
Five Points/Welton Corridor TAP Report

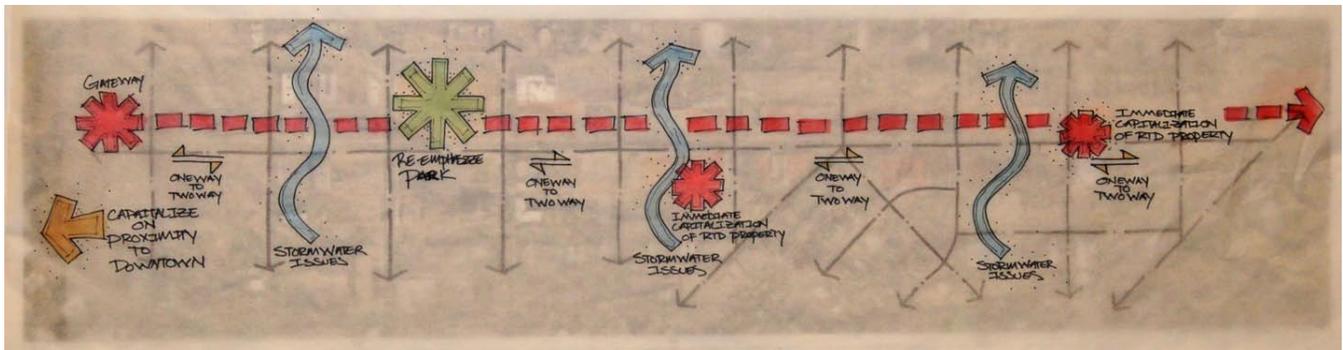
The Welton Corridor of Five Points

Five Points, Denver, Colorado

ULI Colorado

Technical Advisory Panel (TAP)

Wednesday, August 24, 2011



Welton Street Corridor Study. Drawing by Will Wagenlander



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I. Overview:

Surrounded by Denver's four oldest neighborhoods, the two-square mile Five Points neighborhood has its own proud past as the "Harlem of the West" and remains one of the nation's most significant African-American heritage districts. Today it is designated Denver's first and only cultural district.

Five Points attracted the city's most affluent and well-educated African-American residents to a proud (if forcibly segregated) neighborhood. By 1915 more than 2,000 African-Americans (30 percent of Denver's black population) lived in Five Points. Along the Welton corridor, cafes, millinery shops, saloons, real estate agencies, theaters and most of all jazz clubs thrived.

When Denver finally integrated, Five Points faded as African Americans were able to spend their shopping and entertainment dollars freely elsewhere. About the same time rock and roll supplanted the jazz era. The Five Points neighborhood followed the fortunes of many inner-city neighborhoods. Poverty rose, property values went flat, and businesses left.



Early 20th century house typical of Five Points leasing stock

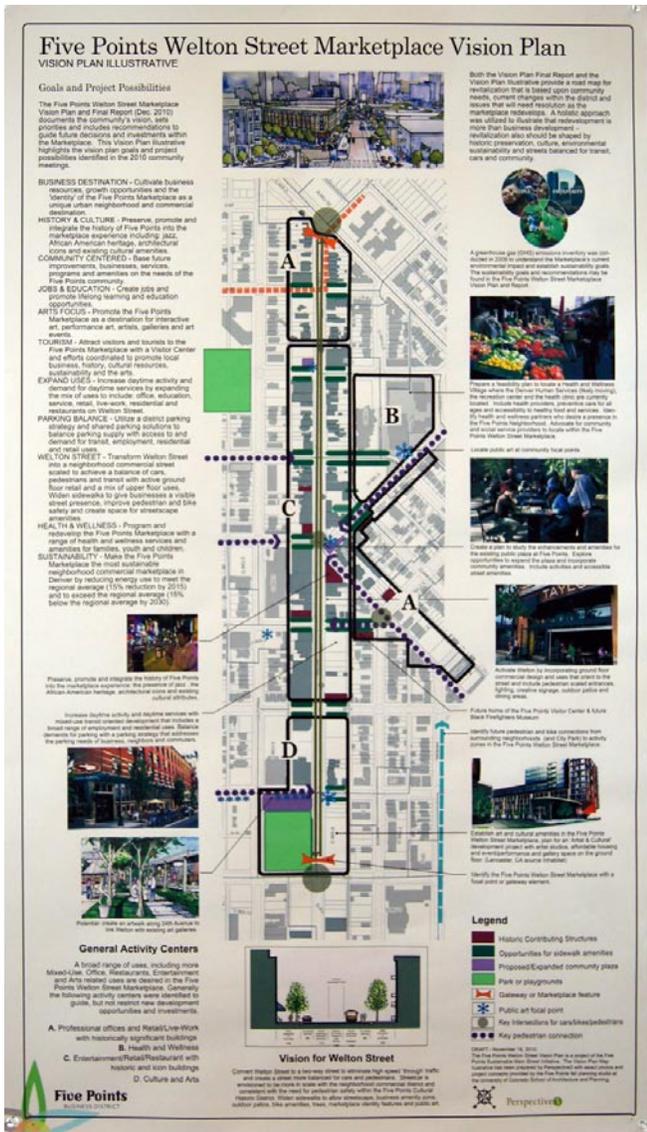


Panelist Chris Christmas, Stephanie Garcia, Terrance Carroll, and Chuck Perry deliberate

Hope returned when Five Points became a major stop on Denver's first light rail line in the 1990s. Originally intended as a line that went from downtown to Stapleton, the ridership, function and potential impact of the corridor took a hit when the Martin Luther King Boulevard sections were eliminated due to neighborhood resistance.

Five Points and surrounding neighborhoods regrouped. Mixed-use projects like the Point brought in investment and new residents. The Blair-Caldwell Library opened including a permanent and nationally significant archive of African-American heritage. Five Points was declared Denver's only cultural district. From 2000 to 2005, Five Points

and surrounding neighborhoods saw a 49 percent increase in households. Despite these investments, the historic Welton Avenue commercial core of Five Points has not revived. There is widespread concern that the promise of economic development associated with light rail will not materialize. Construction effects associated with light rail contributed to many business failures during the early 1990s, although many were also teetering on economic demise anyway. Nonetheless, many ever returned. Numerous historic commercial buildings in the corridor remain poorly maintained and underused or vacant. In addition, some argue that the urban design of light rail, with tracks close to the south side of Welton, creates a barrier between both sides of the street and an unpleasant sidewalk frontage on the south side. For example, tracks close to the south side of Welton creates a barrier between both sides of the street. High blocks and ramps crowd public sidewalks while minimizing retail visibility and parking. The design also creates an unnerving sidewalk frontage on the south side.



Many residents and businesses perceive that Five Points has been “studied to death” and wonder why Five Points revitalization has not proceeded at the pace of Curtis Park or Highlands nearby. At the same time there is a lingering fear that Five Points will become gentrified and lose its connection to African American roots (although one-third of today’s residents are African American).

On Wednesday, August 24, 2011, ULI Colorado convened a Technical Advisory Panel (TAP) for the Five Points Business Improvement District Office (FPBDO). The six panelists included experts in urban infill development, revitalizing distressed communities, real estate law, marketing and branding, commercial/retail real estate brokerage. The purpose of the TAP was to produce strategies and practical ideas to revitalize the Welton corridor of Five Points. ULI has expertise in transit-oriented development (TOD), or development strategies that attract empathetic and walkable urban development with a half-mile radius of transit stations.

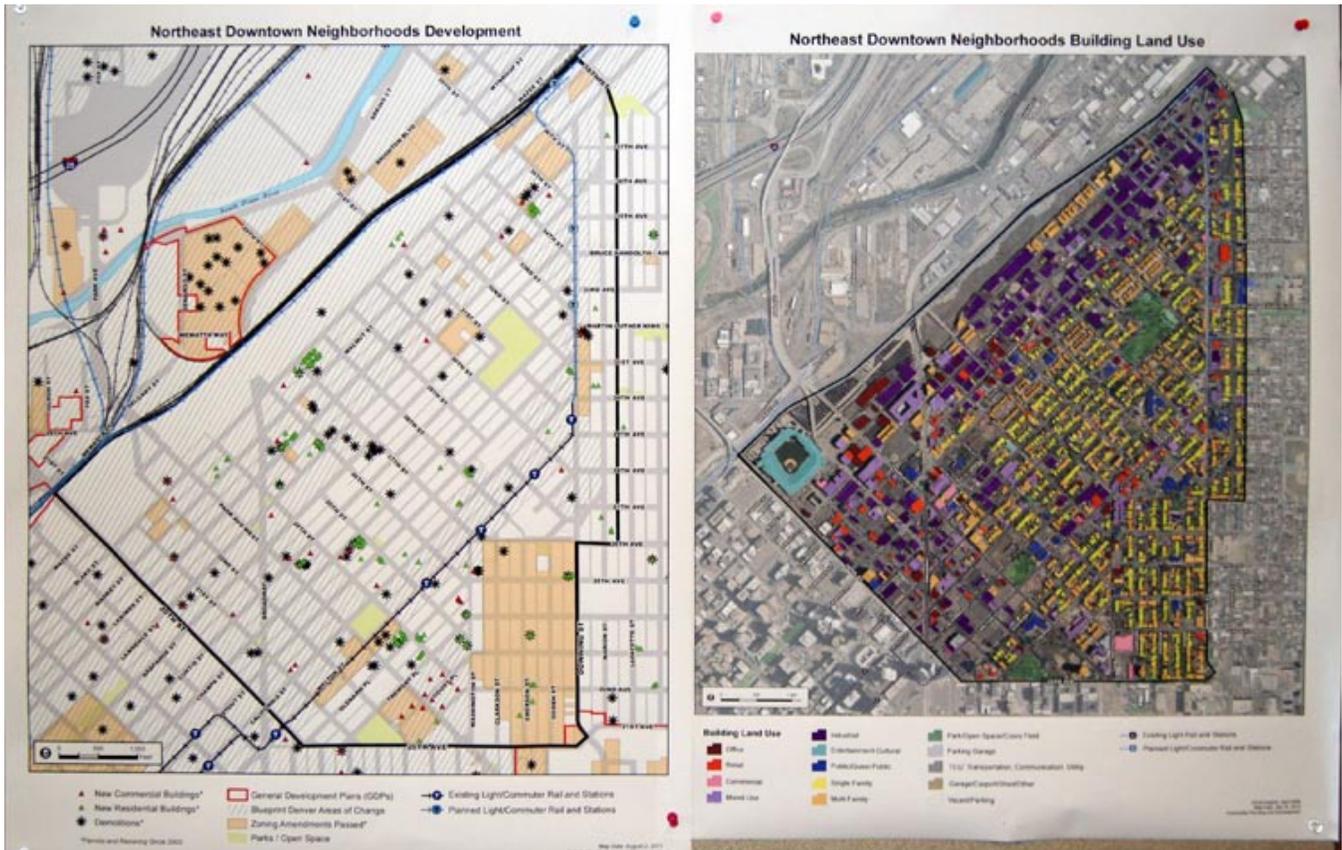
In the TAP application, the FPBDO noted that the timing of the panel is excellent. Five Points requested the TAP to better inform the transition from visioning to redevelopment in the Five Points Welton Street Marketplace Plan. In January 2011, the community adopted this vision in a plan called *Imagine a Great*



Community: Five Points Welton Street Marketplace (Sustainable Main Streets Phase 1 Vision Plan). In May 2011 the city adopted the Northeast Downtown Neighborhood Plan. Together these plans provide a framework of recommendations on mobility, development opportunity, livability and neighborhood connections. Scheduled to be completed in December 2012, the Sustainable Main Streets Phase 2 Vision Plan will assess infrastructure, Tax Increment Financing (TIF) and other district financing potential, opportunity, tools and to identify potential partners to work with property owners to identify redevelopment opportunity.

RTD's role is also critical. RTD not only manages the transit and stations in the Welton Corridor but owns two properties near the Welton station. RTD has designated Welton Corridor as a pilot for their Transit Oriented Community (TOC) program, meaning the agency is open to selling their properties or possibly entering into a joint venture with the right private developer for a project consistent with the area's community vision that helps spur economic development along the corridor.

Identified as top priority for the community: more diverse mix of uses for commercial development and redevelopment including office uses, an improved public realm on Welton, improved pedestrian safety and transit.





What defines TOD?

The Center for Transit-Oriented Development (CTOD) defines TOD as higher-density mixed-use development within walking distance – or a half mile – of transit stations. CTOD also states that TOD projects should

- Increase “location efficiency” (walk-able proximity of land uses like homes, offices and services to transit)
- Boost transit ridership and minimize traffic
- Provide a rich mix of housing, shopping and transportation choices
- Generate revenue for the public and private sectors and provide value for both new and existing residents
- Create a sense of place through strong land uses combined with strong architectural, landscape and urban design.

Land-use experts have studied benefits derived from Transit-Oriented Development (TOD), especially when contrasted to stand-alone park and rides or so-called transit-adjacent development, which places conventional, auto-oriented development near transit stations. These benefits include:

- TOD provides cities with new economic vitality including jobs and tax revenues
- Well-designed TODs that are walk-able provide compact, livable and highly mobile environments that can be great places to live and work
- TOD uses such as urban housing and employment put more riders near transit and help build strong ridership for the entire system. More transit riders means less congestion and pollution for the entire region.

II. Problem Statement

As the Welton Marketplace begins, with Phase II Redevelopment planning, three initial questions emerge:

1. What projects will be the most catalytic and what criteria/metrics should be used to prioritize catalyst projects for launching revitalization;
2. how might the FPBDO reposition and rebrand the Corridor to attract development? And
3. what are the critical first steps for the phase 2 redevelopment planning?

Redevelopment and rebranding on the Welton Marketplace will be important to the surrounding neighborhoods, the community at-large, the development community and the lending community. After a year of unprecedented planning, collaboration, and investment, we have several critical opportunities, but want to make sure we focus on the opportunities with the greatest impact. The final report from the TAPs will be an important roadmap guiding projects, resources, partnerships and the work that will build redevelopment momentum.



TAP panelist Pat McHenry travel and panel travel Five Points in the RTD van.



III. Summary of Findings and Recommendations

Findings

- Because of flaws in its original design, the configuration of light rail in the Welton corridor does not support commercial revitalization of Five Points. Specifically the current street cross section and the placement of light rail in the street along the south edge of the street inhibits commercial development on the south side of Welton. This makes it difficult to activate the street.
- Community collaboration has fostered a shared vision for the future of Five Points. But panelists found an imbalance between protecting the historic value of Five Points and the need for revitalization. Five Points needs to function as a thriving neighborhood. It cannot be a museum.
- Five Points must resolve whether new development is community serving (with local retail and services). Or is the goal to create a regional entertainment center?
- The Five Points Business District is not organized to adequately support commercial revitalization. For example, FPBDO relies almost entirely on the Denver Office of Economic Development for funding. Most business districts and chambers are funded by local businesses and property owners, who have a strong and shared stakeholder interest in the success of the entire district.
- Current property owners have unrealistic expectations of their property's value. As a result inflated prices may discourage deals that could lead to redevelopment.
- Many existing buildings need significant structural, aesthetic and infrastructure improvements that are too costly for property owners given current rents.
- Understandably, some existing property owners wish to stay involved with buildings; this presents complexity and requires more creative financing structures (e.g. joint-venture developments, long-term land leases, etc.).
- "Retail begets more retail." A chicken or egg is needed as a catalyst to future development. Five Points is still looking for the catalytic retail development that will engage other retailers to follow.



Recommendations

1. Upgrade the Five Points Business District so it can do its job of economic development and support of local property owners and residents

- FPBDO must decide whether it wants to be a local chamber or a business improvement district (BID)
- Develop a three-year work, staffing and fundraising plan
- Complete 501-C-3 filing to create nonprofit business structure
- In the interim find another nonprofit offering an umbrella 501-c-3 designation

2. Pursue reconfiguring the street cross section and repositioning light rail as a solution to support commercial revitalization of Five Points. Aggressively pursue alternate funding strategies to get this done. The panel strongly supports developing a new street cross section that places transit in the middle of the street.

- Look at streetcar technology as an alternative.
- The concept of a downtown-Five Points-FasTracks East Corridor streetcar connector could replace the currently inadequate light rail corridor that terminates at 30th and Downing
- Expedite study of this alternative
- Encourage the use of Welton as a streetcar pilot for Denver
- For example, seek alternate funds such as demonstration project funding that may be available through the US Department of Transportation or future federal stimulus programs
- Encourage the use of Welton as a streetcar pilot to address emerging difficulties of light rail access in to the Central Business District

3. Form an urban renewal district

- Working with the Denver Urban Renewal Authority (DURA), pursue urban renewal designation to help bridge pricing gap and bring building infrastructure to current standards
- Perhaps by working with a consultant, evaluate other financing options for redevelopment
 - New market tax credits
 - Historic Preservation credits
 - Energy tax credits
 - Bonds
 - Public private partnerships



4. Drill down to specific sites with further analysis to set the stage for redevelopment

- Prepare a LEED Neighborhood Development (ND) analysis and score card for the Welton Corridor.
- Conduct a ULI Site Modeling process, including a pro-forma, on a such sites as the RTD parcel at 29th and Welton. This will help determine the feasibility of mixed-use development on these site.
- Determine how redevelopment of this parcel could become a catalyst.
- Expand community engagement about housing issues and potential mixed-use sites.

5. Work on the Five Points “brand”

- Continue to celebrate and support the African-American heritage while making room for new traditions as well (example: Highlands acknowledges its Italian and Latino heritage while also celebrating changing tastes and demographics). Recognize the contributions and cultures of more recent African immigrants.
- Create unified collateral materials to market the Welton corridor to prospective tenants and re-developers of sites.
- Decide whether Five Points wants to be a regional destination or a thriving local neighborhood with strong local retail and services.

IV. Stakeholder Interviews

Elbra Wedgeworth, Denver Health, Chief Government and Community Relations Officer

Wedgeworth: Previously council member District 8. Born and raised in District 8. I haven't been too far out of this area except for college. I'm very proud of this District and curious how I can help. I came to office in 1998 after Hiawatha Davis, who was in office 18 years and then me and then Carla Madison. I don't have specific questions so please ask me.

Pat McHenry: What do you think Welton came become?

Wedgeworth: A transportation corridor. For Arapahoe Square. Now we have a different opportunity for RTD. It should become an economic hub. I'm proud of District 8 for its diversity and especially its African American history and I want to be sure this is carried on.

Stephanie Garcia: What are the catalysts and what are the obstacles?

Wedgeworth: DURA is a catalyst working with DDP to develop Arapahoe Square plan. An obstacle is some of the property owners who own 90 percent of area. A lot of properties are in disrepair. CHFA is a key. DHA owns property in this area. Some of the property owners don't want change and that's an obstacle. Getting that buy in is going to be huge. Presence of many social service organizations.

Terrance Carroll: Is there a way to balance social services and neighborhood revitalization?

Wedgeworth: A lot of people have discussed a campus approach. The agencies own property so we can't just ask them to leave, we need to offer them alternatives. People have to come to the table wanting to work with you.



Renee Martinez-Stone, Perspective 3, consultant to FPBDO



CU Architecture students working on a Five Points Study

Garcia: Is there a fear or hypersensitivity about displacement?

Wedgeworth: There has been for a long time. A lot of people have seen their kids leave which used to be a sign of success. We need to work with realtors to encourage more people of color. I'm happy about what's happened with a lot of the neighborhood, it's been improved. Importance as a cultural district. This is where Sarah Vaughan performed but she could not stay downtown. I don't want people to forget that legacy.

Garcia: You don't see tourism or a nightly influx of people to be incompatible with the neighborhood?

Wedgeworth: This should be an asset. There is a great sensitivity among those who live here and don't want to move even if they stay in the neighborhood. Also a feeling that there's been too much affordable housing built here and we need more market rate.

Chuck Perry: Last thoughts?

Wedgeworth: I was born here, live here and will probably die here. We want to know what we can do to enhance Five Points and build it up. Other communities in Denver have been successful doing this.

Carroll: Clearly there's been a lot of public investment here. How effective has this been?

Wedgeworth: You can look at 30th and Downing, a public private partnership, there are other projects throughout the neighborhood that have been public private, and we got two HOPE VI grants.

Carroll: I look at those types of projects and they seem to be one offs. How can we leverage public investment to have a real transformation?

Wedgeworth: You need to get the property owners on board, get CHFA involved. A lot of this property is paid for but the owners are just not moving on it.

William Sirois, Senior Manager of FasTracks, RTD **Mike Turner, Environmental Planner, RTD**

Sirois: I was formerly a city employee and Welton corridor was one of my first projects. It's been exciting to see this evolve. What's happening with FasTracks is this Central Corridor will be extended to 38th and Blake to meet the East Corridor line, first station past DUS. This is a "delayed funding corridor" that could be up to 2042 or could be sooner. Our RTD Board will consider going to the ballot next year. If that succeeds we could see this built in 2022 or so. This will be single light rail service, a little more like streetcar, it will operate on street not on own right of way. Since we've finished that environmental study we've heard a lot from community about streetcar idea and are about to spend about \$500,000 engaging the community to study that concept.

Interface with downtown will also be a little different. Meanwhile the city has implemented a new downtown signaling plan that will reduce our capacity downtown. The idea to have trains interface with that loop may not be possible. We're looking at options that all need more study. Uncertainly how investment in this corridor will evolve and interface with downtown.

Stephanie Garcia: How do you define streetcar vs. light rail vs. train?

Sirois: Portland streetcars have low floors. Ours are high-floor vehicles which are harder to access and you need handicapped ramps. Our service could be just one light rail car not connected to others. With streetcar you also have cars operating with trains in the same right of way. Streetcar is slower and more neighborhood transit, a circulator... if we go to streetcar the number of stops would probably increase.

The investment between 20th and 30th and Downtown has not been identified. We also have an issue that the tracks go from two to one at 24th. The neighborhood

did not want to have two tracks because it would take away more parking.

Mike Turner: The streetcar is also more of branding for the neighborhood. If you go to Portland's Pearl District, you could almost walk faster than the streetcar, but it brands the neighborhood.

Chuck Perry: So what is the study area?

Sirois: It's from 38th and Blake to the connection downtown, which could be Civic Center or could be 20th and Welton. Where it terminates off Welton is unknown.

THE PARCELS: These two parcels were purchased in early 1990s and we are open to making them available for development although there is a parking encumbrance on one site through 2013. The 29th Street has no encumbrance at all and we would typically go through an RFP to put on market for development. The 30th and Downing parcel is a little more critical today because of bus operations. It's kind of off the table until streetcar is extended.

Pat McHenry: If you can't do streetcars, are there other things you can do to mitigate proximity to neighbors and storefronts.

Sirois: I don't think so. Already when the vehicles go by now that's about as slow as you can go. We started to have conversations about what we can do with lots today to help with branding. We're trying a farmer's market on 25th Street lot.

Turner: It's the idea of locally grown, they've had three so far and it's growing. It's kind of a microcosm of what the whole area could be.



Panelist Kim Burnett at final presentation

Kim Burnett: If you had your magic wand, what would you do to solve the transportation problem?

Sirois: I do think the streetcar is the right solution. It could fit into a larger network as they are also discussed streetcars on Colfax. The idea that you can get here from the airport will be a huge plus.

You can ask if there is a difference in economic development of light rail vs. streetcar. I'm not sure there's a big difference. The more important thing is the connections that can be made. You have to understand the train will not make the market.

My vision is like San Francisco. You come here to experience a historic neighborhood and a historic streetcar and you're not in a hurry to get anywhere. You come to Denver and you think "Elitch's and Five Points."

Civil Technologies is looking at a P3. They are looking at investment in infrastructure to leverage development. Although we have not seen a specific proposal we are open to ideas.

Terrance Carroll: My feeling is this will not work as a one off for one project. You need a major benefit with TIF or whatever to benefit a broader area. Another thing that is in Portland when you take the streetcar downtown it's actually free and it drives traffic into the downtown areas. Could that happen here?

Chris Christmas: How open is RTD to branding lines vs. just being the transit operator?

Turner: The closest analogy we have not is the HOP in Boulder which works with downtown and CU and the Hill.

Jill S: The idea you could brand or sell the Rossonian line or the Deep Rock line is working looking into.

Sirois: Last thoughts: We need a comprehensive strategy for investment, rather than project by project.

Joel Noble and David Hicks, Board Members of Five Points Business District

Both have background in historic preservation

Noble: A unique aspect is that is a Denver Landmark District but there are very few buildings that are protected. There is a lot of latitude for redevelopment.

Joel: A key problem with how light rail works today is expressed as speed but it's actually proximity to storefronts and buildings. In Portland you have parking separating the streetcar from the storefront and you have bulb outs on the corner that serve as the station. In Denver the sidewalk is the stations and riders waiting for trains can block storefronts. The other problem is the high floor vehicle.

There could be a purchase of modern low floor vehicles to be used in Welton Corridor and on Colfax. The key point is moving the light rail vehicles one lane away from the storefronts.

The single track can be a problem. You will regularly get on the train in the afternoon and have the operator come on to announce, I'm sorry but we're going to be here for 7.5 minutes until the track is clear. You fall a little behind schedule and you can get stuck, which does not work if you're trying to get back from a lunch to your job downtown. Even the proposed downtown loop would allow for no more than 15 minute headways for trains. You need it to be more frequent to be effective.

Most thriving Main Streets are two way streets which Welton was until the 1950s.

Kim Burnett: You're saying there could be two way rail, two way traffic and parking?

Noble: Yes, we haven't done engineering study but we have measured the dimensions with 16-foot sidewalks. We need validation from engineering perspective. When Welton was thriving in 1950s it had two way traffic and it always had streetcars going back to horse drawn.

Stephanie Garcia: Can you elaborate on your comment about the nostalgic trolley.

Noble: Having an old style vehicle that is louder or not up to the same standard could play into the sense that Five Points is not up to the standards of other neighborhoods. Some local people feel the streetcar would be a downgrade vs. the modern light rail. But when we showed them the modern low floor streetcars, they said, "Oh that would be all right."

With regard to zoning, the zoning on Welton used to be high medium low. Now we have at least five stories all along Welton. This was driven by the Five Points vision plan where community gave feedback they wanted a more dense, mixed use vibrant neighborhood, not one and two story.

I am VP of Curtis Park neighborhood. What won their support was inclusion of setbacks on upper levels. Even eight story buildings will never loom over the alley. With that there was great support. There is a growing savvy among residents that in order to get more services we want we need more density. Otherwise you can just get entertainment uses for four houses, not the 24-hour use.

Charleszine "Terry" Nelson, Special Collection and Community Resource Manager, Blair Caldwell Library

Nelson: I'm a native of Denver; one of the people who got this library built and has worked here since day it was started, helped plan the floor plan, exhibits, furniture.

This building is my baby and I'm proud of it. We built it based on what five sets of community people told us they wanted to see: property owners, academic community, community players, library staff, all those people gave us input on what they wanted to see their library look like. They wanted meeting spaces reasonably priced and comfortable, big windows to look out over historic Five Points, a building to fit in with the historic architecture of Five Points, and a building they could use all the time and not just a library, and a focus on the contribution of African Americans west of Mississippi. We have 2,500 people using this space a month. We have exhibit space including national exhibits, partnerships with History Colorado, CU, Metro State, Black American West Museum and the other cultural entities to partner in this particular exhibit on the Freedom Riders. We partner with DPS. We have regular story hours. We were built to replace a small branch library on Tremont and tripled the space. The first floor is the library, but the 2nd and 3rd floors are archives and study rooms, we often give proctor tests for surrounding counties.



RTD's Pat McLaughlin speaks at panel presentation to stakeholders.

Chuck Perry: What lessons did you learn from programming this library in terms of preserving the Welton corridor? What are the key next steps?

Nelson: We need to expand it because of demand for community services, collection and archives. We're going to run out of space. We have 125 donated collections. We have another 250 in storage we're trying to process. We don't have an auditorium. We see ourselves as the anchor of Five Points and the historical rep. Our goal is to see that history portrayed in a positive but truthful manner.

Kim Burnett: What is your relationship with the Black America West Museum and Heritage Center?

Nelson: I am on their board.



Pat Coyle, Director of State Division of Housing speaks at panel presentation to stakeholders.

Burnett: What are the other cultural nuggets?

Nelson: Cleo Parker Robinson Dance Company located in AME church, also the Zion Baptist Church, oldest African American. Two other historic churches have been turned into lofts, but are still historical community pieces. Historically we have the Rossonian, the Casino, the Roxy, which was the only theater in Denver where African Americans could go and sit anywhere. Right across the street is Agape?? Church which does a lot of social services. We have the Grace Stiles historical center. We have KUVU.

Stephanie Garcia: Are there any lessons learned? Any landmines you came across?

Nelson: The lesson learned is not to change completely this area's heritage. It needs to be continued to be known as Denver's most significant A-A neighborhood. A-As lived here because of housing codes that restricted where they could live. It was also Denver's first suburb.

We see ourselves as a part of this community to be a reason people would come here. We have a significant jazz history here and we want to keep that going. We all need to grow together and not run over each other in trying to tell this story.

Terrance Carroll: Do you see more traffic coming up here with the downtown advertising for cultural activities.

Nelson: The Crossroads is really struggling but we do see more and younger people coming for Cervantes and the Rossonian.

Aaron Miripol, Executive Director, Urban Land Conservancy

Miripol: This community is important to us. Our offices are four blocks away and Five Points is important to our mission. We did a benefit here a couple of years back. TOD is a key component of our work. We have a \$15 m TOD Fund right now only in Denver but we want to take it regional, either to preserve existing or get additional affordable

housing or other community benefits. We have invested in five sites included a site we acquired on Colfax that will have a branch library.



Brad Buchanan, chair of Denver Planning Board

Chuck Perry: What are the opportunities here in this corridor?

Miripol: You have strong history and community. We actually bought a site at 25th and Stout and few years ago from the Agave?? Church. We're working with NE Denver Housing and National Jewish to make something happen on this small site.

The Point done by Crossroads Community which has the Crossroads Theater and the Point Coffee shop. Crossroads Theater has had its problems but it's an asset.

What are challenges? You have speculators who have acquired parcels solely for market value. This is not strictly a market solution and we have sites that have sat, like one on Park Ave, where the owner wanted \$85 /sf to sell. Deep

Rock is the largest single owner of RE in Welton Corridor. They also have a property we made an offer on but expectations and numbers were very different. We offered \$30/sf for raw land and they expected more like \$60/sf.

We did a deal with St. Andrews with two parking lots. We invested because the church was trying to figure out how to do a project that would provide community benefit and also protect their church from say a high rise.

That was a \$50/sf deal that happened before the financial crisis.

Chris Christmas: What is fair market value now?

Miripol: More in the \$30-\$40 sf range.

Recently McStain came into the neighborhood and bought a few lots at 31st and Arapahoe at \$35/\$40 sf. Single family lots and they want to do four homes.

Brent Snyder bought on Park Ave at top of market with a higher expectation.

Perry: How can we capitalize on RTD parcels?

Miripol: I hope RTD will look at long term lease rather than selling and work with a developer willing to work with the long term vision of Welton Corridor. If you take the land out of the equation it will help with the financial equation and RTD might get some parking out of it. When you ask the developer to buy the land up front it makes a deal more difficult. There are other ways to do it like JV and buy the ground at the end. With our site in FP we own the ground and NE Denver Housing has a 99 year lease.

Pat McHenry: Although it is difficult for a lot of developers to work with ground leases, more difficult to get financing.

Miripol: We have worked with lenders where they are financing the improvements not the land.

Terrance Carroll: Do you look at increasing green space in neighborhoods? It seems like this area is underserved by green space.

Miripol: Not really our mission, although parks can come out of it

Kim Burnett: What about working with neighbors.

Miripol: Curtis Park is a very strong association and important to work with. That association is largely white and has lived here a long time. They would like to see more diversity of housing stock especially with more home ownership. That's my impression. When we started our process at 25th and Stout they pushed for homeownership which was not in the program for NE Denver Housing. We finally got them on board for the nine rental homes.

Other neighborhood associations: Cole, Whittier. Henry Burgwyn has worked here. There's a lot more work we could do with neighborhood associations. They need to be engaged in more dialogue about the



Larry Fullerton, CEO and Executive Director of Hope Communities

Stephanie Garcia: Are homeowner interests aligned with business interests? Where do they deviate?

Miripol: One dynamic is about the liquor licenses. The coffee shop before Coffee at the Point wanted to get liquor license but it within 500 feet of school. That's a challenge. The business owner is trying to get more nightlife going but it's a challenge.

There are some challenging property owners like Deep Rock, Cousins family. Carl Bourgeoisie has been active in this corridor. Carl has done the most work on looking at this from a real estate piece.

Deep Rock is probably the biggest prop owner on Welton. They want to do the community thing but also want a good return on their land. I don't think there is one opinion from neighborhood associations.

Christmas: What are the key components here?

Miripol: Race is an issue here. We have schools here but Ebert is a magnet school but you have to test in, it's not a neighborhood school. Gilpin is a turnaround school. The Tubman-Hilliard Global Academy on Welton draws from the neighborhood 90% but many walk there. It's located in two storefronts on Welton. How do you support that because it's a big dynamic for drawing young families? Projects like schools and the Point are already economic generators (jobs, workforce house what do we do to

draw more economic development esp. to vacant lots. How do we support infra that's already there like the Crossroads Theater at the Point.

Christmas: My vision is embrace not displace so the transition is not violent.

Burnett: My husband and I just moved back to Denver from Manhattan. My focus has always been communities at risk especially communities like Detroit, Oakland, Richmond, Youngstown Ohio that have been doing poorly economically.

Civil Technology Inc (CTI) lunch presentation: Chris Coble; Martin Williams; James Ellis; Carl Bourgoiese; Becky Taylor

CTI proposes to redevelop historic Rossonian Hotel and neighboring properties on Welton

Chris Coble: The Rossonian is the crown jewel, but with rail at front door of bldg. you can't do that much. From a redevelopment standpoint there is a disconnect between the physical reality and the potential. You have sidewalks that really don't go anywhere. FP is one of the few LR locations that really cuts through. What is the best arrival for LR?

What is needed is more of a Main Street environment with room for cars, peds, parking. How do you capture a catalytic environment? Transit is a big part of that. Streetcar is a good solution to Welton corridor problems. Activate the street and create a sustainable community.

Pat McHenry: Where are you on the Rossonian project?

CTI: We're about 50% on CDs. We have met with a restaurant tenant on 1st floor and office tenants for upper floors. We are working hard to be under construction this calendar year.

McHenry: Will there be a jazz club?

CTI: We have a space and that's the intent.

Stephanie Garcia: What are stated lease rates?

Coble: Historically in this area retail lease rates ranged from \$6 to \$16 sf, triple net, and you can't do new construction based on that. We're trying to establish new lease rates

Chuck Perry: What is status of financing?

Coble: Now that we have deals we can establish that, we can move forward.

McHenry: What is status of partnership with city, DURA?

CTI: We were in discussion of that with Carla M when she died, unfortunately. We are still negotiating to get blight study, designation, establish TIF district. Albus Brooks has started that process to designate Welton Corridor all the way down. How will streetcar designation affect deals?

CTI: Rossonian deals are not contingent on streetcar although the restaurant operator we are negotiating with wants to do outdoor dining and only has 9.5 feet to work with.

Terrance Carroll: Would you be willing to engage with RTD in a public private process to expedite streetcar.

Wil Alston, former Executive Director of Five Points Business District Office (FPBDO) and now Communications Director for Mayor Michael Hancock, City of Denver; Renee Martinez-Stone, Principal, Perspective 3, Consultant to FPBDO.

Alston: We see the opportunity to preserve a strong Afro-Centric identity within a revitalized Five Points. There is a concern that the only place to see A-A people in Five Points is the Blair Caldwell Library.

Stephanie Garcia: I have a problem with that. You can go to Oliveras Street or Old Town San Diego and get a Disney-fied version of Mexican culture. Highland has a strong Italian heritage but no one is saying this is going to be the new Little Italy. Folks moving in want their Rite Aid and a place to get dry cleaning.

Alston: That's what we're saying, keep the African American core but add the services.

Coble: We should celebrate the A-A roots but celebrate the emerging diversity of Ethiopians, other recent immigrants. Colorado is a pretty white place and this is an opportunity.

This can be a huge celebration of authenticity and not a sugar coated commercialized. It's a sensitive issue but we should put it out on the table.

David Hicks: African Americans have owned and still own a lot of the property in this community and they have a deep emotional attachment that is difficult to clarify. Between Harris and Cousins family they own 50% of neighborhood. Planning the vacant lots is not that difficult, but the rest are small home, residences attached to commercial. You're dealing with intangible emotional connections to these properties. You can't force them to do anything. By connecting to the African American community you can overcome some stumbling blocks, but not addressing it will not succeed. Even the language of a blight study raises hackles. You're telling people their family properties aren't fit to be habitable. They are not emotionally disposed to sell their buildings either. 2nd phase of that is condition of buildings, some been in disrepair for 30-40 years but you need to embrace that not just cast it aside.

Coble: It's like that in Brooklyn. People don't want to live in new buildings, they want the emotional connection with the history.

In SF no one wants to walk into a new glass and steel Walgreens, they want to walk into a Queen Anne Victorian that has all the stuff in it you would find in a Walgreens.

Kim Burnett: If we know that LR doesn't work and we don't have money until 2042 what do we do with sales tax off the table.

Mike Turner: if we knew that LR doesn't work, we still wouldn't have the money with the sales tax off the table. Although there are federal grants federal grants called Small Starts and New Starts that could provide money but it would take time.

Kim: We're wondering what we are doing here until we resolve this. It's hard to wait until the streetcar study is done.

V. Panelist bios



Panel chair: Chuck J. Perry, A recognized national authority in community based planning and mixed-use, mixed-income infill real estate development, Chuck Perry brings extensive background in public process and financing strategies to his role as Managing Partner of Perry Rose. Mr. Perry managed the development of the award winning Highlands' Garden Village, what was lauded by the EPA as a local model for economic growth and environmental sustainability. Mr. Perry holds a Ph.D. in Urban and Regional Planning from Massachusetts Institute of Technology. The Denver native is married to Patricia Perry, a successful restaurateur.



Pat McHenry, Partner, Larimer Associates, Acquisitions and Leasing. Pat McHenry has 25 years of experience in retail real estate. At Larimer Associates, Pat spearheads retail acquisitions and oversees retail leasing. Before joining Larimer Associates, Pat was Senior Vice President with Catellus in charge of retail strategy and implementation for Catellus' retail developments across the country. As a broker, Pat was recognized by the Denver Business Journal, Denver Metro Commercial Area Realtors and NAIOP as a top performer in the Denver marketplace.



Kim Burnett Burnett is a national expert on regional and urban policy and currently is a non-resident senior fellow for the Metropolitan Policy Program at the Brookings Institution. She regularly presents and moderates public discussions on a range of urban issues including: revitalization strategies for older industrial cities, transit-oriented development, sustainable communities, market-based neighborhood planning, equitable revitalization strategies, and workforce and economic development. Ms. Burnett has a Master's in Urban and Regional Planning from Portland State University, a Bachelor's in Politics from the University of California at Santa Cruz and is a member of Phi Beta Kappa.



Terrance D. Carroll, Associate, Greenberg Traurig. Terrance D. Carroll is a former Speaker of the Colorado House of Representatives. He represents clients in regulatory, administrative, and civil litigation matters. In 5280 magazine's list of the 50 Most Influential People in Denver, Terrance's entry noted his reputation as a skillful negotiator and dealmaker by stating he is a "critical and respected negotiator."



Chris Christmas has had a broad career in marketing, product licensing, athletic and sports apparel design and merchandising brand management. Mr. Christmas has provided consulting to the Democratic National Convention, Kmart, Reebok, NBA, MTV, Viacom Entertainment, and BET. In 2009 Chris was awarded the Business Man of the Year for the Colorado Black Chamber. Chris spearheaded the "Advance Colorado" branding and marketing campaign for the State office of Economic Development and International Trade. He currently partnered with Magic Johnson's publishing business, *Vibe Magazine*.

Stephanie L. Garcia is a real estate entrepreneur focused on inner-city redevelopment and investment in Denver. Her specialty is adaptive re-use: Recent projects include the award-winning LoHi Marketplace1 and LoHiiMarketplace2. In addition, she has successfully pursued historic renovations for mixed-use, new infill residential, and small multi-unit residential conversions. Previously Ms. Garcia was CFO for Jones Educational Company, a subsidiary of Jones International. She graduated from the University of Colorado with a BS in Business and received her M.B.A. from the Amos Tuck School at Dartmouth College. She is active in civic and philanthropic organizations nationally and locally.

VI. Attendees to presentation of recommendations

(8.24.11, 5 pm session)

Renee Martinez-Stone, FPBDO

Joel Noble, Curtis Park Neighbors and FPBDO board

Ada Geller, property owner

Gayor Geller, property owner

Kevin Yoshida, Five Points business owner

Larry Fullerton, Hope Communities

Steven Chester, Community Planning and Development, City and County of Denver

David Gaspers, Community Planning and Development, City and County of Denver

Tracy Huggins, executive director, Denver Urban Renewal Authority (DURA)

Grant Bennett, DURA

Ismael Guerrero, executive director, Denver Housing Authority

Patience Crowder, University of Denver

Kevin Larrabee, CU Denver

Sarah Segers, CU Denver

Mike Turner, RTD

Carl Bourgeois, Civil Technologies

Anthony Graves, FPBDO board

Tony Hernandez, Colorado Department of Local Affairs

Brad Buchanan, BYG and Denver Planning Board



From left: Renee Martinez-Stone, Liz DiLorenzo, Pat McHenry, Chris Christmas, Chuck Perry, Kim Burnett, Terrance Carroll, Kacey Wilkins

VII. Thank you and acknowledgements

TAPs chairs:

Al Colussy, Klipp

Arleen Taniwaki, ArLand Land Use Economics

Staff:

EXECUTIVE DIRECTOR: Michael Leccese

DIRECTOR: Kacey Wilkins

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Department of Local Affairs, State of Colorado

Five Points Business District Office (FPBDO), Dante James, interim executive director

U.S. Department of Housing and Urban Development

Special thanks to:

TAP CO-CHAIRS: **Al Colussy, Arleen Taniwaki**

TAP CAPTAIN: **Laura Aldrete**

Wil Alston, Director of Communications, Office of Denver Mayor Michael Hancock

Carl Bourgeois, Civil Technologies Inc.

Renee Martinez-Stone, Perspective3

Chris Coble, Civil Technologies Inc.

Will Wagenlander, Parsons Brinckerhoff | PlaceMaking

William Sirois, Regional Transportation District

Elizabeth DiLorenzo, Continuum Partners

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