



Technical Advisory Panel (TAP)

Washington Street
Globeville neighborhood, Denver
Held at Project Angel Heart
www.projectangelheart.org
August 5-6, 2015

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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 are 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 and Summary

North Denver Cornerstone Collaborative (NDCC), a coordinated effort initiated by the Mayor's office to ensure integrated planning, asked ULI Colorado to conduct a TAP regarding Washington Street from 47th to 52 north of I-70 in the historic Globeville neighborhood. A panel of ULI members—professionals with architectural, development, brokerage and financial expertise—met at Project Angel Heart on Washington Street for two days to discuss and analyze the street's potential to become a walkable "Main Street" for Globeville.

The panel interviewed numerous stakeholders including property owners, neighborhood residents, city officials, industrial and housing experts, local advocacy groups and nonprofits, and area employers.

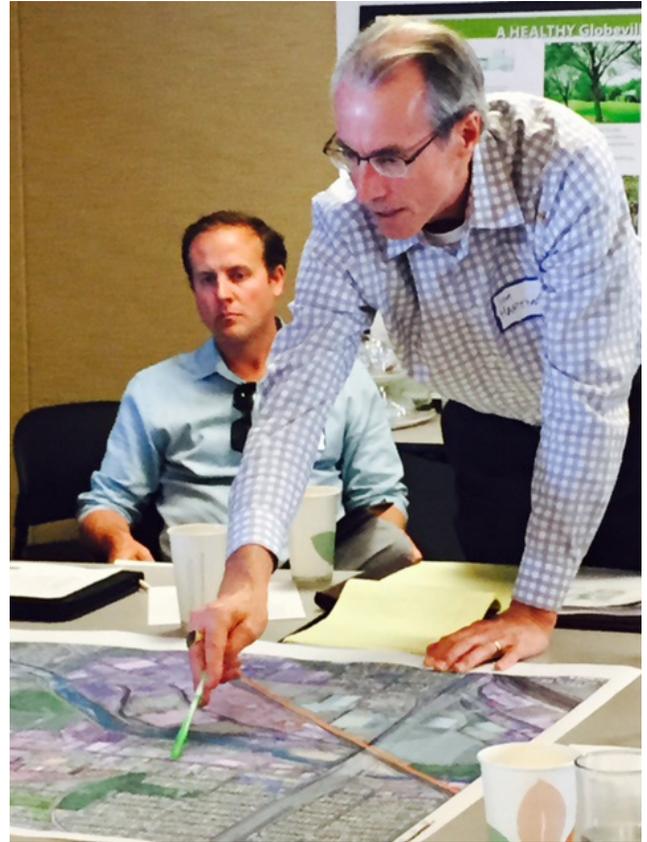
The panel concluded that although Washington can be improved to become a walkable street, constraints such as heavy truck traffic and property line issues make it less likely to become a true commercial Main Street lined by shops and services. However, the panel identified other locations to welcome these needed services and amenities into Globeville, and some of these locations may hold significant corners on Washington Street.

In addition, Washington Street can certainly be upgraded into an appealing gateway into historic Globeville and the National Western Center.

Improvements to Washington Street could include street trees, sidewalks, new signs and lighting, and improved, safer street crossings that will help knit the physically divided Globeville neighborhood back together.

Traditional "Main Street" retail functions are vital to Globeville and have a big place in the greater Washington Street corridor. Retail services such as a grocer can be concentrated on neighborhood cross streets, including East 45th, 49th and 51st avenues—all neighborhood streets accessible from Washington.

The panel judged that these East-West streets can be excellent places to add Main Street/complete street characteristics, including sidewalks, bike lanes, street trees, parallel parking, and other "streetscape" elements.



The more safe and connected East 45th, 49th and 51st become, the more likely are they to attract new retail services.

For the South Platte River—today a potentially attractive amenity that is physically and visually cut off from Washington Street—the panel envisioned the possibility of a future dining/entertainment district facing and opening to the waterfront.

Safe and appealing connections—especially for people on bikes and walking—to the South Platte, Argo Park and Northside Park—can also be created or vastly improved.

The panel focused on another street, East 45th Avenue just south of I-70, as a traditional Main Street. East 45th Avenue already possesses solid, vintage commercial buildings and has the beginnings of an attractive, well-scaled streetscape.

Critically, the panel also analyzed funding strategies and partnerships that could bring the desired changes that will make Globeville a more livable neighborhood with new economic opportunities for today's residents.

II. Background and Problem Statement

Planning Background (adapted from Globeville Neighborhood Plan):

Founded in 1889, Globeville is located along the west bank of the South Platte River in North Central Denver. In addition to the river, neighborhood landmarks include Argo Park, and the charming 45th Avenue streetscape. Also shaping the landscape are large infrastructure elements such as I-25, I-70, and freight rail lines.

Historically, the neighborhood was home to large industry, especially smelting and meat packing. In early Globeville, immigrants came to work in the local industries. More recent immigrants continue to shape Globeville. Although the smelters are gone and the meatpacking industry diminished, a strong industrial presence remains today, as does an established neighborhood.

Big changes are coming to Globeville, a neighborhood of 1,318 acres, where today's population is about 3,700. In 2016, new rail stations are coming in at 41st/Fox and 38th/Blake. Globeville will become more connected to a corridor linking downtown to DIA.

With new and rehabilitated homes from Habitat for Humanity projects and new developments like TAXI, Globeville is getting new residents and life. There are six catalytic projects in Mayor Hancock's North Denver Cornerstone Collaborative initiative. The Globeville Neighborhood Plan was highlighted as one of the six NDCC projects; now the focus has shifted from drafting the plan to implementing the plan.

Just east of Globeville, an \$850 million master plan for the National Western Center is moving forward, and the billion-dollar-plus reconstruction of I-70 through Elyria-Swansea will bring more changes. Another big change is Trammell Crow's \$85 million redevelopment of the 77-acre former Asarco Smelter site to create 12 industrial and warehouse buildings. These will eventually host up to 1,500 jobs.

The redevelopment of nearby areas of North Denver presents both an opportunity and a challenge for Globeville. Property values are rising rapidly in the adjacent River North District. This may attract artists and other young creatives looking for space. But it also poses the issue of gentrification and involuntary displacement to long-time Globeville residents and businesses.



Problem Statement:

Washington Street, between East 47th Avenue and East 52nd Avenue, is lined with industrial users that turn their back to the river. The right-of-way is about 60 feet wide and accommodates heavy traffic.

The Globeville Neighborhood Plan and The National Western Center Master Plan were recently adopted and reflect the community's desire for new connections, increased mobility options, and land use changes. The Globeville Neighborhood Plan identifies Washington Street as a Transformative Project, with a goal "to make Washington Street an attractive corridor that creates a positive sense of place, attracts private reinvestment, and better accommodates all transportation modes."

To implement Washington Street improvements, the city and Globeville neighbors need to better understand opportunities and barriers to realizing the community's vision of a Main Street.

NDCC asked the ULI TAP to analyze the corridor's economic potential, as well as brainstorming and evaluating the various ways to balance the transportation needs with the redevelopment and placemaking opportunities. Through the process of identifying tradeoffs, this process aims to build stakeholder ownership and further refinement of the Washington Street vision.

III. Findings

In preparing for the TAP, panelists studied the Globeville Neighborhood Plan and related planning documents, toured the neighborhood by bicycle, on foot, and by car, and interviewed numerous stakeholders (see appendix for full list), including both English- and Spanish-speaking residents.

The panel made the following findings:

- The Globeville Neighborhood Plan envisions a future of 6-8 story buildings to line a redeveloped Washington. Yet the market may not demand buildings of that scale for some time.
- In any case, narrowing Washington Street to one lane in each direction would not accommodate development of this scale, and might forestall other future redevelopment opportunities.
- Washington Street's potential to become a retail-oriented "Main Street" in the traditional sense is limited. Washington Street can offer a new type of experience for Globeville that improves walkability and boosts civic pride, but there are better places to create a community focus for retail and services.
- The panel envisioned Washington Street as a new gateway to all of Globeville's current and future assets.
- To achieve this vision, Washington Street can and must be made far more safe, attractive, and tree-shaded, with improved connections for neighborhood residents to cross on foot and bike.
- One in three residents do not own a car and rely on transit/cycling/walking.
- The lack of sidewalks not only inhibits walking within Globeville, but makes it difficult to walk to RTD bus stops, schools and other destinations.
- Existing sidewalks are sometimes obstructed.
- Crosswalks, lighting and bus stops are also perceived as unsafe, unattractive and of poor quality.
- As a result, it is difficult to access bus stops, according to residents interviewed by the panel.
- The I-70 pedestrian underpasses are dirty, poorly lit, and feel unsafe.
- Trucks today account for perhaps 50 percent of traffic, even higher than Brighton Boulevard.
- Current traffic counts are 11,000+ vehicles daily. This will go up with adjacent redevelopment of NWC and the Asarco site.
- The current right of way cannot accommodate all the envisioned uses—sidewalks, street trees, retail store fronts, landscaping—in addition to current truck and neighborhood traffic, which will only grow with construction of the industrial park to the north, the NWC redevelopment, reconstruction of I-70.
- Dramatically widening Washington Street could involve taking private property, displace existing business, and otherwise remove productive economic uses and future redevelopment opportunities.
- Sidewalks and bike lanes are a priority but will be tough to fit into the Washington Street right of way along with other desired uses. The panel reached this conclusion based on observation of heavy north-south truck and other traffic and the presence of many driveways and curb cuts that will continue to provide obstacles and safety hazards for bicycles and pedestrians.
- The neighborhood will need to add density before attracting a supermarket to expand food options. Other healthy food options are possible, including farm stands and community gardens, especially related to NWC redevelopment. Even a drugstore with healthy food options (such as the remodeled Walgreen's at 16th and Stout) would improve healthy food options in Globeville.

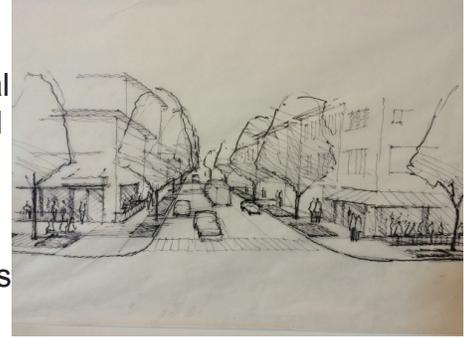


IV. Recommendations/Panelist Answers to Questions

VI) Key Questions and Panelists Responses

1. What are the opportunities and barriers to realizing the community's vision of creating a Main Street along Washington Street?

Panel response: Washington Street should be improved as an attractive gateway, but it will be challenging to transform into a walkable "Main Street" lined by convenient local services. Other options exist. Traditional "Main Street" retail functions such as retail services can be concentrated on neighborhood cross streets, including East 45th, 49th and 51st avenues. In particular, East 45th Avenue is already an attractive street with vintage buildings and bike lanes. These streets can be upgraded with no or minimal disruption to commercial traffic and existing properties and businesses.

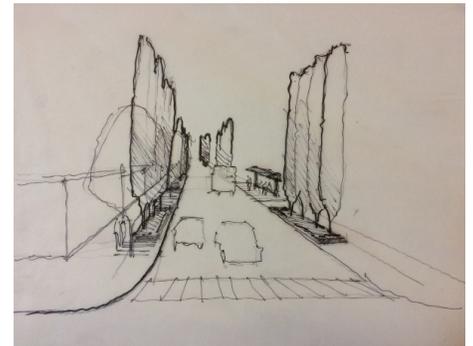


There are other opportunities to improve the safety and appeal of crossing Washington Street to create a more connected and convenient neighborhood. For starters, the panel recommends high-quality public realm improvements including tree planting, sidewalks, lighting and architectural controls to improve the safety, visual quality and amenity to local residents.

2. Which of the 3 alternatives from The Globeville Neighborhood Plan best achieves the vision for Washington Street? Which aspects of these recommendations should be prioritized? What other refinements are needed to these scenarios to make them more viable?

Panel response:

- The panel recommends a hybrid solution between Alternatives 1 and 2, which they called 1-A. This will entail a street widening, ultimately to a 72-foot right of way, to accommodate an enhanced 13-foot-wide public realm (sidewalks, street trees) on both sides of the street, and four traffic lanes. The outer lanes can be designed and managed to be flexible. For example, they can carry traffic most times and be available for legal parking on weekends and off-peak times. The addition of convenient parking may ultimately support more retail businesses on Washington Street, or at least at key corners.
- Bicycle lanes are concentrated in the cross streets linking the neighborhoods and the river corridor, which provides commuter connections to the city and broader region.
- Bike lanes will not fit onto Washington Street unless the right of way is dramatically increased.
- The enhanced street tree planting and public realm improvements will enhance the neighborhood character and placemaking. The cross street development of East 45th, 49th and 51st can create new centers for the community. Improving these streets will also include the safety, accessibility and quality of 47th Avenue, which will be better linked to Argo Park and the South Platte River.

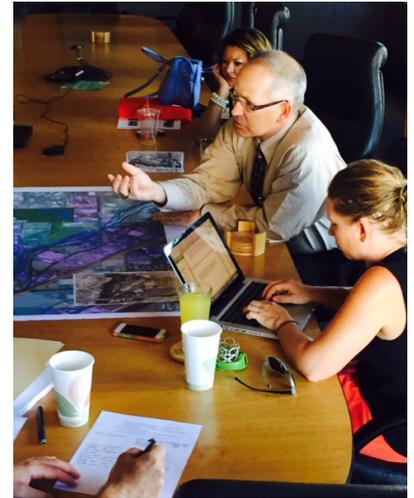


2. Identify potential tradeoffs associated with development scenarios and the width of the right-of-way along Washington Street.

Can Washington Street transform into a successful main street with the existing right-of-way? If so, how? If not, how much more right-of-way is needed to accommodate this vision?

Panel response:

- The panel studied property ownership patterns and existing businesses. It concluded that the roadway's west side can be expanded more easily than the east side to avoid disruption to business and private property.
- Initial improvements concentrated on the west should include new curbs, sidewalks, street planting and lighting. In the initial phase of improvements, the current 60-foot right of way can be maintained.
- Later phases will see the completion of the east side as parcel redevelopment enables improvements to be installed within the expanded 72-foot right of way.
- Over time, east side Washington Avenue redevelopment can create a positive new relationship with the South Platte waterfront, including options for dining and entertainment that open to the river.



3. How can we balance transportation needs with redevelopment and placemaking opportunities for the community?

How does Washington Street function today, and how might it function in the future within the broader frame work of regional street network, bike network, highway, and transit systems?

Panel response:

- Washington Street today serves as regional corridor that is important both to local business and regional commerce. The 2035 travel demand exceeds today's capacity. Up to 50 percent of today's traffic is trucks and this is not expected to go down, unless the corridor makes a major transition from industrial to mixed-use.
- Increased density, intensified redevelopment and infill, and a higher year-round vision for the NWC could generate still more traffic demand on Washington Street. Washington Street will also remain a major truck connection to I-25, I-70, the NWC, and to the Asarco redevelopment site. Washington Street as a bicycle corridor is challenging when compared to the alternative options, including the South Platte River Greenway nearby.
- The panel concluded that neighborhood connectivity will be better served by focusing on the east-west passages of 45th, 49th and 51st; and particularly by linking them to amenities like the South Platte, Northside Park, and the National Western Center.



4) Can Washington Street become a “Complete Street” or do we need to explore the capacity of other north/south streets in the area to accommodate bike and pedestrian traffic? Create green corridor along Washington Street

Washington Street can be made much more safe, attractive, and appealing, but it is an uncertain candidate for a “complete street,” even within an expanded 72-foot right of way. By definition, complete streets include safe and appealing spaces and facilities for bikes, buses, cars, and pedestrians, including safe street crossings. The panel was divided on whether a bike lane, path or track could be fit into the Washington Street corridor. These issues need further analysis to be addressed in the 2016 Washington Street Redevelopment Plan.



Wayfinding and gateway signs, street trees, sidewalks and safe crossings will provide visual cues to slow local traffic and improve safety.

Critically, the panel envisioned “branding” Washington as a green street and a gateway to Globeville and the NWC.

One panelist suggested starting a local nursery for fast-growing, Western-adapted trees like poplars. Unlike traditional rows of street trees, these can be planted in groves along Washington to provide a regional theme and look until slower-growing street trees (oaks, honeylocust, maple, etc) are ready to provide shade and make a visual impact on the corridor.

5). Determine the economic potential of the corridor.

- **What specific uses should be considered along the corridor?**
 - **Consider potential for grocery stores and other neighborhood services along Washington Street and the surrounding area.**
 - **Consider the relationship between Washington Street, the National Western Center, and the new NWC Station.**
- The corridor should remain primarily commercial, but shift over time from industrial uses to more traditional uses such as neighborhood services, office, showroom, and retail. The market should determine specific uses within the corridor.
 - New development is surely coming to Globeville and to Washington Street. It will be driven by factors as the regional shortage of industrial space; reconstruction of I-70; the addition of nearby FasTracks transit stations; redevelopment of Asarco and NWC; and gentrification trending from the River North and Brighton Boulevard.
 - Traditional retail, restaurants, service should be encouraged on corners on Washington and in new development on 45th, 49th, 51st, taking advantage of new connections and access to the river.
 - Mixed-use zoning will increase opportunities for residential density in new development Washington Street should remain an important means of access to NWC and possibly for access to its future RTD rail station.
 - Landing a major grocer for this food desert remains a tough sell (although not out of the question) because of population density, demographics, and access.
 - The city should look into attracting a smaller grocer that might be willing to build on a smaller parcel or explore a limited food option such as Walgreen’s, a farmer’s market, or a food hall connected to CSU. City streetscape improvements could help attract higher-quality and more diverse fresh food services. Likely locations are major intersections along Washington.

6) How do we make this transformation happen?

- **What tools do we have to initiate and incentivize change along Washington Street?**
- **How do we phase this transformation?**
- **How do we build from the local community and align market forces?**

Panel response: Build on economic engine/larger scale critical mass of NWC redevelopment. To encourage pilot projects, the city could issue RFPs for redevelopment of city-owned properties along 51st next to Northside Park. New branding and signs would only help: “Welcome to Historic Globeville: Gateway to the National Western Stock Show and the Silicon Valley of Agriculture.”

Historic/Main Street/Business District designation might jump start new interest in 45th Avenue. This can bring technical assistance from Downtown Colorado, Inc., and the potential for grants for streetscape and façade improvement from the state Department of Local Affairs and Historic Preservation Fund. Example: 32nd and Lowell revitalization.

Changes to Washington Street can and should be evolutionary, starting with small projects like fixing/completing sidewalks and improving bus stops and intersections.

Next steps:

- Identify a local champion(s).
- Maintain community input by creating a local Task Force to implement planning and design efforts (NDCC could take on coordinating role).
- Work with local property owners and neighbors to start designing and planning new street sections.
- Include specific streetscape and placemaking improvements in the 2016 Washington Street Redevelopment Plan.
- Create a special district for funding and maintenance of improvements such as better lighting, sidewalks, and overall aesthetics.
- Examples of special district: Business Improvement District (BID), General Improvement District (GID), or Metro District. This can also provide services ensuring a safe, clean and green public environment.
- Establish an urban renewal district to seed public/private partnerships for redevelopment.
- Approach RTD to discuss improving bus schedules, service and stops in and around the corridor.

“You can give neighbors some improvements right away and have something to build on. Start with sidewalks, nice bus shelters and street trees. This could happen before the street is being designed.”—ULI panelist

V. Key Stakeholder Comments

“Just as River North doesn’t want to be LoDo, Washington Street doesn’t want to be River North. But each wants to be successful in its own way. You can’t just have a commercial corridor. It’s got to be a place for the community with gathering places.”—City official

“We should make Washington Street as narrow as we can. There will be more traffic in the short term, but the street should be one that works for people and bikes. The wider you make it, the longer it will take to attract investment and redevelopment. It needs to become a people place for the community, not just for traffic.”—Real estate developer

“When the Asarco site (north of 52nd Street) is built out, we’re going to have more truck traffic from I-70 and this is not being taken into account. We need to look at the influence of the stock show and the long-term implications of development along Washington Street.”

—Washington Street property owner

“We need better public lighting on walking routes and better timing of traffic signals for pedestrians.”

—Spanish-speaking Globeville resident

“If you widen Washington Street, you will take half of our building where we have plans for redevelopment.”

—Washington Street property owner

“People come to see me ask, ‘Where is there to eat,’ and I say, ‘I don’t know.’”

—Washington Street business owner

“The trucks cut through on neighborhood streets. There’s got to be a way to keep trucks on intended routes.”

—Spanish-speaking Globeville resident

“We need to show people they have a reason to come down here. We have no sidewalks, but lots of junkyards. No one even knows the beautiful Northside Park is there. You’ve got to drive through junk to get to it.”

– Washington Street business owner

“We have vacated streets here like Pearl and Penn, but they already have water and sewer infrastructure. So we have good infrastructure to add housing.”

—Business/property owner

“RTD should improve transit reliability and access. The bus stops are in bad shape. Sometimes my bus doesn’t come and I have to walk to work in the dark under the highway.”

—Spanish-speaking Globeville resident.

“A placemaking strategy is to find a willing property owner to try something new. They could start an urban tree nursery to start growing trees to be used on Washington Street. You could start generating interest in a piece of land through an urban agricultural use.”

—ULI panelist

“We think of the revitalized NWC as the Silicon Valley of agriculture, a corridor of agricultural innovation for the entire Front Range. A lot of patents come out of CSU. We have the unique situation of urban areas abutting farm land. Ag is a \$42 billion business in Colorado.”

—NWC representative



VI. Overview of ULI Colorado Advisory Services

The Urban Land Institute (ULI) is an international 501(c)(3) nonprofit organization whose mission is leadership in responsible land use. ULI realizes this mission by engaging the volunteer expertise of its 30,000 members, who represent 26 different professions including architect, developer, financier, planner and public official. Since 1947, the national ULI Advisory Services program has assembled more than 400 ULI-member teams to help sponsors find solutions for pressing land use. In Colorado, ULI Advisory Services has provided solutions for such key sites as the Colorado Convention Center, Coors Field, former Fitzsimons U.S. Army post, 16th Street Mall and Denver Justice Center.

ULI Colorado's Technical Advisory Panels (TAPs) offer ULI expertise at the local level through our 1,000-member District Council. Founded in 1998, ULI Colorado is one of ULI's most active District Councils. Each panel team is composed of qualified and unbiased professions, who volunteer their time to ULI. Panel chairs are respected ULI members with previous panel experience. Panel findings and recommendations are nonbinding and strategic to helping communities move forward on key sites and issues.

ULI Colorado is the 1,250-member District Council (field office) of the international Urban Land Institute (uli.org), a 501-c-3 nonprofit dedicated to Leadership in Responsible Land Use. Founded in 1936, the 33,000-member ULI is recognized for research, conferences, publications and community outreach. Members are the leaders in land use from architect to developer to planning director to zoning attorney. ULI Colorado leverages the experience of members to host educational and networking events, in addition to advisory panels, mentoring programs, and volunteer community service. Funded entirely in Colorado, our District Council supports the work of 15 committees and 250 volunteers along with our members and community. ULI Colorado is led by a volunteer executive committee chaired by Amy Cara of East West Partners Denver. The staff is Executive Director Michael Leccese, Manager Sarah Franklin, and Associate, Charles Allison-Godfrey.

VII. Panelists



Andrew Irvine (panel chair)

Principal, RNL, Denver

Irvine is Principal/director of urban design and landscape architecture. He is an energetic, creative and hands-on professional with a passion for design, strong communication skills, a track record in building, motivating and managing inter-disciplinary teams globally. Before joining RNL, Andrew was VP of Design for Lend Lease Communities. He also worked with EDAA in both the US and Australia as a senior urban planner and landscape architect. Andrew has served on eight national ULI Advisory Service panels and one international panel. He has degrees in landscape architecture and environmental design.



Alan R. Eckman

PE, PTOE, MBA, VP, AECOM Transportation

Eckman has 17 years of experience, working for AECOM, which has nearly 100,000 employees in more than 150 countries. Alan has been involved in multidisciplinary urban projects throughout Colorado. He was the traffic/street/transit discipline manager of the Denver Union Station design/build team, Project Manager for the Denver Strategic Transportation Plan, and has worked in complex Denver corridors and study areas including Quebec Street, Colfax Avenue, Hampden Avenue, and I-70 East Local Connectivity evaluations.



Greg Dorolek

Principal & Project Manager, Wenk Associates

Dorolek is a landscape architect with experience in urban redevelopment including stormwater gardens, streetscapes, parks, trails and green infrastructure. He has a Bachelor of landscape Architecture from the University of Georgia and completed his Masters at Harvard Graduate School of Design.



Jim Hartman

Manager of Hartman Ely Investments (HEI)

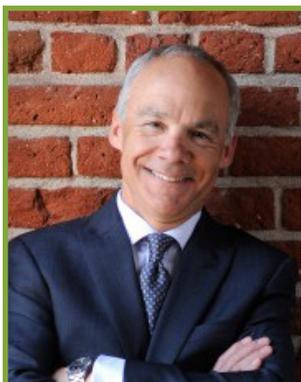
Hartman has been one of Colorado's leading urban infill architects, redevelopment specialists and energy-efficiency/renewable energy experts for the past 35 years. Notable projects include urban infill and renewable energy developments at Lowry Community. Those include Hangar 2, Denver's first community solar array, the Steam Plant community, Innovage, Grand Lowry Lofts, Officers' Row LoftHomes, Luce and Parkside. Since late 2007, Jim and HEI have expanded their focus on renewable energy and energy efficiency. HEI also owns or is part owner of several multi-family residential and mixed-use properties in Metro Denver area and assists other groups with management of their redevelopments.



Tanner Johnson

VP, AXIO Commercial Real Estate

Johnson began his real estate career with Grubb & Ellis, Co. in Denver, working in the Colorado Boulevard and Cherry Creek markets. In 2004, Mr. Johnson joined Colliers International where he was responsible for corporate services as well as tenant and landlord representation. There he represented companies such as Honeywell International and Textron Financial. In 2006, Mr. Johnson joined AXIO Commercial Real Estate, a boutique commercial real estate firm focusing on retail, restaurants and urban Infill properties. Mr. Johnson was awarded DMCAR's Heavy Hitter in 2010, 2011, 2012 & 2013 and the Costar Power Broker award in 2012 & 2014. He has served on ULI Colorado's Executive Committee and leadership roles with the Denver Metro Chamber of Commerce and ICSC. He is a licensed real estate broker in Colorado, and received his bachelor's degree in Economics from CSU.



Joe Vostrejs

RPA, CSM, Chief Operating Officer, Larimer Associates

Vostrejs has worked in Denver commercial real estate since 1985. He has been involved in the management, leasing, marketing and development of specialized retail projects for more than 15 years. Joe joined Larimer Square in 1995 and beginning in 1999, spearheaded an effort to reposition Larimer Square with a new upscale boutiques and concept restaurants. Since then, more than 20 transactions have been completed and more than 70% of the leasable area of the project has been re-merchandised, adding important new merchants to downtown Denver. He was also integrally involved in the redevelopment and leasing of Denver Union Station.



David Starnes

*Redevelopment & Revitalization Manager, City of Longmont
Executive Director, Longmont Urban Renewal Authority*

Starnes works with the private, nonprofit and institutional sectors to recruit investment to the City's redevelopment and revitalization districts, urban renewal areas and other targeted areas. He has helped structure public/private partnerships for the former Twin Peaks Mall, being transformed into the state-of-the art retail and entertainment destination Village at the Peaks, and the former Butterball turkey plant site downtown into the South Main Station mixed-use project. As a former VP for a national economics and real estate advisory firm, Mr. Starnes worked with developers and local governments, as well as nonprofits and institutional investors nationwide. He has a B.A. from U. of Delaware and a Master's in City Planning from the Georgia Institute of Technology. David is active with ULI Colorado and nationally as a member of the ULI Public/Private Partnership Council.

VIII. Acknowledgements and Thanks

Special thanks from ULI Colorado to:

Al Colussy and Arleen Taniwaki, TAPs co-chairs;

Todd Wenskoski, Samantha Suter, and Karen Good, City and County of Denver; and to our panelists, who volunteered their time in the spirit of improving the community. Kate Schwarzler of OTAK also volunteered to help with note-taking and logistics.

Special thanks to Sandy Nagler and Project Angel Heart for hosting our panel.

Our panelists, who volunteered their time in the spirit of improving the community.

STAKEHOLDERS INTERVIEWED BY PANEL

STAKEHOLDER INTERVIEWS:

Government: City and County of Denver
Kelly Leid, North Denver Cornerstone Collaborative
Steve Nalley, Community Planning and Development
Karen Good, Public Works

BUSINESSES/OWNERS:

Vernon Hill, JJJ Properties
Sandy Nagler, Project Angel Heart
Marina Chotzinoff, Where Wood Meets Steel
Shad Hanson, PDM Steel
Sam Benton, Sam's Vintage Ford
Loren Snyder, Snyder Realty Group
Mickey Zeppelin, Zeppelin Development

Advocacy/Non-profits:

Nola Miguel, GES Livewell
Joceyln Hittle, Colorado State University

