



Superior TAP Report

October 20-21, 2016



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

Supported by Denver Regional Council of Governments (DRCOG)



Urban Land
Institute

Colorado

Table of Contents

I	Overview & Key Questions.....	1
II	Summary of Recommendations.....	2
III	Key Findings.....	5
IV	Recommendations in Detail.....	6
V	Next Steps.....	8
VI	Conclusion.....	9
VII	Stakeholder Comments.....	9
VIII	Overview of ULI Colorado Advisory Services....	10
IX	ULI Volunteer Panelists.....	11

Technical Advisory Panels (TAPs)

Technical Advisory Panels bring Urban Land Institute (ULI) Colorado expertise directly into communities to help solve tough real estate problems. TAPs provide advisory panels composed of ULI Colorado members who volunteer their time to offer unbiased, disinterested professional advice. Each are leading experts in their fields.

Since 2004, ULI Colorado has been invited to conduct more than 50 TAPs throughout Colorado.



I. Overview & Key Questions

Overview

Incorporated in 1904, Superior was founded with an economy based largely on coal mining. That initial era lasted until the 1940s, and the town's population of 250 subsequently held steady into the 1980s as residents went to work in surrounding communities. But that all changed with the 1,570-acre residential subdivision now known as Rock Creek Ranch. It was annexed into Superior in 1987, providing housing, revenue, services, and utilities.

Through 2006, about 2,700 single-family homes and 1,800 multi-family homes were developed in Rock Creek Ranch. Superior's population jumped to more than 12,000. The town is now about four square miles in area, including more than 600 acres of open space and 30 miles of trails. Residents are relatively affluent and well-educated, with 72 percent of the population in possession of a bachelor's degree or higher.

The study area for this Urban Land Institute (ULI) Colorado Technical Advisory Panel (TAP) is Superior Marketplace, an 88-acre "power center" on the northern edge of town just west of McCaslin Boulevard and south of U.S. 36. Approved in 1999 for 680,000 square feet of commercial development, roughly 635,000 square feet of commercial space has been constructed here to date, including anchor stores for Costco, SuperTarget, and Whole Foods. It is Superior's primary economic engine, and also home to a major thoroughfare in busy Marshall Road cutting through Superior Marketplace.



Panelists saw the proximity of Superior Marketplace to open space and recreation as a huge plus.



Landscaping at gateways may be overly mature and blocking views and access into the Marketplace.

The main boundaries of Superior Marketplace are US Highway 36; McCaslin Boulevard, separating the commercial area from the Rock Creek subdivision; and Marshall Road, which bisects the site and extends west through rural Boulder County.

"You have these anchor tenants: Costco, SuperTarget, and Whole Foods. They are irreplaceable. It's a great place to start."

– Jordan Block,
RNL Design

Recent data suggests that roughly 97 percent of the developed space in the study area is dedicated to retail and 3 percent to professional offices and other non-retail. About 59,000 square feet of the total developed floor area (or 9 percent) is vacant. Another four pad sites (totaling roughly 7.7 acres) are undeveloped. Almost half the 88-acre site is dedicated to parking lots.

In January 2016, the Denver metro transit agency, Regional Transportation District (RTD), began operating the new Flatiron Flyer Bus Rapid Transit (BRT) service with a stop at Superior Marketplace. With service every three to 15 minutes, the Flatiron Flyer provides the type of mobility that will lure future development if the site's opportunities are leveraged. Immediately adjacent, RTD's 294-space Park-N-Ride lot at Superior Marketplace has been identified as a target site for new development if the parking can be moved to an undeveloped pad nearby (possibly requiring a parking garage for commuters).

More big changes are coming to the area soon. Annexed by the Town of Superior in 1998, the 157-acre site across McCaslin Boulevard from Superior Marketplace has since been zoned and approved for development as Superior Town Center. Envisioned to become the town's dense, mixed-use, urban core, the development includes approvals for roughly 818,000 square feet of commercial development, 1,400 homes, and 500 hotel rooms.



The new BRT service to Boulder, Denver and Interlocken and the 18-mile US 36 bikeway are huge assets that support future redevelopment.

Construction on the center's 155,000-square-foot Sport Stable at Superior is complete providing ice rinks, basketball courts, and indoor multi-use fields.

To complement existing and coming development, the Town of Superior seeks a long-term vision of developing a transit-oriented urban village at Superior Marketplace next to the McCaslin BRT station. The location has potential to become a vibrant regional hub with an integrated mix of land uses that capitalizes on this unique, transit-rich location in coming decades. Transforming this 20-year-old commercial planned development from a primarily auto-oriented, retail center into one of the first BRT transit-oriented development

(TOD) projects in the region will capitalize on area strengths including:

- An excellent location with easy access to Boulder (6 miles), University of Colorado Boulder (7 miles), and Denver (22 miles)
- Access to healthy and outdoor activities: less than one-half mile to regional open space trails
- Adjacency to Superior's high-frequency BRT service and the U.S. 36 Bikeway
- Strong multi-modal connections to the in-development Superior Town Center (about a half-mile southeast of the BRT station and Superior Marketplace)

Key Questions for ULI Panel

- How viable is Superior Marketplace's McCaslin Boulevard BRT station for TOD development?
- What is an appropriate mix of land uses to support a vibrant Superior BRT station TOD?
- What are the benefits of introducing housing and density into this area of Superior?
- What updates to planning and transportation plans and standards are recommended?
- What are the steps Superior needs to take to make TOD a reality?

II. Summary of Recommendations

The ULI panel concluded that there is strong potential for TOD at Superior Marketplace. The McCaslin BRT station is viable as the transit node for such a development. Through a combination of town leadership and cooperation with landowners, developers and retailers, the current uses of parking and undeveloped land are ripe for change on a 10- or 20-year horizon. The key is to leverage the site's core assets of successful retail, access to job centers, views, trails, open space and other recreational opportunities, and Superior's own young, educated populace.

Transforming the land closest to the BRT station from a regional, auto-centric retail center into a TOD provides a model for smart growth and redevelopment. The

addition of housing, offices and recreation can create the day-in, and day-out uses needed to support the commercial and social life of a vibrant urban center. As this development is currently zoned strictly for commercial uses and nearing its development maximum (680,000 sq. ft.), a rezoning and expansion of

development potential is required to achieve a more sustainable mix of uses.

If realized, this vision will provide residents and visitors with direct transit access to both Boulder and Denver, as well as to local services, office space, restaurants, and retail without need of a personal automobile. It would also promote more density to sustain current retailers and create local jobs and diverse housing options.

"You should create a distinct node, something that's distinct from Town Center but complements Town Center. You don't want to compete with it."

—Laura Aldrete,
Matrix Design

Why act now? There are many reasons to be proactive. The opportunity is here today in a strong real estate market with a growing region and increasing transit options. As millennials mature and plan the next phases of their lives, they will seek new housing choices in walkable, mixed-use areas connected to transit—the core virtues of the re-envisioned Superior Marketplace.

Although economically viable now, the Superior Marketplace is a dated product operating in a volatile retail market. There is no assurance that today's tax base and level of retail services will be there tomorrow.

And finally, the US 36 corridor is a highly competitive environment. Big land-use moves are underway in Broomfield, Louisville and Westminster. What will Superior and Superior Marketplace do to compete?



The Denizen mixed-use development at Alameda and Broadway light-rail station resulted from a repurposing of RTD land and huge improvements to infrastructure.

The primary recommendations from the TAP are:

Short-term/immediate (1-5 years):

- Change is coming -- Superior needs to lead and direct the change under a coordinated vision rather than react to it.
- Preserve the existing revenue generators: Costco, SuperTarget, and other retailers offer an enviable economic engine that will help fuel successful development in the study area.
- Brixmor, the majority owner of Superior Marketplace, needs to be engaged and made aware that the existing format will be augmented by TOD, not impacted negatively by it. The Town of Superior needs to lead this by reaching out to key stakeholders, defining the vision, communicating it clearly, and keeping all players engaged.
- Specifically, engage Brixmor, other leading property owners at Superior Marketplace, and RTD in a dialogue to foster a shared vision for TOD at the site.

- Make these meetings and discussions high level—for example, the Mayor flying to visit with the CEO of an out-of-state property owner or developer. Come ready with a vision. Show you mean it.

- Early redevelopment in the study area should enhance connectivity and walkability for existing retailers, not diminish access.
- The target site -- RTD's parking lot -- needs to be transferred to a developer in the form of a sale or land swap. Such a deal isn't unprecedented: RTD sold the lot at Denver's Alameda Station to D4 Urban to develop the Denizen apartments in the Baker neighborhood.
- At the same time, the Town of Superior can work with RTD to spearhead the replacement of its nearly 300 spots in the form of structured parking to free up land for new uses.
- Rezone/reposition the four undeveloped pads targeting uses not currently on the site, including office and housing.
- Create a vision and a physical plan for a small-block, connected grid to be overlayed on the current "sea of parking."
- Although attractive, the landscape components of Superior Marketplace have become overgrown and may present a dated image. Now is a good time for pruning and an update that will contribute to the repositioning of Superior Marketplace.
- Similarly, update graphics for signs and wayfinding, emphasizing walk/bike connections.
- Growth in the office sector of mixed-use may come sooner than housing. Office workers will provide additional numbers to support enhanced retail services at Superior Marketplace. Build off of the hubs of Boulder, Denver, and Interlocken, and the metro area's growing reputation as the "Silicon Valley of the Rockies." The dynamics of location and lack of office space for startups and early-stage companies in the immediate vicinity offers an opportunity to build a startup-centric office hub at Superior Marketplace. A coworking (shared working space for startups and nonprofits) space would be a good fit for the TOD area. Also, be on the lookout

**"Is TOD viable here? Yes, of course.
This is a really great location that's really accessible."**

— Jordan Block,
RNL Design

for companies outgrowing or being priced out of Boulder that might fit Superior Marketplace.

- Plan for higher density to take advantage of and support retail and transit, and to activate Superior Marketplace with full-time residents. Superior's current density is four homes to the acre. At least seven homes per acres is needed to support minimal local bus service. Townhome development will bring between 18-28 homes per acre, while the typical four-five story apartments being developed in today's market can range from 50 to 200 homes per acre, depending on the product mix. A mix of housing density from 18-200/acre is needed to support TOD.
- Study the need to raise the overall 680,000-square-foot cap on commercial development and to what level.
- Celebrate Superior's sublime mountain views. Embrace bicycling and active sports. The proximity to biking trails and outdoor activities is one of Superior's best assets. In conjunction with the Superior Sport Stable facility at Superior Town Center, this strength should be leveraged to attract more sports-oriented retailers and businesses to build a critical mass at Superior Marketplace.

"An urban street grid is pedestrian-friendly. It's more about providing access to the site."

— Laura Aldrete,
Matrix Design

Longer term (2-15 years)

- Once establishing the buy-in of property owners and other stakeholders, study appropriate mixed-use zoning for key parcels that will encourage the development of housing at different scales, from townhomes to larger multifamily buildings. Make this zoning flexible so it can adapt to changing market demand for housing, office, and retail.
- Leveraging the RTD land, set the stage for development of a mixed-use residential TOD right next to the McCaslin BRT Station. This will provide the beginnings of a "Main Street" that will ultimately become the walkable "spine" through the study area.
- After the initial phase of development, develop a plan to move Marshall Road and develop a new street grid around the TOD and fledgling new "Main Street." While completion may be 20 years out, incremental steps will provide a sense of place and build momentum toward this goal.
- As the entire site evolves and redevelops, work with parking and transportation consultants to ensure the anchor retailers sustain the parking ratios they need to do business. With rapidly evolving transportation technology, these needs may change drastically in the next 10-15 years.
- Examine and implement different financing and development scenarios; for example, Town-led master plan to work with current property owners; land assembly with RFP process to establish master developer; land swaps; public-private finance mechanisms

ULI's principles of Building Healthy Places (<http://uli.org/research/centers-initiatives/building-healthy-places-initiative/>) are relevant to the proposed transformation of the Superior Market Place study area. Since 2013, ULI has partnered with the Colorado Health Foundation and the Robert Wood Johnson Foundation on the Building Healthy Places Initiative, which studies ways to transform auto-centric, single-use places into vibrant, walkable, mixed-use districts. With a focus on compact land use, active transportation, and access to natural amenities, healthy food, and economic opportunities, Building Healthy Places links the design of places to the health of individuals, communities, and the environment. ULI Colorado has worked directly with eight Colorado communities on this initiative.



III. Key Findings

Superior Marketplace sits at the intersection of several thriving communities bustling with entertainment, business, retail, and dining opportunities, and the parking-heavy area offers a canvas that will allow for a successful TOD project near the BRT stop on the northeast corner of the study area.

The vision of a TOD can't (and won't) be shaped in a vacuum. Within the U.S. 36 corridor, it's critical for the development to distinguish itself: In all, more than 16,000 employees work in approximately 6.6 million square feet of retail, industrial, and commercial office space, and there's an abundance of retail and lodging.

In this context, Superior Marketplace needs a plan for a forward-looking refresh as it approaches its 20-year mark. The original concept remains strong and a critical economic engine for the Town of Superior, but it's important that the study area evolve over time to remain competitive and leverage its many advantages, especially its easy access to Boulder. (McCaslin Boulevard is the last Flatiron Flyer stop before the Table Mesa BRT station in southeast Boulder, just a five-minute ride away. It also provides a quick and direct link to Denver Union Station.) There are numerous strengths that point to a promising future for a mixed-use concept, but there are also challenges to realize the vision of a vibrant TOD.

Strengths

- The anchor tenants at Superior Marketplace are excellent and irreplaceable. Costco and SuperTarget draw customers from a wide geographic swath. Whole Foods attracts a loyal local following. This is a notably successful retail development; it need not be overhauled, merely enhanced and diversified. Preserving the existing stores as revenue generators is critical to any successful redevelopment within the study area.
- Superior Marketplace has an excellent freeway location on U.S. 36. It's very visible, and has potential for more visibility through signage and additional development. Average daily traffic counts on U.S. 36 average more than 110,000 trips, the Marshall-McCaslin intersection sees nearly 24,000 trips, and 6,000 daily trips occur on Marshall Road.
- The continuing development of Superior Town Center just across McCaslin Boulevard from the study area and its strong connectivity with Superior Marketplace offers opportunities for synergy and complementary, not competing, uses. The goal should be to work together so both projects can leverage the other's assets.

- The study area's multi-modal transportation infrastructure, with access to BRT, the 18-mile U.S. 36 Bikeway between Westminster and Boulder, and several major roads, are assets that drive the entire vision.
- The four undeveloped pad sites provide opportunities to set the new direction and tone for the next phase of Superior Marketplace. For example, new housing and offices may be added at these sites to provide the first steps towards true mixed-use development.
- The Town owns right of ways and detention ponds in the Marketplace. These can be repurposed and leveraged for transportation improvements and catalytic development sites.

Weaknesses

- There's an unbalanced mix of uses at Superior Marketplace. The heavy reliance on chain stores and big-box retail makes Superior's tax base and service core vulnerable to the whims of retail trends. It also makes Superior Marketplace somewhat one-dimensional, with a focus on convenience shopping.
- It's almost exclusively car-centric, big-box retail stores, and the land area is dominated by surface parking. The auto-oriented layout is a challenge for pedestrians and bicyclists, and makes the BRT station difficult to access by anything but car. This bucks strong trends and consumer preferences for more walkable, compact commercial environments.
- The abundance of surface parking -- half of the study area's land area -- detracts from the sense of place and is antithetical to TOD principles. (It also provides an opportunity in terms of readily developable land.)
- Large block pattern, separation of uses, and lack of grid organization need to be changed to accommodate a walkable TOD.
- Except by car, there is no connectivity between different parts of the Marketplace, the BRT station, Rock Creek subdivision, etc. Better connectivity between the study area and the town's residential base would catalyze more vibrancy within the study area.



Sea of parking at Superior Marketplace

IV. Recommendations in Detail

The panel concluded that Superior Marketplace is well-positioned for mixed-use, transit-oriented development. Forthcoming plans will need to reflect the principles of good TOD, including above-average density, a quality pedestrian environment, a sense of place, a mix of uses and prices, and a community-led vision marked by outreach and dialogue.

Before such a vision can be realized, the northeast side of the study area must first be organized, oriented, planned and zoned as a TOD to attract developer interest. Housing needs to be oriented to the station; and residential projects should be paired with the development of green spaces and other human-centric amenities; and infrastructure (sidewalks, trails, street crossings, trails) must be safe, convenient and pedestrian-friendly.



Superior officials should initiate a dialogue with Superior Marketplace owner Brixmor Property Group and RTD to communicate the benefits of TOD in the study area, and how

it would enhance both entities' operations. Another critical selling point to be communicated: The economic engines of Costco, SuperTarget, and other retailers in the power center are key to the town's vitality. Any new project would be designed in a way that would only enhance access and sales for existing tenants.

After getting buy-in from Brixmor, RTD, and other stakeholders on the framework of a long-term redevelopment of the northeast side of the study area, the Town should launch an outreach program of public meetings and planning. Created through this kind of robust dialogue, a master plan could lead to the Town shaping requests for proposals and information (RFPs and RFIs) from developers who could make a vibrant urban transit node a reality.

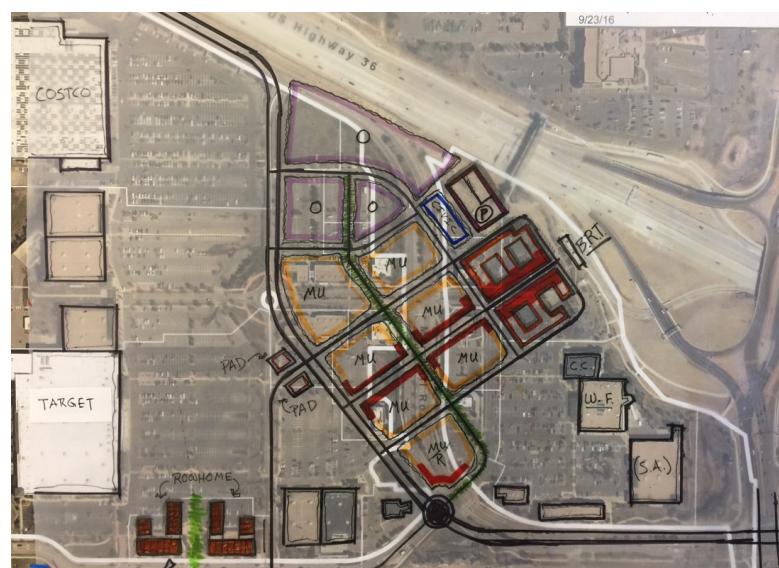
The master plan can guide another important early step: rezoning and replatting key sites to establish a walkable, small-block grid and mixed-use environment.

In the longer term, the relocation of Marshall Road would allow for the construction of the proposed "Main Street" as the spine of a traditional street grid

around the TOD. A new urban street grid with pedestrian-friendly 350-foot blocks (as opposed to the extant 600-foot blocks) will provide access to the TOD site and allow for a sense of place with denser development and infrastructure that's more appropriate for a vibrant retail area. Such a grid on the east side of the study area should also be designed to improve multi-modal connectivity to established retailers on the north and west sides.

The mix of uses for a TOD project at the BRT station should focus on multi-family residential and office uses. Driven by employment growth, the Denver-Boulder metro area is seeing a high demand for housing, especially apartments. The market places a premium on access to transit, employment centers, and vibrant places, market conditions that dovetail favorably into this vision for Superior Marketplace.

Superior is ripe for a broader range of housing. A mix of price points should be part and parcel to any residential development. The study area currently does not include any housing. Most housing in Superior is single-family homes, and more than 80 percent of them are valued at more than \$300,000. According to Boulder Area Realtor Association, the average sales price of a single-family home in Superior in August 2016 was \$621,170.



Overlay drawing shows a new grid of pedestrian-oriented streets consisting of 350-foot blocks replacing the "superblock" system of 600-foot-long blocks. This diagram illustrates a plan for proposed TOD within Superior Marketplace study area.

"Circulator shuttle buses work best when they're fast and frequent."

– Emily Gloeckner,
City and County of Denver

The panel recommended that the best initial new housing at Superior Marketplace be three- to five-story, multi-family rental apartment projects, perhaps followed by a later phase of townhomes. There are opportunities to locate the latter next to the BRT stop and adjacent to Founders Park in Superior's original townsite.

The target markets for housing in the study area include college students, recent graduates, retail and service workers, and millennials who have been priced out of Boulder but want to live in the area. As the Boulder-Broomfield submarket is about 15 percent more expensive than metro Denver, diverse housing for the local workforce would help fill a regional void.

New development in the study area needs to be paired with transportation improvements. The panel identified a circulator shuttle running between Superior Marketplace and Superior Town Center as an enhancement to leverage and improve existing infrastructure. A reroute of Marshall Road should emphasize walkability and accessibility, and include wider bike lanes and better and safer crossings with longer "walk" signals and other improvements. (As one panelist put it, "A lot can be done with paint," such as new bike lanes, street crossings, and even street art.) Streetscaping, public art, and public gathering spaces and amenities should also be incorporated into any plan.

The retail market in the Boulder-Broomfield submarket is crowded (and has gotten more so in recent years, with 3.5 million square feet of retail space added from 2006 to 2012), with such destinations as Flatirons Crossing in Broomfield and 29th Street and the Pearl Street Mall in Boulder all within 10 miles. While the retail mix can be strengthened at Superior Marketplace, the project is far from dysfunctional, and vacancy remains on par with the region. It would drop even lower if a new tenant takes over the vacant Sports Authority. Anchors continue to generate strong sales, and the overall sales tax revenues have increased by 12.79 percent since 2006.

Regardless of this success, the constant evolution of the retail industry necessitates dynamism at Superior Marketplace. This strengthens the argument for a mixed-use TOD development. Such a project would help alleviate numerous problems, including walkability issues and the gulf imposed by Marshall Road. Overgrown landscaping is another challenge, but an easily solved one; cutting back on it would help with visibility from within the study area, and that would only be bolstered by improved and updated wayfinding and signs.

"This isn't unprecedented with RTD. They've done it a number of times."

– Jordan Block,
RNL Design

The new Sport Stable is one of the state's best community sports facilities. Superior Marketplace should leverage its proximity by complementing new development with sports-oriented uses such as yoga studios, golf simulators, climbing walls, and other recreation-focused retailers and businesses. Unique and/or locally owned restaurants are another target recommended by the panel.

New office space represents another recommended addition to the study area. While most of the Class A and B office stock is in Interlocken (about four miles southeast of the study area) and downtown Boulder (about seven miles northwest), the immediate vicinity offers little office space; Superior has less than 250,000 square feet of offices.

Development of office projects in the study area would fill this void and offer another option to growing early-stage companies priced out by Boulder and Interlocken. The proximity to the BRT and TOD project and the envisioned vibrant center offer amenities that are in high demand from employers and employees alike.

While not yet prevalent on the Front Range, there's a growing national trend of residential development next to shopping malls and other retail centers. Add to the mix the study area's robust multi-modal transportation, and Superior Marketplace has potential to redefine itself as a mixed-use development that balances the current strong retail environment with residential, office, and other uses. Such a development would transform the current parking-heavy landscape on the northeast side of the study area into a denser, more urban, and more vibrant place that would feed off of its proximity to the BRT station.



In the heart of Silicon Valley, Cottle Transit Village provides an example of multifamily housing that coincides with public spaces, big box, and in-line retail. The 170-acre project blends nearly 3,000 new homes with 460,000 square feet of retail, 17 acres of parks, and five miles of trails.

V. Next Steps

First and foremost, the catalyst for the development of a transit-oriented development at Superior Marketplace will involve opening up a dialogue on the site's future with Brixmor and RTD. These stakeholders are critical in making the vision for a TOD at the McCaslin BRT stop a reality, so their buy-in is necessary before any plans and preferred alternatives are developed.

The panel's next recommended step in the process would be ensuring that an appropriate master plan, zoning, platting, entitlements, urban design, and proposed street patterns are in place as part of a broader visioning process that would likely include consultant-led public meetings and stakeholder sessions. With entitlements in place, local officials would be able to react much more swiftly to developer interest. At the conclusion of this process, the Town of Superior or RTD could issue an RFP or RFI for the TOD site to solicit a developer.

The panel also recommended Town of Superior officials work to facilitate a land swap for RTD's parking lot. RTD now has established processes for such deals, with the Denizen apartment complex at Alameda Station in Denver providing a prototype. Undeveloped adjacent land owned by Brixmor is a possible target for a new parking area. The deal might involve the Town helping to finance a 294-space structure to replace lost parking. The resulting developable land would allow for a project right next to the BRT station, the ideal location for TOD.

While identifying and engaging development partners for a mixed-use TOD and possible office projects, local leaders will also need to develop a plan for the aforementioned "Main Street" to connect the BRT station to other points in the study area. Such a connective artery would form the foundation of a truly urban area to come later.

Exploring means of incentivizing developers with public financing tools -- for instance, an urban renewal plan along the lines of the one used to originally develop Superior Marketplace, improvement fees, tax increment financing (TIF), or, most likely, a mix of multiple tools -- should be part of the visioning process. Possible establishment of special districts should also be part of the dialogue in the outreach



A view of what's built so far at Cottle Transit Village, next to two rail stations in San Jose, California.

process. In the long run, a business improvement district (BID) or other local district offers a proven tool to fund public improvements and maintenance.

The panel identified low-hanging fruit that could be accomplished immediately that would help foster developer interest for an eventual TOD, and also be beneficial no matter what the future holds for the study area. These moves include: improving the signs and wayfinding in and around the study area; downsizing and revamping overgrown landscaping; building on the bikeable nature with better bike routes and a bike-sharing program; and developing a plan for a circulator shuttle between Superior Marketplace and Town Center.

"In the long term, you'll want to create an incentive through public financing tools and create an upside."

– Matt Prosser,
Economic and Planning Systems

Another set of early moves involve making the study area more pedestrian-friendly. Marshall Road's presence is the primary challenge, but quite a bit can be done without relocating it. These might include: implementing longer walk signals at crosswalks; colorfully painted pedestrian crossings; more mid-block, pedestrian-only crossings; and improving infrastructure with bulbous curbs and other features to mitigate the 110-foot distance across Marshall Road.

VI. Conclusion

Superior Marketplace holds a special, and even one-of-a-kind, spot within growing Metro Denver. The demographics of Superior are strong and will support future residential and commercial development. Recent transit improvements make access to thousands of jobs in Boulder, Broomfield, and Denver easy. The access to views and outdoor recreation, including the new US 36 Boulder-Denver Bikeway, is hard to beat. The Superior Marketplace center today is dated but remains functional by providing a convenient retail base for residents and a strong tax base for the town.

But retail-based assets are fragile and change with the winds of market trends. The Town is wise to begin planning the future of Superior Marketplace as a healthy, vibrant mixed-use center. The process will be long but can be guided by a strong vision and collaborative public-private cooperation every step of the way.

"This is not a broken project. It just needs a little glimmer to make it better."

– Greg Moran,
Rogue Development

VII. Stakeholder Comments

"How do we create an urban living environment within our little town?"

"Right now we have a blacktop desert called Superior Marketplace. We paved paradise and put up a parking lot."

"Rents are astronomical. The people who are living here are not working here."

"Getting people to support narrow streets is one of our biggest challenges."

"To me, the biggest question is what you can do with Marshall Road."

"If we have a mix of uses at Superior Marketplace, all these stores are going to do better. This is a great opportunity."

"On the other side of Superior Marketplace, the trails and the bike riding are awesome -- and it goes on forever."

"The goal of an urban center is to prevent sprawl."

"I love the amenities here in the sense of community. I wanted to live in Boulder originally, but couldn't afford it."

"Senior housing should be incorporated into Superior Marketplace and Town Center, but I'm not suggesting we go vertical."

"The traffic on Marshall Road is fast, and it's hard to cross as a pedestrian."

"Retail as we know it is changing, and brick-and-mortar retailers need to be on the cutting edge."

"I want Superior to be a branded town that draws people because of sports and activities."

"I'm not opposed to high density, but no one wants to see a high-rise beyond a boutique hotel."

"Parking is a waste of land. There's no sense of place."

Stakeholders Interviewed by the ULI Panel

Heather Cracraft, Superior Chamber of Commerce

Audrey DeBarros, Executive Director, 36 Commuting Solutions

Rita Dozal, Superior Board of Trustees

Clint Folsom, Town Mayor, Board of Trustees; owner of Folsom & Company Real Estate

Mike Glass, General Manager, Whole Foods Superior

Randy Graves, General Manager, Superior Costco

Chris Hanson, Mayor Pro-Tem, Board of Trustees, business owner

John Hersey, Senior TOD Associate, RTD

Bill Jencks, Vice President of Real Estate, Ranch Capital, LLC (Superior Town Center Developer)

Shelley Kimball, Senior Property Manager, Brixmor

Jerry Malia, Planning Commission, Realtor

Sandy Pennington, Superior Board of Trustees

Lisa Ritchie, Planning Commission – planner, City of Wheat Ridge

Jeff and Rachel Rummer, Owners of the Kumon Learning Center

Jim Sawtelle, Chair, Planning Commission, Attorney Sherman and Howard

Anthony Stewart, Planning Commission; Social worker and mental health professional, entrepreneur and business owner

Jan Thurston, Owner, The Niche clothing store

Dr. Michael Tinkey, Chiropractor; Owner of 100% Chiropractic Superior

Derrick Webb, AICP, Regional Planner Denver Regional Council of Governments

VIII. Overview of ULI Colorado Advisory Services

ULI Urban Land Colorado Institute

Since 1947, the national ULI Advisory Services program has assembled 400-plus 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. 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 50 TAPs leading to positive policy changes and built projects.

The Colorado District Council of the Urban Land Institute (ULI Colorado) is the 1,400-member field office of the global ULI, a 501-c-3 nonprofit dedicated to best practices in land use. ULI Colorado mobilizes the volunteer skills of members from 26 different professions for the betterment of careers and communities. ULI's key issues included affordable housing, building healthy places, diversity, economic revitalization, transit-oriented development, and compact, walkable development. ULI Colorado is led by volunteer chair Amy Cara, a partner in East West Denver. The staff includes executive director Michael Leccese, director Eric Swan, manager Sarah Franklin, and associate Charles Allison-Godfrey. ULI Colorado conducts 40+ programs a year including panel discussions, project tours, advisory services, mentoring and leadership, community service and publications.

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IX. ULI Volunteer Panelists



Laura Aldrete, Matrix Design, Urban Planner. Laura Aldrete has participated in development projects in the private and public sector throughout her career. As an urban planner with redevelopment expertise, she applies her comprehensive understanding of the land use and transportation knowledge to redevelopment. In a world that no longer operates in isolation, the application of Laura's knowledge on development projects renders a more robust and successful project for the agency, developer, and the community. Her current projects include entitlement of Broadway Station at the former Gates plant, Washington Street Study, and DEN Land Use Planning. Previous to her position at Matrix Design Group, she directed the PlaceMaking Group | Parsons Brinckerhoff in Denver, served as the assistant director of the Denver Urban Renewal Authority (DURA), and the Stapleton project manager in the Denver Mayor's Office.

Jordan Block, RNL Design, Urban Planner and Urban Designer. Jordan Block is an urban designer and planner with RNL with experience working in a wide variety of scales, from regional planning efforts to detailed site design. His focus is in bridging large-scale community and regional planning with an eye on the human experience within the public realm. He specializes in projects that contain large infrastructural development or change as a catalyst for site-specific, detailed urban design. His work relies on developing a deep understanding of a place prior to design intervention. Jordan has been with RNL for over three years and has 10 years of business experience prior to joining the firm. Jordan is a graduate of the master of urban design program at the University of Colorado Denver. Prior to this, he completed master of city planning program with an emphasis on urban design and economic development from the University of Pennsylvania.



Emily Gloeckner, P.E., City and County of Denver, Traffic Engineer. Emily Gloeckner has focused over 20 years of her career as a civil engineer on transportation planning and engineering. She is a graduate of San Diego State University, class of 1993, and has a diverse background working in both the private and the public sectors. Emily is known as a transformative engineer, taking numerous projects from planning into design and onto implementation. She is a collaborator and relationship builder for staff, stakeholders, engineers, planners, and community representatives. Her particular experience and expertise has focused on long range transportation planning, bicycle and pedestrian planning and design, signal design, signal timing, traffic impact studies, and intersection safety assessments, as well as car share and bike share assessments for communities. She raced road bikes as a previous career and continues to be an avid cyclist and bicycle commuter. When the weather is bad, she rides the bus and occasionally drives a car (but the general public is seriously better off if she is on a bike or a bus). She is currently the director of policy planning and sustainability within Public Works for the City and County of Denver.



Greg Moran, Rogue Development LLC, Developer. Greg Moran, principal of Rogue Development LLC, has a seasoned career spanning 32 years of commercial real estate experience in new project development, redevelopment of aging assets, project management, asset management, and leasing. His national retailer and restaurant projects across 17 U.S. states and Canada are the result of 14 years as a national retail broker with Grubb & Ellis and Colfax Group and 18 years creating high-profile retail town-center, mixed-use, and TOD developments while at Weingarten Realty, Miller/Weingarten Realty, and MVG/Confluent Development. He possesses the creative ability to match clients' needs with opportunities, specializing in retail and mixed-use developments with a primary focus to assist growing companies expand their retail presence, through strategic retail expansion solutions for new store development, including market analysis and planning, site selection, site acquisition, architecture and engineering, permitting and zoning approvals, public/private partnerships, urban renewal, and project management. He has directed 36 single-tenant development projects over the past five-plus years in 12 states in the U.S. and Ontario, Canada, for national brand clients. Mr. Moran, a former Colorado state director and government relations chair for the International Council of Shopping Centers, lives in Denver with his wife and three children. He studied at the University of Denver and St. Edward's University in Austin, Texas.



Matt Prosser, Economic and Planning Systems, Economist and Urban Planner. Matt Prosser is an economist and planner with 10 years of experience in land planning and real estate economics. Matt has provided consulting specialized services related to real estate development feasibility, retail market analysis, comprehensive and subarea planning, fiscal impact analysis, and transit-oriented development to several communities throughout the western United States. He has a broad base of experience and education in land use and entitlement planning, urban design, real estate development, and Geographic Information Systems (GIS). Matt has a master's degree in Urban and Regional Planning from the University of Colorado Denver and a bachelor's degree in Environmental Design from the University of Colorado Boulder.

Jeff Wingert, WWR Real Estate Services, Developer. Since joining W.W. Reynolds in 1991 as a property manager, Jeff Wingert has overseen and directed the company's asset and property management, leasing, and development operations. A partner of WWR Real Estate Services, Jeff has been directly involved in the development of over 1,500,000 square feet of office, retail, mixed-use, and industrial real estate and over 1,250 apartment units along the Front Range of Colorado. During his tenure at the W.W. Reynolds Companies, Jeff has handled over a \$500,000,000 in combined sales and leasing real estate transactions. Prior to joining W.W. Reynolds, Jeff worked for the University of Colorado Boulder's division of Facilities Management overseeing campus remodels and construction. Raised in Colorado, Jeff attended the University of Colorado Boulder receiving a bachelor's degree in Environmental Design/Architecture in 1987 and a Masters of Business Administration in 1991. Jeff has been married to his wife Emily for 24 years and has two great children, Gabe and Sophia. When not working Jeff enjoys fishing, camping, skiing, and any activity in which his kids participate.



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ULI Colorado volunteer panelists Jordan Block, Greg Moran, Emily Gloeckner, and Jeff Wingert.