites and anchor sites (Virginia Canyon Open Space, Exit 240, historic downtown, Argo, East End) is essential, as Idaho Springs currently does not have a system in place (e.g. Trolley, Jitney, Gondola etc.). The proposed plan/action strategies are especially timely given Idaho Springs' upcoming workforce housing project, as well as the Argo, Greenway and Virginia Canyon Open Space developments.

### Questions for the Panelists:

1. How can identified parking sites be maximized to enhance circulation and still maintain the character and uniqueness of the community? Where are the opportunities for commercial development within planned and future parking projects that could lead to public/private partnerships now or in the future?
2. What financing mechanisms are recommended as it relates to BIDs, public financing and leveraging projects to offset parking costs and maximize benefits to the city? How do anchor sites leverage resources jointly to maximize parking and connectivity?
3. The city has taken the best of the existing twenty-two studies consolidated into a new comprehensive plan and has made significant infrastructure improvements; how do we effectively communicate this and attract the "right" developers that will maintain the unique culture and character of the community?



# Findings

Through the review of the city's previous plans and studies, as well as interviews with local stakeholders, the panelists noted the following challenges and opportunities with regard to parking and connectivity throughout Idaho Springs.

## Challenges:

- Not enough parking, especially with currently planned developments
- Sites that are available are on the south side of I-70, cut off from the downtown
- Current debate over structured parking
- Lack of access to green space in and around the downtown
- Attitudes and perceptions of community towards parking options
- Financial costs of options

## Opportunities:

- Opportunity Zone
- Momentum behind a Downtown Development Authority
- School district's available properties
- Greenway and trail system
- Gondola opportunity
- New developments making Idaho Springs into a destination (Argo Mill, gondola, Stanley Mine Adventure Park)

Downtown Idaho Springs currently has free on-street parking, which results in slow turnover and makes it challenging to find a parking spot during the summer.

*“We lose a lot of revenue from people who can't find parking and keep driving.”*

– Mayor Hillman

*“Some people don't come downtown because they don't want to deal with traffic and parking. Locals feel like they can't enjoy their own town.”*

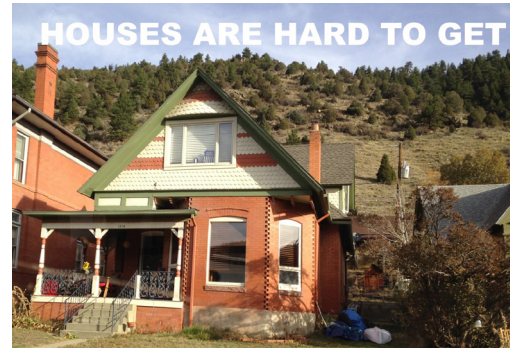
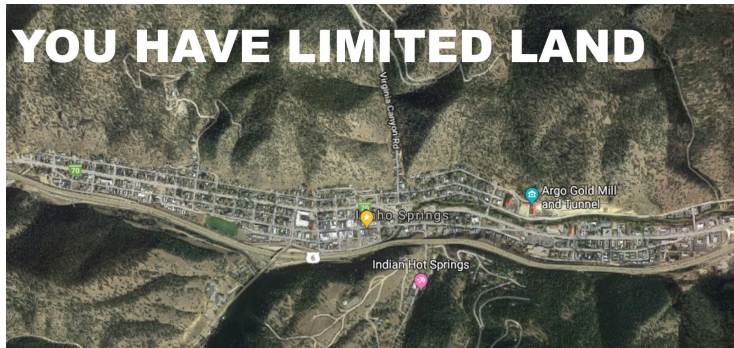
– Planning Commissioner

*“Parking is definitely a big issue in our town.”*

– Planning Commissioner



In summary, panel chair Mark Johnson stated the following:



He concluded that community character is paramount, and that it's a topic that should influence every decision.



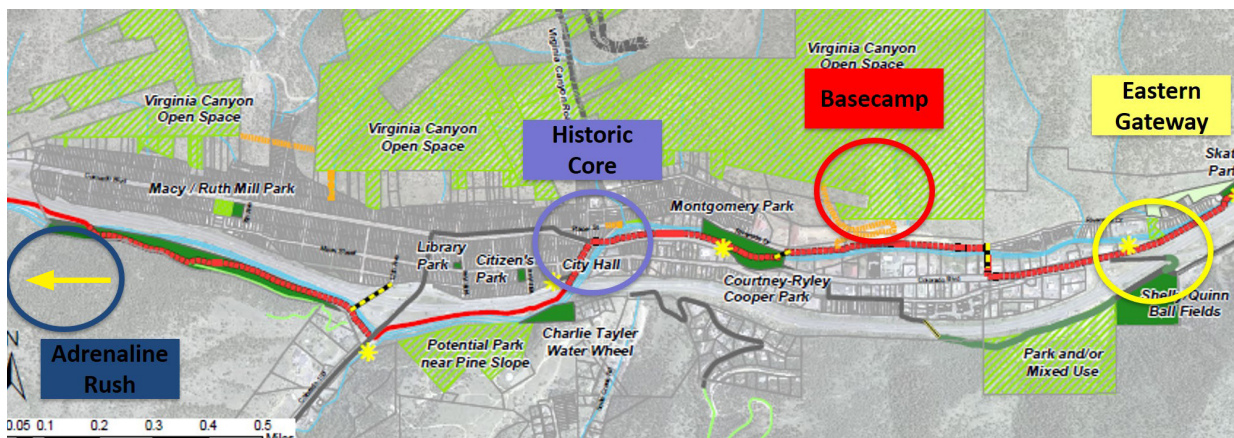
# Recommendations



In answer to the questions posed by the TAP sponsors, the panelists provided the following advice.

Panelists discuss potential solutions to parking and connectivity throughout the city.

1. How can identified parking sites be maximized to enhance circulation and still maintain the character and uniqueness of the community? Where are the opportunities for commercial development within planned and future parking projects that could lead to public/private partnerships now or in the future?



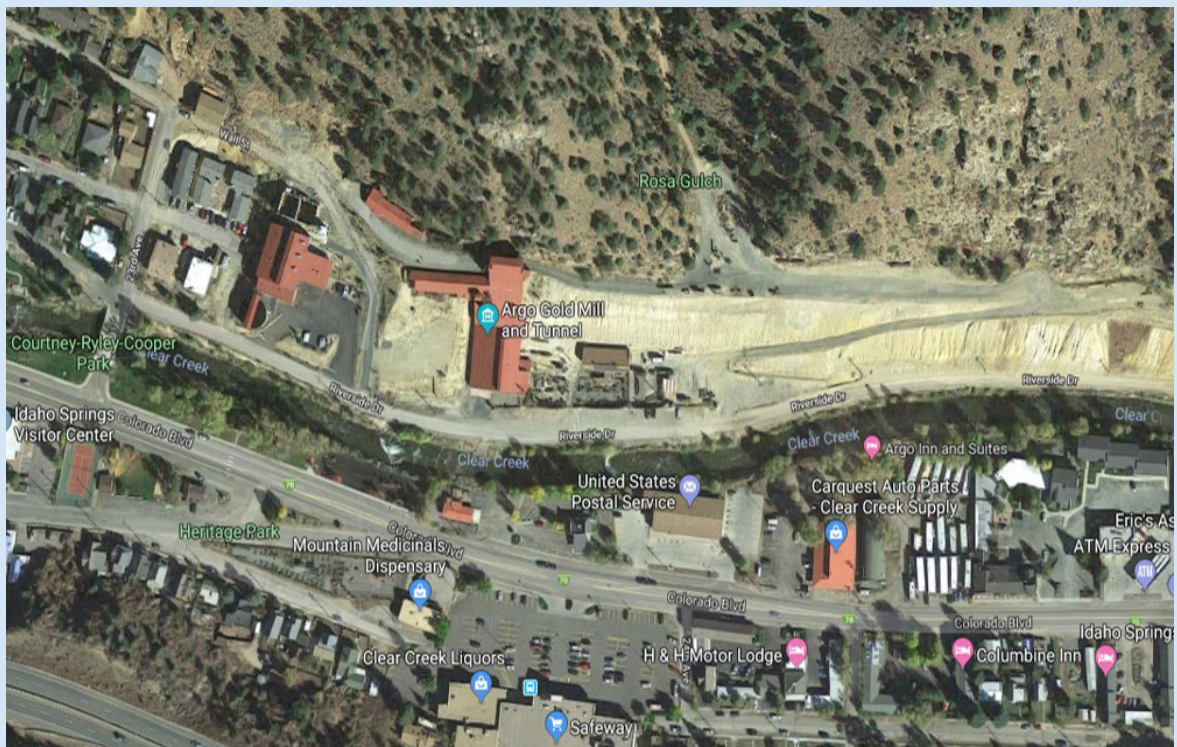
The panelists identified four primary nodes of activity for future parking and connectivity in Idaho Springs. Details about and recommendations for each of these nodes are included throughout this report.



The panelists identified four primary nodes of activity for future parking and connectivity:



The **Historic Core** along Miner Street, primarily between 17th and 14th Avenues.



**Basecamp** around the planned Argo Mill development, where there could be additional retail, restaurants, and recreational opportunities in addition to a hotel and housing.





The **Eastern Gateway** around the entrance into Idaho Springs from I-70 on exit 241, including the property south of I-70 where there could be overflow parking.



**Adrenaline Rush** connecting the western end of Idaho Springs to local recreational opportunities, such as the Stanley Mines Adventure Park and local ski resorts and rafting companies.

The panelists envisioned that the city could support gradual densification around these nodes over time, define community gathering places with great placemaking, and provide access to and from each. Their specific recommendations around parking and connectivity between these nodes follow.

### Recommendation: Park once

The primary goal of parking and connectivity within Idaho Springs is to get people out of their cars, walking the streets and supporting local businesses. To accomplish this, panelists recommended that Idaho Springs provide opportunities for locals, employees, and visitors to park once and then have access to multi-modal opportunities, such as flexible shuttle services, bike share, and trails between the city's primary nodes.

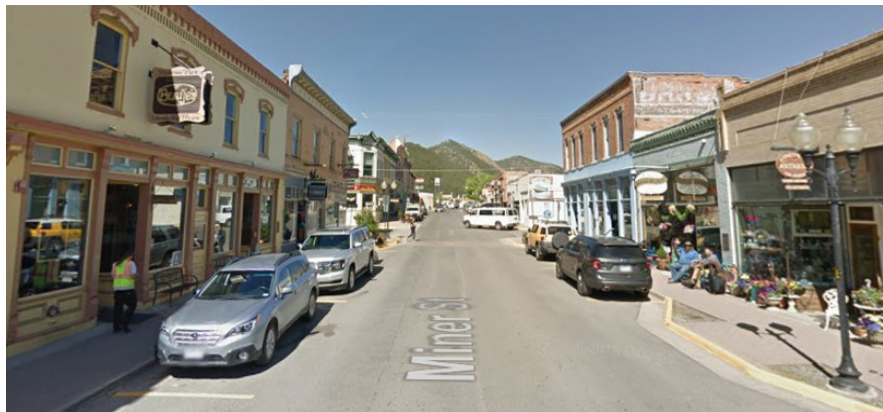


They noted that shuttles can be flexible and don't need to be typical shuttles. They could be painted school buses, ride share, bike share, and/or rickshaws. They can also be flexible in terms of when they run segments of the route, based on demand. Panelists suggested the following prioritization:

- Primary connection between the Historic Core and Basecamp, once it is developed, since this segment will likely have the highest demand.
- Secondary connection between the Historic Core and overflow parking at the Eastern Gateway during peak demand, which is currently during summer months.
- Potential future connection between the west end of Idaho Springs to local recreational opportunities.

Within each node, the panelists provided the following recommendations for parking and connectivity:

### Historic Core:



Idaho Springs' historic core. Courtesy Google Maps.

The panelists recommended aggressively pursuing the creation of a transit/mobility hub with the Colorado Department of Transportation (CDOT), that includes a downtown parking garage near Exit 240. The site has already been identified at this convenient location, where people can get off the highway and park quickly within walking distance of retail and restaurants.

The panelists recommended aggressively pursuing the creation of a transit/mobility hub with the Colorado Department of Transportation (CDOT), that includes a downtown parking garage near Exit 240. The site has already been identified at this convenient location, where people can get off the highway and park quickly within walking distance of retail and restaurants.

The mobility hub and parking garage could include multiple benefits, such as:

- Attractive connection to Miner Street, such as a plaza with open space
- Inclusion of public bathrooms
- Bike share and connections to trails
- Contextual architecture that could include a statement with public art that could be visible from I-70

## Shuttle Examples



Temporary sign at PIT Airport marks where Uber pick-ups are allowed. Courtesy Uber.



London Autonomous Shuttle. Courtesy GATEway Project.



Bike Share. Courtesy OFO.

## Mobility Hub Examples



Mobility Hub Rendering. Courtesy Transportation Solutions.



Rendering of multi-modal solutions at a mobility hub. Courtesy Transportation Solutions.

*“CDOT has interest in creating a transit center here.”*

– Mayor Hillman

### Basecamp:

Since the Argo Mill redevelopment is in the early stages of planning, panelists provided phased recommendations for this node.

- Short Term:
  - o Continue to enhance the Clear Creek Greenway for multi-modal transportation
  - o Continue to add and enhance green space along Clear Creek
- Mid-Term:
  - o Focus on recreation & trail access
  - o Support the addition of a gondola at the Argo
  - o Add shuttle service between nodes when there is enough demand
- Long Term:
  - o Build out of Argo Mill Hotel and surrounding developments



The historic Argo Mill is within the area dubbed “Basecamp” by the panelists.



Clear Creek runs through Idaho Springs. The Clear Creek Greenway is being developed along the creek.

## Parking Garage Examples



The Kansas City, Missouri, Central Library parking garage has an iconic exterior. Courtesy Kansas City Public Library.



The 15th and Pearl Parking Garage in Boulder has context-sensitive architecture. Courtesy Pinkard Construction.



### **Eastern Gateway:**



Current surface parking lot near sports fields south of I-70.

During summer months, residents, local employees, and visitors have difficulty finding parking downtown. Additional parking could be provided during peak demand by the sports fields south of I-70 at the Eastern Gateway. This site could be seen as overflow or special event parking with shuttle service to the Historic Core. Once the Argo Mill is redeveloped, this site could be used for valet service as well.

### **Adrenaline Rush:**



Commercial properties near the western end of Idaho Springs. Courtesy Google Maps.

The western end of Idaho Springs is primarily residential, which should be preserved. Adding shuttle service from the Historic Core to local recreational activities, such as the Stanley Mines Adventure Park once it's developed, as well as local ski resorts and rafting companies, could help get visitors out of their cars and encourage them to support local businesses once they return from their activities.

At each of these nodes, there are opportunities for commercial development and public-private partnerships. Key partners for the identified parking projects could include CDOT, developers of the Argo Mill, and the Stanley Mines Adventure Park. Other developers in the Historic Core will be addressed on page 16.



2. What financing mechanisms are recommended as it relates to BIDs, public financing, and leveraging projects to offset parking costs and maximize benefits to the city? How do anchor sites leverage resources jointly to maximize parking and connectivity?

#### **Recommendation: Create a Task Force**

To get things started, the panelists recommended creating a Task Force focused on parking and mobility in Idaho Springs. This Task Force should be representative of the local community and local businesses, but not so large that it becomes unwieldy. Panelists recommended including around 5-13 people, with a facilitator, such as a city staff person, who can lead the group efficiently and effectively.

The Task Force could:

- Hire a consultant to prepare a district financing analysis
- Hire a parking consultant to prepare an access demand analysis
- Pilot parking management in the historic core
- Help form a Downtown Development Authority
- Advance TAP recommendations

#### **Recommendation: Conduct a District Financing Analysis**

Hiring a consultant to prepare a District Financing Analysis for the Downtown and East End of Idaho Springs will be important for getting the information necessary to appropriately assess alternatives for financing, and the financial capacity and structures associated with each. The analysis could help to predict financial capacity for each district, allowing for prioritization of investments.

For the District Financing Analysis, the Task Force could:

- Set boundaries for the districts
- Develop goals for each district
- Determine an appropriate governance structure for financing

#### **Recommendation: Form a Downtown Development Authority**

While the District Financing Analysis will provide guidance on the best financial paths forward for Idaho Springs, panelists suggested moving ahead with the formation of a Downtown Development Authority (DDA) for the Historic Core. A DDA captures growth in tax revenue within a designated area for use in financing a variety of public improvements in the area, often through the issuance of bonds. They recommended forming a DDA, which can use Tax Increment Financing (TIF) within its boundaries, as opposed to a Business Improvement District (BID), since there may not be enough businesses to support the necessary levy to fund projects with a BID.

The panelists generated the following ideas for how the DDA could help enhance the Historic Core:

- Prioritize physical improvements, such as pedestrian crosswalks with signals, a parking garage, and the mobility hub
- Partner with the city on parking management in the Historic Core
- Create a more effective, consistent, and branded wayfinding system to help the public understand where the downtown is and where to park



Panelists discuss ways to implement proposed solutions.

## Access Demand Analysis

Panelists recommended hiring a parking consultant to prepare an Access Demand Analysis. This type of analysis provides information on the transportation and parking patterns of residents, visitors, and local employees so that the Task Force can determine where to prioritize investments to best meet everyone's needs and to analyze the financial impacts of paid parking options. A parking consultant with experience in new parking technologies, marketing, and communications could provide additional guidance on new parking alternatives and wayfinding strategies.

What to include in the Access Demand Analysis:

- Projected demand
- User profiles and durations
- Current parking utilization
- Multi-modal options

*“Signage and wayfinding are important.”*

— Greenway Authority



- Coordinate downtown business hours to ensure reliability
- Host special events & programming in the downtown
- String lights over Miner Street between 14th and 17th Avenues
- Experiment with closing Miner Street to cars during events

### Recommendation: Pilot Parking Management in the Historic Core

The panelists recommended that the Task Force pilot parking management in the Historic Core. This could be implemented during the summer of 2019, while the DDA is still being formed. A pilot will garner additional information about what works before the city institutes more permanent solutions citywide.

Panelists recommended that the pilot:

- Manage parking for everyone (residents, employees and visitors)
- Establish clear goals, like determining financial feasibility and compliance
- Implement paid parking on Miner Street and on the surface lots, such as with mobile technology options like ParkMobile
- Determine and implement parking time limits, which could include signs in the surface lots for 2-3-hour limits
- Enhance parking enforcement, which could include license plate recognition technology
- Create a neighborhood parking permit program

A parking consultant could assist with the selection of parking systems and develop a marketing and communications strategy.

After the pilot, the Task Force could:

- Evaluate findings from the pilot and make recommendations for future parking management strategies
- Create a longer-term parking management plan in partnership with the city, with higher pricing closer to the historic core and neighborhood permit parking
- Use revenue from pilot to install a wayfinding system and utilize technologies, such as kiosks for parking payments
- Investigate shuttle and mobility options between the Historic Core and the overflow parking lot south of I-70

## Branding & Signage



A new sign that indicates that people have entered Idaho Springs from exit 241.



Breckenridge's wayfinding signage for its art district, BreckCreate. Photo by Stacy Nick for KUNC.

## Parking Management Examples



Parking Count Technology. Courtesy Park Assist.



Wayfinding signage. Courtesy Studio Binocular.



Parking payment sign for the ParkMobile app. Courtesy ParkMobile.



3. The city has taken the best of the existing twenty-two studies consolidated into a new comprehensive plan and has made significant infrastructure improvements; how do we effectively communicate this and attract the “right” developers that will maintain the unique culture and character of the community?

**Recommendation: Communicate to developers that, “We are open for business, if the conditions and quality are right.”**



Locals walk through the Courtney-Ryley-Cooper Park in front of the Argo Mill.

*“Dance with the right partner.”*

To attract the right development partners, communicate to private sector developers that Idaho Springs is not just a drive-through city or pit stop. Make the case that Idaho Springs is already a destination that is ripe for new investment. To help with this, create a Developer Package that highlights the assets of the community, answers their commonly asked questions, and makes the process of finding information easier for them.

What to include in a Developer Package:

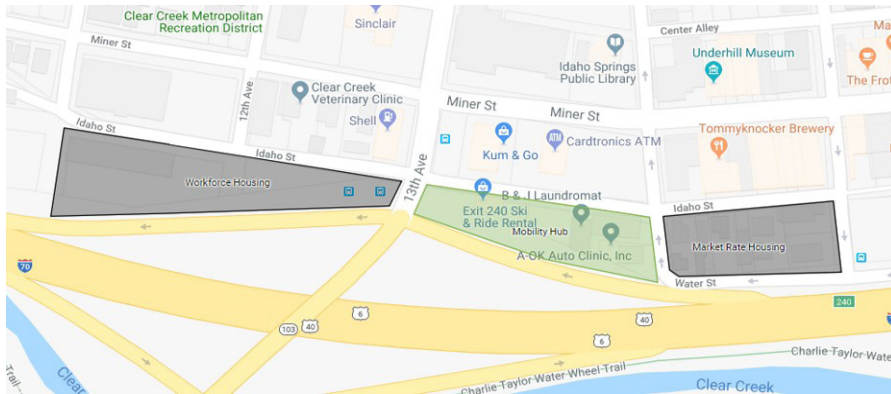
- Highlight local assets
- Share the facts, especially regarding housing demand, traffic counts, and demographics
- Explain the proximity to Metro Denver
- Confirm the current Comparable Rental Rates (“Comps”)
- Share current plans and projects

Once the city has a Developer Package, it should actively engage with the development community and share its vision. In-person meetings with developers can help to determine who the right development partners may be, and well-connected individuals like Dana Crawford could potentially help to secure meetings.

Within each node, the panelists provided the following recommendations for development opportunities:

*“Housing and parking are related.”*  
– Local Business Owner





Panelists proposed a mobility hub surrounded by housing on these sites.

### Historic Core:

Panelists recommended clustering workforce and market rate housing around the mobility hub in the Historic Core.

Currently, there are limited residential and insufficient parking options in the downtown. Additional housing in the downtown area will support local businesses and retail, and a parking garage at the mobility hub could help to meet parking demand.

Workforce housing, in particular, is in short supply and high demand. The Vail InDEED program and Roaring Fork School District's workforce housing program are examples of how other mountain communities in Colorado are delivering affordable workforce housing.

The panelists recommended that Idaho Springs could similarly implement an affordable workforce housing program with deed restriction, down payment assistance, mortgage buy-down assistance, or another strategy. Such a program could help to preserve existing housing supply throughout the community and house the local workforce.

Idaho Springs could also explore partnerships with the school district and third-party developers to leverage the school district's real estate assets for affordable housing and other needed projects.

In addition to infill housing development adjacent to the mobility hub, panelists recommended incentivizing the reuse of vacant upper-level floors for housing along Miner Street. This can be done by requiring the property owners to register and pay a fee for their vacant properties annually through a Vacant Property Registration



Panelists proposed creating a "back porch" area behind the restaurants in the lots south of Miner Street and between 14th and 17th Avenues.

## Vail InDEED Program

Vail InDEED is a program initiated and funded by the Vail Town Council and implemented by the Vail Local Housing Authority. The program provides financial incentive for people to record a deed restriction on an existing or newly purchased Vail residential property. The deed restriction requires that:

1. The property must be occupied as a primary residence by individuals who work a minimum of 30 hours per week in Eagle County.
2. The deed restriction does not impose an appreciation cap.

The program was created to further preserve existing housing from being lost to the vacation owner market and to provide housing opportunities to the local workforce.

For more information, visit [www.vailindeed.com](http://www.vailindeed.com).

## Roaring Fork School District's Workforce Housing

The Roaring Fork School District has been working to address the housing



crisis in Roaring Fork Valley and to attain and retain quality teachers. From a \$122 million bond issue approved by local taxpayers in 2015, the school district designated \$15 million to build a minimum of 15 affordable-housing units per community in Basalt, Carbondale, and Glenwood Springs. The district plans to provide 61 units total.

A teacher or district employee must work at least 30 hours a week for the district to be eligible for the housing. Under the rules, monthly rents are capped at 26 to 30 percent of a household income, whether that's a teacher and another adult wage earner who doesn't work for the district, or groups of district employees banding together as roommates. Rather than the guidelines being based on the area median income (AMI), this teacher housing program establishes rents based on the median income for district employees.

For more information, visit [www.rfsd.k12.co.us/bond-project-fact-sheets](http://www.rfsd.k12.co.us/bond-project-fact-sheets).



Ordinance. The fees collected could go towards a fund, such as a revolving loan fund, that could be used for property improvements to encourage their reuse.

In the surface parking lots south of Miner Street between 14th and 17th Avenues, panelists suggested using patios or temporary parklets behind the restaurants to create more of a “back porch” for the downtown that’s visible from I-70 and that enhances the downtown experience. For this to be successful, the panelists recommended moving the dumpsters out of the way and adding planters to create a sense of enclosure and kiosks with information about Idaho Springs, since this may be visitors’ first experience of the city if they park in that area.



The high school football field is next to the historic core and only used a few times per year.

Around the Historic Core, the panelists recommended incorporating more green space and community gathering space. An interviewee said that the only space where locals currently gather is at the high school football field, which is only used a few times per year and locked up for the rest of the year. If that space was transitioned to a public park with community gathering spaces, it could get far greater use, especially with its proximity to the downtown.

#### Basecamp:



Outdoor recreation services and retail could be added near the proposed redevelopment of the Argo Mill site.

## Vacant Property Registration Ordinances

Vacant Property Registration Ordinances (VPROs) have been used across the country by local municipalities to encourage the reuse of vacant properties. While VPROs can be structured to fit the needs of the local community, typically they involve the following:

- Property owners must register their vacant property with the city
- Annual fees for vacant properties
- Code enforcement

Fees that are collected could go into a fund that can go towards property improvements, to encourage their reuse.

For more info, visit: <https://www.huduser.gov/portal/periodicals/cityscape/vol15num2/ch22.pdf>



Development plans for the Argo Mill site are already in place, but there's an opportunity to attract additional retail and outdoor adventure services in this area. Basecamp could focus more on outdoor recreation than the downtown since it has access to trails and potentially a gondola. Panelists recommended that the retail span both sides of Clear Creek to encourage people to interact with the rest of the city.

Panelists also recommended refraining from adding retail between the downtown and Basecamp so that existing retail in the downtown remains vibrant without too much competition.

### **Eastern Gateway:**

The Eastern Gateway currently has upgraded infrastructure and excellent ingress and egress options for future development. Since Idaho Springs is also within an Opportunity Zone, this area could be ripe for new development such as multi-family housing, hospitality offerings, and transportation-oriented retail.

### **West Side:**



Historic housing in the west side of Idaho Springs.

The west side of Idaho Springs is rich with historic residences, which should be protected. A citywide affordable housing program, like Vail's InDEED program, could help to keep these houses affordable for locals over time.

With available sites like the Clear Creek School District building at 320 CO-103, panelists recommended holding the land until opportunity grows.



Panelists and sponsors tour Idaho Springs in a shuttle. Such a shuttle could be used to bring people between the Historic Core and the overflow parking lot during the summer.

## Opportunity Zones

Opportunity Zones were enacted as part of the 2017 tax reform package (Tax Cuts and Jobs Act) to address uneven economic recovery and persistent lack of growth that have left many communities across the country behind. The new program provides a federal tax incentive for investors to invest in low-income urban and rural communities through favorable treatment of reinvested capital gains and forgiveness of tax on new capital gains.

This economic and community development tax incentive program provides a new impetus for private investors to support distressed communities through private equity investments in businesses and real estate ventures. The incentive is deferral, reduction and potential elimination of certain federal capital gains taxes.

These funds can go toward investments in affordable housing, new infrastructure, startup businesses and various capital improvement projects in any of the selected 126 communities, including Idaho Springs. The incentives are set to expire in 2026.

For more information, visit [choosecolorado.com/opportunity-zones](https://choosecolorado.com/opportunity-zones).





# Recommendations

Idaho Springs' downtown is a true historic treasure and the city has many assets that it can bring to bear to bring people off the highway and out of their cars, supporting local businesses. The city's proximity to Denver makes it a prime day-trip destination and a welcome reprieve from the drive into the mountains. Idaho Springs also has visibility from the highway and available land, which many communities wish they had.

The TAP panelists believe that the City of Idaho Springs can attract the resources necessary to jumpstart the work ahead to make their vision for a thriving community possible.

The panelists' sketch of ideas, drafted during the TAP.

*"Parking is probably the biggest factor for the success of the community, since it could help us get people from I-70."*

— Local Land Owner & Resident

*"Idaho Springs is becoming more and more of a destination."*

— Tourism Bureau

# ULI Volunteer Panelists



**Panel Chair Mark Johnson** co-founded Civitas in 1984 and has led major public space projects, urban design plans and strategies, and has become widely known for his impact on several cities, on education, and on the role that landscape architects can play in leading complex projects to successful results. He is a natural communicator who has led many communities through challenging programming and design conditions and he has established Civitas as a leading firm on a national and international level. He began his career at Utah State University where he received his Bachelor of Landscape Architecture. He worked at Maas and Grassi, an Ogden Utah design firm, where he learned how to transform ideas into built work for residences, campuses and the design of retail streets. After a brief time with Roy Mann Associates in Cambridge, Mark landed his first dream job with Jones & Jones of Seattle. There he worked on several zoo exhibits, urban plazas and streets, parks and several major river plans. He left Seattle to earn an MLA in Urban Design at Harvard, where he found important mentors in Peter Walker, Moshe Safdie, and Jose Luis Sert. These great designers and thinkers fueled Mark's passion to make a real difference in how cities work for both people and the environment. His Harvard thesis, chaired by Moshe Safdie, focused specifically on how urban form responds to dramatic cultural, economic and environmental change, establishing Mark's commitment to adaptable + resilient urbanism fully 30 years ahead of today's focus on these issues.



**Paul Books** is the President of Palisade Partners. Currently, Palisade Partners is developing or has completed 4 mixed use projects and a townhome project totaling more than \$160 million in Five Points. Notably, Palisade Partners is working on the historic Rossonian, which is planned to include Chauncey's restaurant and jazz club along with a hotel. In addition, Palisade Partners is concurrently overseeing the development of Summit Sky Ranch, a \$280 million, 240-unit, high end single family residential development in Summit County. Palisade Partners has completed three other new construction projects with a combined budget of approximately \$30 million and rehabilitated 4 existing apartment projects totaling \$7.2 million.



**Molly Winter** was the prior Executive Director of Community Vitality for the City of Boulder. She was also previously the Director of Downtown and University Hill Management Division and Parking Services for the City of Boulder. The International Parking Institute (IPI) recognized Molly as Parking Professional of the Year at the 2017 Conference & Expo. Winter has guided parking at the City of Boulder for more than 25 years. The IPI described Winter as, "A proactive champion for the parking industry, has taken mobility to new levels . . . She has worked . . . to increase capacity and use of existing parking through innovative pricing, technology, and public/private partnerships." Under Winter's management, Boulder's public parking system has evolved into a nationally recognized district-based multi-modal access system serving cars, transit, bicycles and pedestrians. Winter currently oversees the city's Department of Community Vitality, which includes Access and Parking, commercial districts for Downtown Boulder, University Hill and Boulder Junction, and Economic Vitality.





**Beth Vogelsang**, Principal and Owner of OV Consulting, is a multi-modal transportation planner with twenty years of experience in both the public and private sectors. Her work history includes transit planning, bicycle-pedestrian connectivity, land use integration and stakeholder/community outreach and consensus building. Beth has worked extensively with local jurisdictions throughout Colorado establishing an understanding of the synergies between growing population densities, changing land use patterns, and the increasing demand for improved multi-modal mobility. She has supplemented her technical expertise with a significant practice in public involvement, public information and jurisdictional coordination. Because she understands the planning and design process, Beth has a unique ability to effectively coordinate technical project needs and local community concerns.



**James McCandless**, Director of Strategic Partnerships for 505Design, directs all aspects of 505Design's strategic growth initiatives, internal/external relationship management and implementation of related business/marketing plans. Prior to joining 505Design, James served as Retail Leasing Manager at Continuum Partners and participated in the creation of project specific merchandising strategies and related retail leasing activities for Continuum Partners' various projects throughout the Country. James has also advised and directed national specialty retailers including Balducci's, Elizabeth Arden Red Door Spas, Stuart Weitzman, Zany Brainy, and Dale & Thomas Popcorn, among others, in the creation of market-specific strategic plans, national expansion programs, and site selection. In this capacity, he has concluded retail

leases in, and has an active working knowledge of, most major metropolitan markets in the country, including New York, Philadelphia, Chicago, Atlanta, Dallas, and San Francisco. James is a co-author of The Vibrant Streets Toolkit, which can be used by retailers, businesses, merchants' associations, government agencies, neighborhoods, and community groups to make incremental, measured improvements in their commercial districts to attract shops and restaurants. Additionally, he has contributed to a chapter of Urban Land Institute's Guide to Business.



**Elena Scott** is the Principal of Norris Design's mountain region office in Frisco, Colorado. With a true passion for leading public and private development, Elena resolves challenges utilizing technical expertise as well as her skills in landscape architecture, public speaking, and collaborative engagement. Elena's success stems from her ability to analyze and create realistic solutions from master planning through construction.

# Interviewed Stakeholders

## **Elected Officials**

- Mayor Hillman
- Bob Bowland, City Council and Mayor Pro Tem
- Ursula Cruzalegui, Planning Commission

## **City & County Staff**

- Lindsey Valdez, Clear Creek Economic Development Corp.
- Alan Tiefenbach, City Planner
- Andy Marsh, City Administrator
- Jonathan Cain, City Intern
- Frederick Rollenhagen, Clear Creek County Planning and Zoning
- Adam Springer, Clear Creek County Planning and Zoning

## **Local Business Owners**

- Steve Indrehus, Tommyknocker Brewery & Pub
- Patti Tyler, Shotcrete Technologies & Chamber of Commerce
- Osta Keene, Vintage Moose
- Chip Bair, Beau Jo's

## **Community Organizations**

- Amy Saxton, Clear Creek Greenway Authority
- Cassandra Patten, Clear Creek Tourism Bureau
- Rob Carter, Clear Creek Metro Recreation District
- Mitch Houston, Clear Creek Board of Education

## **Land Owners & Developers**

- Dana Crawford, Argo Holdings, LLC
- Mary Jane Loevlie, Argo Holdings, LLC
- Win King, King Commercial Real Estate
- Bruce Russell, Stanley Mine Adventure Park
- Brad Weinig, Herman & Kettle Properties
- Esther Kettering, Cushman Wakefield
- Chuck Luna, Tetra Tech
- Troy Gladwell, Medici Communities





## ULI Colorado Leadership in Responsible Land Use

ULI Colorado is the 1,300-member District Council of the global Urban Land Institute. ULI Colorado consists of a four-person staff, 25-member executive committee, and 15 committees with more than 250 volunteers. More than 40 programs a year include advisory panels, leadership and mentoring programs, panels, project tours, publications, and community service. ULI is a non-lobbying educational and research institute supported by its members, sponsors, and foundations. Key issues include affordable housing, healthy communities, transit-oriented development, and sustainable design and planning.

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**Urban Land Institute** **Colorado**

1536 Wynkoop Street  
Suite 211  
Denver, Colorado 80202

(p) 303.893.1760  
(e) [colorado@uli.org](mailto:colorado@uli.org)  
<http://colorado.uli.org>