

Downtown Colorado Springs Colorado

June 24–29, 2012



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Strategies for a New Renaissance in Downtown

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About the Urban Land Institute

THE MISSION OF THE URBAN LAND INSTITUTE is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. ULI is committed to

- Bringing together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs;
- Fostering collaboration within and beyond ULI's membership through mentoring, dialogue, and problem solving;
- Exploring issues of urbanization, conservation, regeneration, land use, capital formation, and sustainable development;
- Advancing land use policies and design practices that respect the uniqueness of both built and natural environments;

- Sharing knowledge through education, applied research, publishing, and electronic media; and
- Sustaining a diverse global network of local practice and advisory efforts that address current and future challenges.

Established in 1936, the Institute today has nearly 30,000 members worldwide, representing the entire spectrum of the land use and development disciplines. ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute has long been recognized as one of the world's most respected and widely quoted sources of objective information on urban planning, growth, and development.

Cover photos: City of Colorado Springs.

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About the International Downtown Association

FOUNDED IN 1954, the International Downtown Association (IDA) is a champion for vital and livable urban centers and strives to inform, influence, and inspire downtown leaders and advocates. IDA's membership comprises more than 550 organizations worldwide and is the guiding force in creating healthy and dynamic centers that anchor the well-being of towns, cities, and regions of the world.

Downtown organizations can be found in virtually every city in the United States, throughout North America, and abroad. A true public/private partnership, downtown organizations provide heightened levels of service to constituents and users of downtown areas by investing private sector financial support within a defined geographic district. Traditional programs and services are designed to make the district more successful and include such benefits as

- Providing increased maintenance and security of public spaces;
- Providing downtown ambassador programs to assist visitors and citizens; and
- Hosting and managing festivals and events designed to activate the downtown and drive economic activity into the city.

However, over the past 30 years since they were first established, professional downtown management organizations have evolved, and now most organizations support local economic development, are responsible for multimodal transportation initiatives, deliver sophisticated districtwide marketing campaigns, and serve as the local advocate for downtown-focused public policy at the city, state, and federal levels. They are identifiable by such terms as downtown alliances, business improvement

districts, arts districts, entertainment districts, and many other types of organizations, including main streets.

IDA connects diverse practitioners who transform cities into healthy and vibrant urban places. Through education, networking, information sharing, and delivery of advisory services, IDA and its member practitioners advance downtown leadership and management principles which have become vital components of successful urban revitalization. To learn more about IDA and professional downtown leadership organizations, please visit www.ida-downtown.org or contact the IDA office at 202.624.7111 and speak with the IDA's president and CEO, David Downey.

About ULI Advisory Services

THE GOAL OF ULI'S Advisory Services Program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. Since 1947, this program has assembled well over 400 ULI-member teams to help sponsors find creative, practical solutions for issues such as downtown redevelopment, land management strategies, evaluation of development potential, growth management, community revitalization, brownfields redevelopment, military base reuse, provision of low-cost and affordable housing, and asset management strategies, among other matters. A wide variety of public, private, and nonprofit organizations have contracted for ULI's Advisory Services.

Each panel team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and screened to ensure their objectivity. ULI's interdisciplinary panel teams provide a holistic look at development problems. A respected ULI member who has previous panel experience chairs each panel.

The agenda for a five-day panel assignment is intensive. It includes an in-depth briefing day composed of a tour of the site and meetings with sponsor representatives; a day of hour-long interviews of typically 50 to 75 key community representatives; and two days of formulating recommendations. Long nights of discussion precede the panel's conclusions. On the final day on site, the panel makes an oral presentation of its findings and conclusions to the sponsor. A written report is prepared and published.

Because the sponsoring entities are responsible for significant preparation before the panel's visit, including sending extensive briefing materials to each member and arranging for the panel to meet with key local community members and stakeholders in the project under consideration, participants in ULI's five-day panel assignments are able to make

accurate assessments of a sponsor's issues and to provide recommendations in a compressed amount of time.

A major strength of the program is ULI's unique ability to draw on the knowledge and expertise of its members, including land developers and owners, public officials, academics, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this Advisory Services panel report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

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Special thanks also go to Chris Jenkins and the rest of the leadership at the Nor'wood Development Group. His work to organize the local host committee, his enthusiasm for downtown, and his confidence in ULI made this panel possible. Many thanks are due to Rachel Beck for her preparatory work and constant involvement with panel logistics both prior to and during the week of June 24 to make this panel a success.

Finally, the panel acknowledges the more than 120 individuals who were interviewed. Representing a diverse and informed public, the passion and understanding of these stakeholders provided valuable information and perspectives, greatly aiding the panel in its analysis.

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Background and the Panel's Assignment

LOCATED IN SOUTH-CENTRAL COLORADO on the eastern edge of the Rocky Mountains, Colorado Springs is the state's second-largest city with a population of more than 415,000 people. The metropolitan area includes 650,000 people. Founded in 1871 by General William Jackson Palmer, the city was planned as a high-quality resort community with a street-grid system and served by the Denver and Rio Grande Railway. Over time the city developed into a center of commerce for the railroad and the mining industry. Interstate 25 is the major highway serving the city, with Cimarron and Bijou streets providing primary access into downtown.

Regional Context

Major employers in the Colorado Springs area include various military installations, high-tech companies, health care providers, universities, local government, and tourism-related uses. Fort Carson, Cheyenne Mountain Station, the Air Force Academy, and Peterson and Schriever Air Force Bases collectively represent over 20 percent of the region's employment. The city is the county seat for El Paso County and contains much of the area's local government offices.

The University of Colorado at Colorado Springs (UCCS), Colorado College, and Pikes Peak Community College all have a presence in the city. With about 13,500 students, UCCS is the largest branch of the University of Colorado outside of Boulder.

Colorado Springs is also the location of the United States Olympic Committee (USOC) headquarters and 22 Olympic sports' national governing bodies. In addition, just east of downtown is the U.S. Olympic Training Center, the primary training facility for U.S. Olympic athletes.



Regional map.

The city also is home to a number of national evangelical Christian organizations, such as Focus on the Family and Association of Christian Schools International.

A bird's-eye view of Colorado Springs from 1882 shows how it was laid out in a large-block grid pattern. The city grew initially as a resort and later as a hub for the burgeoning mining industry.



Downtown

Downtown Colorado Springs covers an area as broad as three square miles, bounded on the west and south by I-25, on the north by Uintah Street, and on the east by Shooks Run. This boundary forms an intermittent series of parks, watercourses, and green space, sometimes referred to as the “Emerald Necklace.” The more immediate downtown core is an eight- to ten-square-block area between Bijou Street and Cimarron Street. Outside the core, density is low. The tallest building downtown is the Wells Fargo tower at 247 feet. Downtown density is lower than in similar-sized cities, and office development represents only about 12 percent of the region’s office space. Downtown is also the primary location of the city’s cultural and art venues.

Waldo Canyon Fire

The week of June 24–29, 2012, was unique for the city of Colorado Springs and El Paso County. Not only did the city host the advisory panel for downtown, but it was also engulfed in the smoke and devastation of the Waldo Canyon fire.



The Waldo Canyon fire was one of the largest and most destructive forest fires in Colorado’s history. It was a testament to the spirit and tenacity of the city stakeholders and civic leaders that they were able to participate in the panel and deal with

the effects of the fire at the same time.

The advisory panel extends its sympathies to those affected by the flames and smoke, just as its gratitude is extended to those brave men and women who fought the fire, particularly to the local public safety community and others such as the utility employees, who helped the first responders. The panel also recognizes the tremendous number of public employees, private businesses, institutions, and citizens who, in a variety of ways, supported the entire community action to bring the forest fire under control and help those affected.



Chair of the advisory panel and former Indianapolis mayor Bill Hudnut introduces the panel members during the sponsor’s reception.

The Panel’s Assignment

Over the past few decades, the importance of the downtown core, with a few notable exceptions, seems to have taken a back seat to the focus on suburban growth. The city leadership sees tremendous opportunity for downtown Colorado Springs, and the panel concurs that the time has come for a downtown renaissance.

The primary assignment for the panel was to provide strategic advice to the city on how to take the following steps:

- Effect a downtown renaissance;
- Highlight and leverage assets;
- Mitigate challenges; and
- Identify the high-payoff actions, ideas, and improvements in which to invest time and resources.

Among the specific questions presented to the panel were the following:

- What are the critical and most effective actions that various organizations (such as the city, El Paso County, Colorado Springs Utilities, cultural and nonprofit organizations, and the Downtown Partnership) can take to help revitalize downtown?
- How essential is additional residential development for the vitality of downtown?
- How can the city leverage its outdoor setting, active lifestyles, and presence of the USOC and the various sport national governing bodies?

- What is deficient in downtown to attract young professionals and the creative class?
- What are some strategies for evolving downtown entertainment from late-night bars to both daytime and nighttime focus?
- What would encourage or hinder the expansion of the downtown arts scene?
- What is the best way to revitalize public assets such as the City Auditorium and Colorado Springs Pioneers Museum?
- How can the city best relate to and connect UCCS, the airport, and the U.S. Olympic Training Center?
- Based on the market, can the panel suggest a development program for specific downtown parcels?
- How can Colorado Springs Utilities best encourage downtown development?
- What projects are ideal for the designated urban renewal areas? How can the Urban Renewal Authority generate urgency and energy around these sites and ideas?
- How should the downtown parking enterprise be organized and improved?
- What connectivity issues for pedestrians, bicyclists, and drivers can be useful in the overall revitalization strategy?
- How critical is public transportation? What are some options for the proposed streetcar?
- How important is the I-25 interchange to the functionality and appearance of downtown?
- How can the city best approach the railroad?
- How should the city best address issues of the homeless and security concerns?

Summary of Recommendations

Following an intense week of interviews, site tours, and deliberation, the panel recognized significant opportunity for downtown Colorado Springs. The recommendations set forth were formulated to create a renaissance for downtown focused on physical improvements, new uses, improved partnerships, and a new vision. The panel feels that to address these questions and to accomplish the overall goals, a better basic vision for downtown needs to be established. Recognizing that a vision must be created locally, the panel offers the following as a starting point:

Downtown Colorado Springs, staying true to its pioneering spirit, will create a cohesive, vibrant, mixed-use center that embraces the region's history, culture, and natural assets to offer economic opportunity for its citizens.

The panel's major recommendations are summarized in the following sections. More details are included in the remainder of the report.

Specific Development Projects

The panel sees the possibility for 250 to 300 housing units in a variety of styles and price ranges. An initial project for housing should consider 100 to 150 units. This project should not try to overreach current demand but should still provide enough initial critical mass in terms of new downtown residents that can act as a catalyst for additional units. Key target groups for these units include young professionals, young families, students, off-base military members, and empty nesters, as well as transitional housing options.

New retail space in downtown will largely depend on new residential and the activity generated by new visitation uses, such as a stadium and a new visitors center, and success in drawing office users back downtown. In the near term, downtown should focus on backfilling existing retail space. Where filling the space is not possible, a short-term program for filling windows should be considered.

The outlook for office in downtown is minimal with just over 44,000 square feet absorbed last year. The panel

believes that as critical mass increases and becomes more focused, new office development opportunities will emerge. Key industries that the city must focus on include traditional and evolving defense sectors, health care, sports medicine, sports technology, higher education, green technology, and tourism.

Hotels and other uses catering to visitors will become viable in reaction to new uses, recreational and park facilities, and an improved sense of vitality in the core. However, hotels and meeting space are unlikely to lead the new renaissance.

Arts and Entertainment Village

The panel recommends establishing a location for an Arts and Entertainment Village, taking advantage of the underused and vacant parcels in the southwest area of downtown. This village should be the target area for a proposed new combination baseball stadium and outdoor performance center, museums, science centers, and the myriad of other visitation uses that the panel feels are possible. This Arts and Entertainment Village can be anchored on its western side by a reimagined America the Beautiful Park (renamed Olympic Park) and act as a lure to both seasonal and casual visitors as well as existing and new downtown residents.

Planning and Design

The panel recommends that the various gaps in the Emerald Necklace be filled and that a program to promote and build new passive and active pathways, sidewalks, and transit facilities be considered so downtown can function as the walkable heart of the community.

The panel also recommends a series of public improvements focused on connecting downtown activities such as the Arts and Entertainment Village and America the Beautiful Park.

Implementation

The panel recommends that the multitude of organizations who are stakeholders in downtown be better organized to deliver services to their constituencies. This will be accomplished by presenting a unified message about downtown,

providing a better understanding of roles and responsibilities of each organization, and ensuring that the skill sets of various staff and board members are correctly aligned. It will also require undertaking very specific tactical and strategic projects to help solve immediate issues, provide a solid base, and build momentum for the long-term tasks to come. The panel also believes that establishing or enhancing new or existing partnerships will be an important step in leveraging key stakeholders such as the USOC, UCCS, and the military community.



The advisory panel during its deliberations at the Antlers Hotel.

Initial Observations and a Vision for Downtown

THE ULI/IDA TEAM HAD THE OPPORTUNITY to survey many planning and marketing-related documents and interview more than 120 people representing a cross section of the downtown and surrounding Colorado Springs community, including elected officials, government staff, community leaders and volunteers, residents, educational leaders, business owners, and developers. Key opportunities and challenges for downtown emerged from the panel's synthesis of the planning and marketing documents, interviews, walks, and tours, as summarized in the following five categories.

Big Picture

The image of Colorado Springs is one of an uncommon mountain setting of extraordinary beauty for a large American city. Primary freeway access is from the Bijou and Cimarron interchanges of I-25, and north/south access is on Nevada Avenue, but little exists to let a visitor know he or she has arrived. The Colorado Springs Visitor Center is south of the downtown core.

The pioneering, generous, and giving spirit of the people of Colorado Springs is highly valued in the community, but the city maintains a highly conservative course on fiscal matters.

Downtown and the surrounding region offer a highly diversified group of higher education institutions with a growing population of about 30,000 students, faculty, and staff, but they have limited engagement with downtown. Similarly, many "tent poles" of culture, commerce, open space, and recreation exist, but they have limited connection to one another and need to achieve critical mass and synergy to support urban living and create a sense of place.

Infrastructure

Downtown roads are well developed and maintained, but they are oversized at 90-plus feet with angled parking and medians, and they have limited treescape and bike racks, none of which is conducive to an urban lifestyle and the intimacy needed for a vibrant downtown. Downtown has more than 10,000 public and private parking spaces, but they are perceived as hard to find, unclear, and unsafe.

A tremendous supply of vacant land is available and ready for development, but a clearer strategy is needed to fill in the holes in a way that creates synergy, generates economic development, and builds community. The public sector owns some land and buildings in downtown but needs consensus on how to leverage this opportunity to encourage and optimize development through public/private partnerships and other mechanisms. Colorado Springs Utilities owns and maintains the supply and distribution system for all utilities, but the infrastructure is outdated and may not be able to meet the needs of future downtown growth.



A tremendous supply of vacant land is available and ready for development, but a clearer strategy is needed to fill the gaps in a way that creates synergy, generates economic development, and builds community.

Quality of Life

The early adopters of multifamily housing have pioneered downtown living, seeding the roots of a strong and vital high-density residential community, but basic retail amenities are lacking, and conflicts and land use incompatibilities need to be managed as part of the growing pains of urban living. Also, a concentration of workforce jobs exists, but so does a lack of workforce housing.

The needs of the homeless and the problems of loitering and panhandling evoke deep concern, but their concentrated presence and visibility in downtown, particularly in Acacia Park and on Bijou Street, create a public perception of fear and lack of safety.

An extensive and well-funded necklace of urban parks, open space, and trails encircles much of downtown. The gaps, when filled, will provide a complete open-space ring and a 10-kilometer race course.

The city has a wide range of effective legislative and regulatory tools for encouraging and incentivizing development, but they have been largely untapped.

Signature Attributes

Colorado Springs is the only city in America to host the headquarters of the U.S. Olympic Team and 22 individual sports governing bodies. However, the Olympics and the city have not fully leveraged the opportunities for the Olympic presence in and engagement with the community.

America the Beautiful Park is an iconic showpiece and major investment for the city; it has the opportunity to become Olympic Park but is isolated and difficult to access. This park has enormous potential to be not only a centerpiece for mixed-use development but also an integral part of the downtown cluster of visitation sites.

The city and its many institutions and arts groups have made great strides with museums and public art, but an emerging “underground” art scene of music, film, painting, pottery, sculpture, dance, and other arts can also contrib-

ute to the vitality of downtown. Many potential arts and institutional uses do not seem to be well coordinated.

The outdoors, nature, and the environment are greatly emphasized and respected, but the city has a limited supply of green buildings, green infrastructure, initiatives, and architectural design that respond to and incorporate nature.

Finally, the city has enjoyed rapid population growth and geographic expansion in past years but lacks a history and tradition of seeing downtown as a central core and community hub. Most of the emphasis has been on suburban growth to the north and east, and the community's collective focus has been on accommodating that growth (planning, infrastructure, utilities, and amenities) and not on downtown.

Getting It Done

A plethora of downtown plans, committees, and volunteerism exist, but they lack priorities, focus, and action regarding economic and real estate development. Numerous governing documents exist, but no mention of downtown is made in the 2012 Strategic Plan for the city.

The new strong mayor and city council form of government provides the opportunity for leadership, priority setting, and focus, but the many partnerships, boards, districts, and authorities make the division of responsibility and accountability difficult to track.

The history of Colorado Springs is one of demonstrated capability and accomplishment by a small group of private sector leaders, but strong, pent-up desire exists for greater inclusivity in the discussion of issues and decision making.

Last, the community is interested in and has the resources and capability for downtown development. It needs a clear champion, a person or group of people with the skill sets, commitment, and authority to build common ground and marshal the resources to achieve citywide goals in the immediate future.

Market Overview

UNDERSTANDING THE SOCIOECONOMIC TRENDS

that are affecting the study area can help planners and public officials identify the potential and pressure for future land uses. ULI believes that successful urban planning and land use policy can best be described as public action that generates a desirable, widespread, and sustained private market reaction. Therefore, Advisory Services panel reports typically are founded in an area's market possibilities.

Market Context

Downtown is a major employment center with a longstanding retail presence but is vulnerable to changing economic conditions and ongoing suburban competition. City, county, and federal government and other public service entities are major space users. From the private sector and nonprofit side, organizations such as Booz Allen Hamilton and the USOC are key space users. The existing retail core is a diverse mix of specialty boutiques and restaurants not found elsewhere in the region. A variety of high-quality cultural venues also exist that serve the broader community.

Economic Realities

An expanding job base in high-value sectors is critical to a region's economic health and ability to grow. The economic engines driving the Colorado Springs region are modest in scale. Current employment totals just 250,000 jobs. The defense presence is an economic driver: military jobs total 36,000, with 21,000 related civilian jobs. Only 16,600 jobs were added during the four-year boom cycle from 2004 to 2007 (7 percent of the area workforce).

The recession's effects caused the region to lose almost 15,000 jobs from 2008 to 2010. Minimal recent job gains have occurred, and no sector stands out as a strong economic driver; only 800 jobs have been added over the

last 12 months. Although the region's significant military presence has been a critical economic driver, defense spending cuts will likely limit long-term growth potential. No other major sector can be forecast to be a decisive growth engine going forward, although special opportunities may emerge given the region's unique strengths.

Office

Colorado Springs's central employment area is fairly small in scale. Private sector office space in the central business district totals just 3.4 million square feet, which is only 12 percent of the region's office market. Class A office space in the central business district is less than 1.8 million square feet. The district's net absorption totaled just 44,000 square feet last year.

As of the first quarter of 2012, occupancy has been stable at around 90 percent; however, there has been no meaningful office demand. The outlook is for minimal office demand in the near term as the public sector continues to pare back jobs, the private sector looks for clarity before expanding, and defense contractor cutbacks affect the suburbs.

The central business district of Colorado Springs contains 3.4 million square feet of office space.



However, the panel believes that as downtown's critical mass increases and becomes more focused, new office development opportunities will emerge.

Residential

Significant single-family housing options exist in the broader downtown area. Although modest, multifamily residential uses in the study area range from limited affordable-rental flats to high-priced, exclusive condominiums. Although the number of multifamily units is modest, demand is high. Occupancy in the central Colorado Springs submarket is exceptionally strong at almost 96 percent.



Recent downtown housing has been limited to higher-end loft units. The panel believes opportunity exists for lower-cost multifamily housing in downtown that could cater to younger families, empty nesters, young professionals, and students and provide the vibrancy and activity to begin a renaissance.

Although some newer, high-priced rentals have been added, the average rental rate is around \$750 per month (under \$1 per square foot). High demand, however, has recently driven the strongest rental growth in the region (6.5 percent).

The panel believes that pent-up demand exists for multifamily housing in downtown on the order of perhaps 250 to 300 housing units in a variety of styles and price ranges. The focus of this housing should initially be on studio, one-, and two-bedroom units catering to young professionals and families. In the longer term, capacity exists for 3,000 to 4,000 housing units, even perhaps as many as 6,000 units. Affordability, scale, and variety are the keys to making this happen. Target rentals should range

from \$800 to \$1,200 per month (\$1.25–\$1.50 per square foot). Smaller units and lofts (studio and one bedroom) will attract young renters, empty nesters, students, and professionals. A mix of condominium flats and townhouse units will attract younger families and empty nesters. The initial scale should look to individual projects of 100–150 units to ensure that supply and demand stay in balance.

The panel believes that a renaissance for downtown will depend upon additional residential that brings with it daytime and nighttime activity, street animation, and vibrancy. Also, residential is the prime ingredient for supporting new retail. As noted in ULI's *Ten Principles for Building Neighborhood Retail*: "Successful retail depends on successful residential neighborhoods. Retailing cannot survive in an environment of deteriorating neighborhood housing, declining population and homeownership rates, disinvestment, crime, and neglect. Most important, successful retail needs a growing number of high-quality residents because this is what retailers look for. High-quality residents are found in high-, medium-, and low-income brackets so, individually and as a group, residents need to take ownership of their streets and start changing the negatives in their neighborhoods so the environment is right to attract retailers."

Retail

Downtown retail is a diverse mix of shops and restaurants, with some higher-quality boutiques. Most shops are independents, with few national chains represented. Although these independents give the downtown character, retail reliance on them increases operational risk caused by narrower profit margins.

Some downtown retailers are reportedly struggling, and numerous long-term vacancies exist in prime locations. Although a unique draw, some retailers find suburban customers (especially from the growing northeast suburbs) increasingly difficult to attract because of greater shopping options.

Appropriate retail and entertainment to serve downtown's existing and expanded residential base does not ex-



The locus of downtown retail is Tejon Street. This downtown retail area consists of shops and a substantial number of bars and eating establishments that cater primarily to a younger, late-night crowd, most of whom live outside of town. The panel believes that more opportunity may exist for dining and retail establishments that rely less on late-night activity. New downtown residential space will bolster this approach.

ist; downtown has no grocery or drugstore and limited variety in affordable price points. Additional retail must be provided to attract these households. A centrally located market (25,000 square feet) will help serve the downtown housing market. As housing is developed, additional retail must be added to serve residents' needs. This could reach 100,000–150,000 square feet over time.

As noted, the key to improved downtown retail will be new residential development. In addition, any new cultural, arts, or sports venue will improve the viability of retail.

Downtown Visitor Market

The original concept of Colorado Springs was to create a high-quality resort community. The abundance of nearby outdoor activities offers a ready market for visitation to downtown, yet the panel believes this use is unrealized because of a lack of focus, critical mass, and marketing.

Visitors to the region total 5.5 million and bring in \$1.2 billion in spending. The supply of downtown meeting space is modest. The largest regional meeting facilities are at the Broadmoor (90,000 square feet), the Crowne Plaza (34,000 square feet), Cheyenne Mountain Resort (34,000 square feet), the Antlers (27,000 square feet), and the DoubleTree by Hilton (21,000 square feet). Hotel occupancy in El Paso County averages around 63 percent. Some key properties are operating above 70 percent on an annual basis. Only two major better-quality hotels exist in downtown: the Antlers Hilton with 292 rooms and the Wyndham with 50 rooms.

Much work has been done on identifying new visitation uses, such as a new baseball stadium for the Sky Sox, an outdoor venue for the philharmonic, a children's museum, a science center, and a U.S. Olympic Museum. Each of the proposed uses will need to conduct its own market

feasibility study; ensuring that these uses are functionally competitive is important. Market size, anchor-tenant requirements, and future growth projections (so that facilities do not become site bound) are an important part of the equation. The panel believes that although each of these proposed uses must stand on its own merits, closer coordination among these groups could reap huge rewards. One approach could be to consider shared facilities. For instance, Community Maritime Park in Pensacola combines a new modern minor league baseball stadium with a public park and outdoor amphitheater. If two or more entities can pool their resources, they can realize substantial cost savings and improve community support, which is so often fragmented by competing visions for single uses. In addition, whether facilities are shared or not, clustering a number of these facilities near the downtown core will certainly improve downtown visitation.

Finally, from a market perspective, improvements to existing visitation sites such as America the Beautiful Park, Acacia Park, and Monument Park and City Auditorium will help link various passive and active recreation and performance sites and enhance downtown pedestrian traffic.

As the visitor market expands, additional meeting space will be required. This demand could be accommodated in facilities associated with new visitor attractions, as well as new lodging or conference facilities.

Market Outlook

Proximity to Denver, established industries, low cost of living, outdoor and fitness culture, natural beauty, and high quality of life all contribute to positioning the region for future growth. The modest scale of the market and unclear growth prospects make identifying future economic drivers

difficult. Numerous sectors exist that could position the region to thrive in future.

Key industries include traditional and evolving defense sectors, health care, sports medicine, sports technology, higher education, green technology, and tourism. As businesses expand or move to Colorado Springs, downtown must proactively work to identify emerging opportunities and ensure they are “at the table” to advance downtown as the region’s “economic core.”

A kick-start to realizing the downtown potential will come from a variety of uses, including new visitation venues and urban multifamily residential, with specific focus on rentals for young professionals. A caution in this regard is that new development and redevelopment (product, scale, and pricing) must not overshoot demand to ensure near-term success and momentum.

Development Program

AS NOTED IN THE PREVIOUS SECTION, a development program must not overshoot demand. The themes and programs outlined in this section postulate suggested ranges and categories of uses and generalized locations. Specific projects must undertake focused market feasibility analysis to ensure that each is functionally competitive and that it is aligned with projected market absorption. The panel believes that some initial private sector development in residential is possible because of pent-up demand. On the public side, establishing a coordinated vision for downtown, coupled with development of various nonprofit uses and public uses and spaces, can build momentum for additional private sector investment.

Four Major Themes

As the panel reviewed existing plans and community documents, gathered impressions from the tours, and processed the 120-plus interviews, four major themes emerged:

1. *See downtown as an opportunity center*, a place for commerce, a base camp for the growing legion of visitors to enjoy all that is available in Colorado Springs and the region, and a clear economic engine attracting diverse investment expanding both jobs and tax base.
2. *Create a place where the young and the young minded live, work, and play and shop, wine, and dine.* Downtown should be a place where residents and visitors alike can come and enjoy an urban setting that highlights historic Colorado Springs while at the same time speaking to its future and unparalleled quality-of-life offerings. The panel strongly believes that downtown has the potential to be that unique, special gathering place.
3. *Make downtown relevant to Colorado Springs's citizens, the region, and the nation.* Clearly Colorado Springs, and

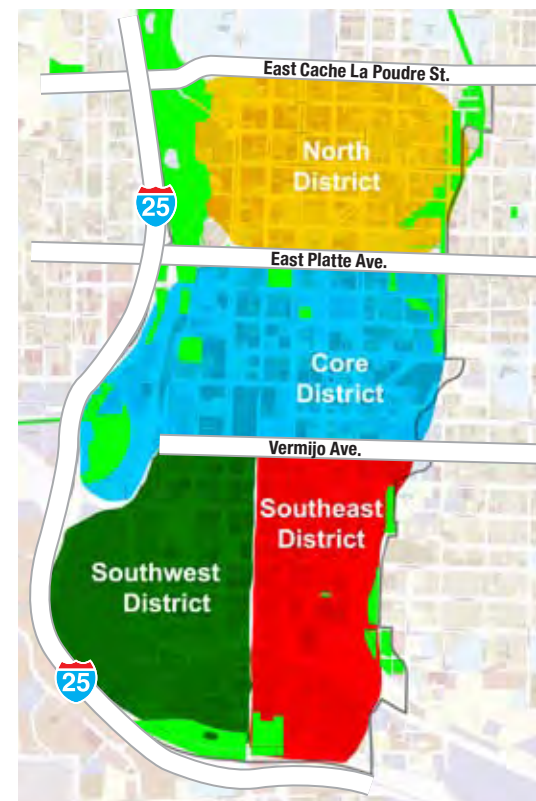
more specifically its downtown, has already accomplished much in the way of amateur sports infrastructure, cultural offerings, and lifelong learning through its fine educational institutions. Plans exist to expand upon the impressive foundation that is now in place. Downtown needs to be organized and vocal about what it has to offer now and in the future to the local marketplace and beyond. Downtown currently is an unvalued asset. That needs to change.

4. *Integrate into community programming the themes of wellness, fitness, and health and sports.* When one arrives in Colorado Springs, one immediately feels better, healthier, and more active. This affirmative attack on the senses needs to be marketed and celebrated. It should be part of the brand that Colorado Springs is known for. This community can mentor the rest of the country, and perhaps the world, on a quality-of-life issue that is increasingly moving to the forefront of our daily lives.

Key Development Components

Three major land use components (business development, entertainment venues, and residential) will help fulfill and nurture the outlined themes. Without focusing on specific sites, the panel has suggested generalized locations for these uses. To accomplish this, the panel has segmented the downtown area into four districts: north (N), core (C), southeast (SE), and southwest (SW). The figure depicts those areas.

The panel divided downtown into four broad areas.



Business Development

Use	Location	Timing	Community benefit	Brief description
Retail	C	S/M	ED, F, V, TR	Infill and targeted uses
Office	C, SW	M	ED, TR	Medium-sized office users
Incubator and co-work	C, SE, N	S/M	ED, SF, E, TR	Small business development
Hospitality	C, SW	M/L	ED, SF, V, TR	Full service, 200-plus rooms

Note: E = education; ED = economic development; F = family oriented; SF = shared facility; S/M/L = short, medium, long term; TR = expands tax base; V = visitor oriented.

Business Development

Retail, business, educational, and hospitality uses will be an important component of new downtown development. Whereas incubator space, some limited retail, and an initial university or college program could be achieved in the short term, the more robust educational programs, retail, and hotel uses will more likely be mid- to long-term developments.

Retail. Although few downtowns these days act as the community's premier shopping district, retail still provides a significant component of a healthy core. Downtown Colorado Springs enjoys a special blend of boutiques and specialty shops that give it a distinctive flavor, but the panel understands that significant turnover occurs.

As with residential, concentrating complementary retail in a defined area is a perfect example of the whole being greater than the sum of its parts. Tejon Street is the best location for retail, but extending into selected interesting side streets provides an opportunity for expansion.

A key to success is strategic placement of shops and services so they reinforce each other. Although more difficult to achieve in an area with multiple ownership, some communities have engaged in targeted recruitment efforts based on an analysis of desired (and likely) prospects. By the same token, they make a special effort to directly nurture and support existing businesses.

Business and Education. Although today's economy suggests a flat near-term demand for general office space, in light of potential growth in other areas some modest increase in demand for small business and startups can be foreseen.

Numerous studies have documented the attraction of a vibrant urban core to a younger generation of professionals.

In St. Louis, for example, several large law firms ultimately decided to resist the lure of the suburbs in response to the need to attract bright young attorneys.

Active downtowns also appeal to those of an entrepreneurial spirit. That can be encouraged through the establishment of business incubators and "co-working" facilities, where startups can share important support services. Equally important is the potential for idea sharing, networking, and even joint venturing.

Eventually, as these enterprises grow, they are more likely to have developed a passion for and sense of loyalty to the community—and especially to downtown—as a preferred business location. Of particular interest is nurturing and growing opportunities related to the themes of wellness, fitness, sports, and health.

Connections to UCCS, Colorado College, and Pikes Peak Community College can be especially helpful in this regard. So, too, could an outreach effort with the military, capitalizing on those who have served their tours of duty and, attracted by the local quality of life, have decided to start their new professional lives here. Use of existing office space or perhaps a purpose-built facility could house a variety of programs from UCCS and Pikes Peak Community College. Introducing students into downtown will help immediately by building vitality, activity, and visibility.

Hospitality. As downtown grows, eventually the need for more hotel rooms and associated meeting space will grow. The panel feels that in the mid to long term (three to five-plus years) downtown could accommodate a new full-service hotel with a minimum of 200 additional rooms near downtown.

The table outlines a notional program for use, location, timing, and community benefit for such elements.

Attraction Venues

The panel is impressed with the aggressive efforts to establish several new museums and attractions. Among these are a 40,000-square-foot children's museum, a 50,000- to 75,000-square-foot Olympics museum or hall of fame, and a 60,000-square-foot science museum. Collectively, they are projected to draw well over 500,000 visitors annually.

Impressed with the positive effect minor league ballparks have had on locations such as Oklahoma City, the city has a degree of interest in relocating the minor league baseball team to downtown. The panel supports this initiative and further recommends that it be designed to function as an outdoor performance venue, as noted in the "Market Overview" section of this report. Care should be taken with the specific site and point of entry. Downtown Fresno is a case in point, where the ballpark is a block from the main street but the entry is several blocks away, thus limiting the ballpark's impact.

Given the projected growth in visitor activity and limited meeting space available in the community, a need for an additional conference facility will eventually emerge. The panel urges that such an undertaking be predicated on a rigorous examination of how such a center would address gaps in size, price, and scheduling.

If and when such a facility is to be built, it should be located downtown, close to the proposed attractions referred to in this report, convenient to supporting hotels and the downtown retail core. Furthermore, its design should avoid presenting a blank street frontage.

The panel recommends these and complementary uses be located within what the panel is calling an Arts and Entertainment Village. Locating these uses in proximity to each other establishes an anchor destination—the so-called cluster effect. It also offers opportunity to share certain support uses, such as parking for visitors' cars and buses. The panel uses the term "village" to suggest a lively, mixed-use environment with activity throughout the day and week.

This is intended to be a long-range organizing strategy for the location of community-serving attractions. The Dallas Arts District that has received recent favorable publicity actually started as a concept in 1977; individual venues have been completed each four to five years since then.

A complementary component for these visitation venues should be a reimagined America the Beautiful Park connected to the Arts and Entertainment Village. This reimagined park is covered in more detail in the next section of the report.

The table outlines a notional program for use, location, timing, and community benefit for such elements.

Cultural and Entertainment Village

Development	Location	Timing	Community benefit	Brief description
Adopt and create a cultural and entertainment village strategy	SW	S	ED, anchor	Mixed-use "village"
Children's museum	SW	M	C&E, ED, F, V, SF, E	40,000 sq. ft.; 250,000 visitors
Olympics museum/hall of fame	SW	M	C&E, V, F, SF, E	50,000–75,000 sq. ft.; 22,000 visitors
Science center	SW	M	C&E, F, V, ED, E	60,000 sq. ft.; aviation and technology oriented
Baseball park/ Outdoor performance center	SW	S/M	C&E, ED, F, V, SF	12,000–14,000 seats for AAA and amateur use
Conference center	SW	L	ED, SF, V, E	Lead with feasibility analysis
Supporting mixed-use development	SW	M/L	ED, SF, V, TR	Residential, retail, and other commercial

Note: C&E = cultural and entertainment; E = education; ED = economic development; F = family oriented; SF = shared facility; S/M/L = short, medium, long term; TR = expands tax base; V = visitor oriented.

Residential

The panel heard from numerous interviewees that more residential living in downtown is a high priority, and the panel wholeheartedly agrees. The panel was encouraged to learn of the active interest of several developers in specific locations of the downtown core.

Income diversity is a goal, ranging from transitional to high end. The most immediate need is for 250–300 moderately priced apartments. Furthermore, they should be focused on the downtown core to provide the kind of density that energizes street life and supports related shops and services.

Artists are often on the leading edge of emerging neighborhoods. For them, proximity to existing studios and performance spaces throughout downtown may be most appropriate.

The panel is intrigued with the potential for providing student housing downtown. It would not only boost the downtown population but also has the potential to further strengthen relationships with the several institutions of higher learning in Colorado Springs. The table outlines a notional program for use, location, timing, and community benefit for such components.

Residential Development

Strategy	Location	Timing	Community benefit	Brief description
Market-rate housing (81% or more AMI)				
Multifamily	C, SW, SE	S/M	ED, F, TR	Mid-rise, focus on core
For sale	C, SW, N	M	ED, F, TR	Townhouses and mid-rise
Student housing	C, N	M	ED, E, TR	Tie to education collaboration
Affordable housing (30–80% AMI)	C, SE	S/M	ED, TR, F	Workforce housing
Transitional housing	C, SW, SE	M	ED, F	Address homeless need

Note: AMI = area median income; E = education; ED = economic development; F = family oriented; S/M = short, medium term; TR = expands tax base.

Planning Context

THE PANEL CONGRATULATES THE CITY on the adoption of its new form-based development code. The city must stick to its guns on the application and implementation of this policy. Some initial hiccups and controversy with its application may arise, but in the long run downtown should reap long-term benefits. Focusing on the form of buildings, ensuring an urban streetscape, allowing for a mix of uses, and providing for a downtown-specific design review board will, over time, establish the urban character that downtowns need to differentiate themselves from the rest of the urban area.

Greenway Loop

Completing the Emerald Necklace greenway loop around the downtown core is a critical first step. Most of the multi-use trail system is already in place; filling in the missing gaps will provide a continuous bicycle and pedestrian trail for both downtown users and regional residents. Park landscaping, amenities, and entrances from downtown also need attention in certain areas of the loop, particularly in the Monument Valley and Fountain Creek Park areas.

Gateway Treatments

Several key gateways into downtown exist. The new bridges from the west on Colorado Avenue and Cimarron Street are good beginning gateway treatments. Further enhancements for these and all of the major gateways are needed to establish a clear sense of arrival into downtown, including architectural features, signage, and landscaping. A unifying theme for all of the gateways should be developed and similar treatments established at the other key gateways:

- The South Nevada Avenue and South Tejon Street pair at the southern end of downtown;

- The North Cascade and North Nevada avenue pair at the north end of downtown; and
- Along Pikes Peak and Platte avenues from the east.



The Emerald Necklace and major cross streets are the central organizing features for downtown.



Signage and wayfinding improvements at the Bijou and I-25 interchange will help travelers navigate the downtown area.

Connectivity

Bicycling is an integral part of the Colorado Springs culture. The panel recommends further actions to encourage bicycling as both a commuter option and a recreational activity. East–west and north–south bicycling connections to the near-downtown economic drivers and assets such as Colorado College, the U.S. Olympic Training Center, and Memorial Park and the greenway loop around downtown are critical. Short-term actions include a “complete streets” implementation along Tejon Street from Cheyenne Boulevard south of the study area to its northern terminus at Colorado College. East–west connections along Vermijo Avenue, Pueblo Avenue, and Costilla Drive to Shooks Run and Memorial Park are also recommended. Providing more bike racks throughout downtown will further encourage bicycle use. Long term, the panel recommends integrating bicycle lanes and complete streets features throughout downtown and connections to more distant economic drivers and assets such as the UCCS campus, the Broadmoor resort, and the Garden of the Gods area.

A concentrated effort should be made to provide better connections and integration with the Monument Valley–Fountain Creek and Shooks Run Greenway around downtown so that it feels more like an integral part of downtown rather than the edge or a barrier.

Automobile and vehicular transportation throughout the Colorado Springs region is excellent. None of the major regional assets is more than ten or 15 minutes away by car.



Improved connectivity and gateway treatment in and around America the Beautiful Park provide an opportunity to showcase downtown to hundreds of thousands of travelers who use I-25 annually.

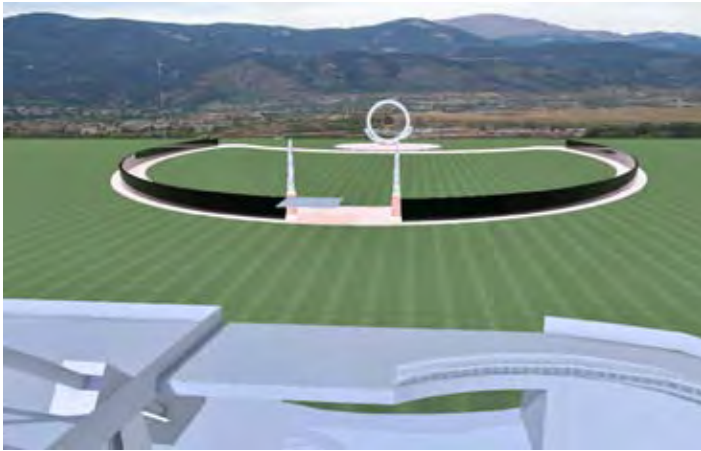
The panel believes a need still exists to strengthen some of the more urban connections, such as Pikes Peak and Nevada avenues, with landscaping and other hardscape improvements to improve the experience of the traveler from one venue to another and to create an attractive corridor from these major anchors into downtown.

As previously mentioned, encouraging alternate modes of transportation, such as walking and bicycling, throughout the region is also important with the integration and implementation of a citywide bicycle network. In the short term, the panel believes that the reinstitution of the downtown shuttle or trolley can unite some of the more spread out downtown attractions and assets. In particular, the panel recommends a loop trolley along Cascade Avenue and Tejon Street from Pikes Peak Avenue to Colorado College as a good short-term implementation action. As more development occurs south of Pikes Peak Avenue in the future, the trolley could be extended farther south to Fountain Boulevard.

As residential densities increase and stronger financing options emerge for operating costs, fixed-guide transit options such as streetcars or even bus rapid transit could be explored. This option will require the understanding and support of elected and civic leaders in the city as well as Colorado College and UCCS. North–south connections from the Broadmoor through downtown to the UCCS campus and east–west connections to the U.S. Olympic Training Center and the airport could be very beneficial for downtown and the entire region. Although a streetcar feasibility study has already been completed, the panel believes the existing transit system finances and necessary employment and residential densities permit this option only in the medium term.

Olympic Park

The panel suggests that the city undertake the appropriate organizational and fiscal initiatives necessary to rebrand and redevelop America the Beautiful Park as Olympic Park. Two physical changes (suggested by interviewees) that the panel strongly supports are as follows: (a) an Olympic Wall



of Honor and (b) an iconic footbridge connecting the park to downtown. Either or both of these projects will require close coordination with the USOC. Around the world such civic or public projects have been successfully planned and implemented through a design competition.

The Olympic Wall of Honor would be designed with a low-profile monument structure similar to the Vietnam Veterans Memorial in Washington, D.C., and would accommodate the names of U.S. Olympic athletes since the start of the modern games in 1896. This monument would surely attract large numbers of visitors and be a landmark facility that would more closely link the USOC headquarters and its host city.

The footbridge could be called the America the Beautiful bridge and provide access from the southwest area of downtown across the railroad tracks to the park. Located at the terminus of Vermijo Avenue, it would make an essential connection from the southwest area of downtown and add to the cluster effect for other visitation uses outlined in this report. Such a bridge should be an iconic architectural statement that is visible from nearby roadways and perhaps from the interstate.

Two other notes related to the park area. First, the panel felt the Julie Penrose Fountain should continue to be lit at night. This fountain (serendipitously, a ring that is consistent with the Olympic symbol) provides a wonderful bookend for the Arts and Entertainment Village and frames the mountains in the background. Second, consideration should be given to installing a large-format sign or sculpture of the Olympic rings that is visible from I-25. The rings would serve not only as a landmark for the many passersby but also as a potential gateway or wayfinding feature for the new Olympic Park.

These two drawings show how America the Beautiful Park can be transformed into Olympic Park with the construction of a pedestrian bridge over the railroad and the establishment of the Olympic Wall of Honor.

Other Public Realm Improvements

Great cities have great public spaces. Downtown Colorado Springs has good public spaces and has made significant streetscape improvements within the public realm. The panel believes that additional improvements are warranted to achieve the level of “greatness” the community desires. Two major parks and other public spaces warrant immediate attention.

The city of Colorado Springs has an active and vibrant public street art initiative. The extension of this initiative into the new Arts and Entertainment Village will provide a visual and emotional link with the traditional core of downtown.



Acacia Park

Acacia Park should serve as the central public space in downtown Colorado Springs, a downtown neighborhood gathering space. An overall cleanup of the park is required, along with new landscaping, demolition of the former police substation, and installation of other park amenities. Activity programming is also key in activating the space and making local residents feel it is their front lawn and develop an emotional attachment to the space, similar to how Bryant Park in New York City was transformed. These activities are discussed further in the “Implementation” section.

Monument Valley Park

The existing recommendations for improving Monument Valley Park should be implemented so that it begins to create the feel for the west part of downtown that Shooks Run has along the east side. It can become a neighborhood amenity for bicyclists and other recreational users. Rather than serving as the edge or the western barrier to downtown, Monument Valley Park needs to become an integral part of downtown.

Streetscape and Public Realm Improvements

Colorado Springs has already begun to address the issue of walkability and the pedestrian-friendliness of downtown with the addition of pedestrian bump-outs and landscaping at downtown intersections, landscaping, and the return of medians along Nevada Avenue. The panel recommends continuation of this streetscape program throughout downtown. Two specific actions are recommended in the retail core:

- Establishment of or allowance for café platforms along Kiowa and Bijou streets between Nevada and Cascade avenues, the reduction of traffic from three lanes to two, and the addition of bike lanes along the Bijou-Kiowa one-way pairs; and
- Reduction of traffic lanes along Tejon Street from three to two lanes and introduction of bicycle lanes on both sides of the street for its entire length from Cheyenne Boulevard on the south to Colorado College to the north.

Public Improvements and Amenities

Improvement or amenity	Location	Timing	Community benefit	Brief description
Greenway loop	Downtown	S/M	F, V, WFHS	Fountain Creek improvement
Gateways	Downtown	S/M	F, V, ED	Identify and improve
Connections	Downtown	S/M/L	F, V, WFHS	Pedestrian- and bike-friendly
Public space and public realm	Downtown	S/M/L	F, V, WFHS	Parks and right-of-way

Note: ED = economic development; F = family oriented; S/M/L = short, medium, long term; V = visitor oriented; WFHS = wellness, fitness, health, and sport.

Implementation

IN ADDITION TO THE DOWNTOWN Solutions Team created by Mayor Steve Bach, among the many organizations Colorado Springs is lucky to have focused on its various functions are the following:

- Downtown Partnership (a membership organization that advocates for all of downtown while providing strategic guidance and administrative support to the business improvement district, or BID, and Downtown Development Authority);
- Greater Colorado Spring BID (a public/private partnership funded by a property tax assessment and dedicated to public space beautification and maintenance, parking and transportation service, and marketing);
- Downtown Development Authority (a public/private partnership funded by a property tax assessment dedicated to economic development and growth and downtown revitalization);
- Community Ventures (a nonprofit organization supporting the arts in downtown);
- Colorado Springs Urban Renewal Authority (with a board appointed by the mayor and approved by the council, manages urban development projects, including some in downtown);
- Greater Colorado Springs Chamber and Economic Development Corporation (a newly merged entity that supports business and economic development, including retention, expansion, and attraction); and
- The Convention and Visitors Bureau (marketing arm for the region appealing to locals, tourists, and groups).

A special opportunity exists to channel this energy and organizational capacity into a dynamic force for the heart

and soul of Colorado Springs to create a downtown champion.

Steps for a Consistent Message

Led by the Downtown Partnership, each organization and the city of Colorado Springs can choose to orient its relevant marketing messages, speaking opportunities, plans, and policies in support of downtown Colorado Springs as the cultural heart of the city. Downtown Colorado Springs should be considered as not just another neighborhood, but as the vibrant, beating heart of the city—a community gathering place, a family destination, and the jump-off point for tourists and travel groups here for a mountain experience. In addition, focus on the core, the Tejon Street corridor and its cross streets, is important.

Other strategies that will help formulate and disseminate a common message and vision include the following:

- Meet with Colorado College, UCCS, and Pikes Peak Community College to introduce the new message.
- Conduct a semiannual update meeting to spread the word. Staff and key board representatives can share how they have been coordinating their downtown efforts. This meeting should include not only the groups previously mentioned but also the education institutions. Carefully manage the invitation list of the semiannual downtown update to build stronger bonds within the city and the region.
- Identify the existing communication channels and create new channels to share the downtown message.
- Consider preparing a media briefing book and an introduction piece for local and regional citizens.

A final note on message: the panel recommends that at the time of the next BID renewal, the city return to the previous name of Downtown Colorado Springs BID.

Operations of Key Downtown Organizations

The next three points specifically address the operations of the key organizations: Downtown Partnership, BID, and Downtown Development Authority.

Evaluate Staff Functions

Strong new organizational procedures can invigorate the appropriate board and staff, creating energy and removing obstacles to efficiency and accomplishment. A first step could be analyzing work functions to ensure that staffing is consistent with what needs to be accomplished. Job descriptions should align with the functions to be performed. The next step could be to initiate consistent and job-description-based evaluations of staff.

The executive director who leads these organizations must have specific characteristics that have proven effective in successful downtowns throughout the country. Passion, dedication, entrepreneurial spirit, and sound knowledge of best practices in downtown management are all important. Also crucial is the capability to strongly and sensibly advocate for the downtown efforts and the positions taken by the board of directors and to work smoothly with board members, staff, volunteers, local and regional politicians, and multiple organizations within the community.

Staff must provide support for all boards and committees. An annual schedule of meetings should be devised to make the work of volunteer board and committee members easier to manage.

To start this process, all staff members should be evaluated against the appropriate job descriptions.

Evaluate Board Functions

Job descriptions for board members can be updated to be very specific about the work their volunteer efforts are intended to accomplish and the time that is estimated it

will take. Action plans should be developed and adhered to. This can be followed by self-evaluation of the boards of directors, repeated on an annual basis.

The panel also recommends that boards represent their members and ratepayers. The Downtown Partnership board should consist of business members, including a mix of small and large business owners. It should also include representatives from the other three boards. The BID board should consist of at least 50 percent property owners with a strong representation of business owners and include representatives from throughout the district, with a focus on the Tejon Street Corridor. The Downtown Development Authority board should be representative of the area without a preponderance from any category.

The panel recommends that when recruiting board members, great consideration be given to skill sets and commitment, especially as it relates to availability for regular meeting participation. All boards should represent their constituents in ethnic and gender diversity to spread a broader net among the members and ratepayers for board involvement. Term limits allow rotation of board members, and annual board elections ensure representation in each of the broad areas.

Assess Relationships

Strong relationships supporting downtown efforts should continue to be fostered among the five primary organizations (Downtown Partnership, BID, Downtown Development Authority, the Greater Colorado Springs Chamber and Economic Development Corporation, and the Convention and Visitors Bureau). The primary advocacy role should be assumed by the Downtown Partnership executive director.

Each organization within this group should be clear in its functions and responsibilities, using standard channels for communication and effort. Contracts should be updated or established for specific services provided by the staff of the Downtown Partnership.

Each organization should consider establishing ground-floor offices in downtown, preferably on Tejon Street or another primary street with foot traffic. Such a presence

would allow these organizations to better interact with their members, ratepayers, and target markets. This location can also offer the Colorado Springs Police Department foot patrol and the volunteer ambassadors a public face. Finally, the panel recommends that the mayor's Downtown Solutions Team or similar independent entity take on the responsibility of spearheading and overseeing an evaluation process that quantifies, qualifies, and establishes the appropriate roles for each organization.

Short List of Successes

Colorado Springs and its downtown organizations need to continue to establish a record of accomplishment and success to help fuel the efforts for the larger downtown renaissance. To that end, the panel recommends that the following "early wins" be considered as a means of demonstrating the downtown communities' ability to lead this renaissance.

Programming of Public Space

A key component of the team's recommendation to ensure a safe and clean Acacia Park is programming that space. Many activities could be considered. Here are a few ideas:

- Health fair;
- More farmers markets;
- Bicycle rally;
- Pet parade;
- Seasonal art shows;
- College student events;
- Concerts partnering with the Colorado Springs symphony; and
- Seasonal family activities for Halloween, Christmas, and spring.

In addition, Police Department volunteers wearing lime-green t-shirts and patrolling the streets during the summer will help brand and identify the park and the volunteers. The panel suggests this program be augmented to include

a bicycle or Segway patrol to provide eyes on the street and serve as ambassadors. Together they would help activate the downtown space. The ambassador program could be a joint effort between the Colorado Springs Police Department and the BID. Their uniformed appearance, whether staffed by Police Department or BID personnel, will give confidence to people walking, shopping, and dining.

Another opportunity to improve downtown walkability and supplement the Art on the Street program of Community Ventures would be to institute a Fill the Windows program, whereby artists are solicited to display their works in windows of vacant buildings. Tying into the proposed city initiative to adapt the Build a Better Block program is suggested.

Outdoor Amenities

Around the world, outdoor spaces and gathering places are increasingly catering to populations that make use of new technologies by connectivity (Wi-Fi and WiMax) and electrical outlets. The panel suggests that such systems be considered for specific locations such as Acacia Park or for the entire downtown. As streetscape improvements such as a new security camera system are made, the panel recommends that a Wi-Fi or WiMax transmitter be considered as part of the improvements.

Parking

The perception of parking in downtown Colorado Springs is negative, but opportunities exist to bring a positive perspective to vehicle movement. The supply is sufficient; city, county, and private lots and garages have more than 10,000 spaces. Effort should be focused on clarifying access, improving maintenance, cleaning up, and lighting such facilities.

Time requirements on meters should be reconsidered. One-hour meters hamper normal shopping or dining options. The panel recommends that all downtown parking meters allow at least 1.5 to two hours.

A concerted effort should be made to evaluate parking pricing. By national average, Colorado Springs parking



The panel believes that the downtown has a more than sufficient supply of surface and structured parking. Effort should be focused on clarifying access to, improving maintenance of, cleaning up, and lighting such facilities.

fees are low. As the downtown population and economic activity increase, consider raising rates. Also, the Parking Enterprise should consider dedicating some garage space to support the suggested new housing in downtown, as it develops.

Business Assistance

Support of downtown businesses is a crucial component of successful downtowns. Across the nation, more than 65 percent of job growth involves existing businesses within a community. Joining with the city of Colorado Springs economic development efforts and the programs of the Chamber of Commerce will help jump-start this new program of the Downtown Partnership.

The downtown organizations and the city should consider creating a complete database of existing businesses and establishing a schedule to talk to them about their needs. Annual surveys can be taken through personal visits, mail, and e-mail or online. Downtown Sacramento has developed a remarkable resource through an annual Business Walk that includes staff, students, volunteers, and public officials. Issues to champion on behalf of businesses could include workforce development; access to technology or online presence; cooperative marketing; and local, regional, and national funding sources as they are needed.

Homelessness

The panel applauds the mayor and the city of Colorado Springs for suggesting a Homeless Summit. This idea and

past effort show that the city recognizes the problem and has at least begun to address the issue. The panel wishes them luck in their endeavors and offers a few comments and suggestions.

Burlington, Vermont, has instituted a community outreach team, collaborating with social agencies and law enforcement to proactively address needs and appropriate responses on a case-by-case basis. In St. Louis, the BID regularly employs homeless people as part of its litter patrol services and has provided funding to support establishing a comprehensive support services center.

Community courts have been established in several cities to provide prompt, informed, and appropriate adjudication of arrests related to aggressive panhandling and other quality of life—related crimes. Disposition of cases may involve reference to treatment programs, community service, or incarceration.

The city should consider adopting a ten-year plan to end homelessness, following what cities across the country are doing. Buy-in from entities and organizations throughout the region are important. The involvement of downtown churches and social service agencies in solutions is a sensible consideration.

Panhandling

The comfort of those who walk the streets of downtown Colorado Springs to work, shop, or just enjoy them should

The Catholic Charities soup kitchen at midday. The homeless and panhandling issues in the core of downtown are serious. Solving these issues will require both partnerships with social service providers and strict enforcement of ordinances and policies.



be ensured. Enforcement of any ordinances that address loitering and aggressive panhandling is important.

The panel cannot stress enough the power of a “trigger event” in successfully launching such a program. Of note is a proposed ordinance banning panhandling that will soon reach City Council. Activation of the public realm and augmentation of the ambassador program will serve to calm panhandling and issues of homelessness. Finally, consideration should be given to a sidewalk management ordinance that focuses on a six- to eight-foot clear zone for pedestrians to help eliminate vagrants from “claiming” sidewalk space and conducting a passive form of panhandling that may not be covered in the proposed ordinance.

Excessive Noise and Nuisance

Issues of conflict in the downtown environment need to be addressed. Perceptions and realities must be resolved. The Downtown Partnership can lead the way in bringing the affected parties together to find solutions. An important action that will help the city find solutions will be to involve, early in the process, those property and business owners who would be affected by any regulation to limit excessive noise.

Conclusion

THE PANEL VISITED COLORADO SPRINGS during one of its most difficult weeks in many years at the time of the Waldo Canyon fire. The panel members offer their condolences and thoughts for the victims of that fire. It is a testament to the spirit of the citizens of Colorado Springs and especially the local leadership involved in this panel that they were able to continue to participate in the panel process and that well over 100 members of the public were able to participate in the interviews and attend the panel presentation.

The panel recognized the many ideas, qualified organizations, and dedicated stakeholders that have developed over the recent history of Colorado Springs—all following in that pioneering spirit present at Colorado Springs's conception.

The panel has recommended long-term development strategies to build capacity along with projects such as the Arts and Entertainment Village and residential development that can cement Colorado Springs's prominence in the region, the state, and the nation. The panel has made recommendations for short-term analyses of existing policies, processes, programs, and organizational structures that should begin to rebuild confidence, understanding, and ownership around the priorities for downtown Colorado Springs. The panel has also suggested some short-term early actions that can help downtown build some momentum and interest in its revitalization. The short-term, immediate actions should emphasize the necessity for a safe, clean, and green downtown where both residents and visitors choose to shop, wine, dine, and to play, work, and live.

Colorado Springs is in a period of transition, and the time has come to seize the moment, rise to new heights, and inspire new attitudes. The time has come for public sector

leadership through its new form of municipal government with both the mayor and City Council to work as a team in building consensus around bold change in challenging economic times. The time has come for private sector leadership to encourage new and younger leaders to emerge who represent the face of Colorado Springs today to join in building the future. Both public and private sectors must engage in a partnership of focused planning for downtown and find every opportunity to incorporate the details of their efforts into all collective and individual communication. All written and spoken materials and messages must be consistent and broadly distributed.

Processes, procedures, and decision making should be demystified so that a clear understanding exists of how things work. Obstacles to business retention and development must be removed, policies and processes streamlined and simplified so that efficient and timely conclusions to issues that drive business survival and success become the order of the day.

The time has come for increased coordination and collaboration among the numerous organizations, boards, commissions, committees, authorities, and task forces to better clarify responsibilities, to consolidate functions where they overlap, and to share often-scarce resources for greater efficiencies and effectiveness.

A consideration for broader citizen involvement in many cases may also be appropriate to develop enthusiastic advocates, hand in hand with strong buy-in and ownership for ongoing and new initiatives. The time has come for engagement with the USOC and the Olympic governing bodies to leverage their unique presence and reinvention of America the Beautiful Park as Olympic Park including an "Olympic Wall of Honor" and an iconic footbridge connecting it to downtown.

The opportunities for capitalizing upon the existing built and natural assets in downtown, the possibilities for increasing options for downtown activities that bring families and all ages into the heart of the city, and the chance to bring new vitality with improvements to the public realm, increased public safety, and future housing along with new arts, cultural, and entertainment amenities can propel downtown Colorado Springs to an exciting, elevated stature comparable to the majesty of the natural peaks and beauty that is its “front porch” and seen from every vista.

The time has come to communicate a clear vision for downtown—what downtown can mean for greater Colorado Springs; the dreams for downtown’s prominence in the region, state, and nation; the strategies the city will adopt to keep people shopping, wining, dining, playing, working, and living in downtown. Downtown’s brand must be on the lips and in the thoughts of every business owner and resident of the city. The culture of Colorado Springs must identify with downtown. And, perhaps most important, the time has come to identify the champion for downtown Colorado Springs’s future: the right organization to focus the vision, implement the plans, govern, and lead.

During the panel’s visit it had the great fortune to tour the Olympic Training Center. Among the many inspirational messages and quotes on the wall of the center was one that stood out: “Success is a journey not a destination.” The remainder of that quote from Arthur Ashe is, “The doing is usually more important than the outcome.” From the panel’s perspective this seemed very appropriate to the situation currently faced by the city. This observation seems to reach out to this time in the history of Colorado Springs, and it is in this same spirit that the panel makes its recommendations.



About the Panel

William H. Hudnut III

Panel Chair

Chevy Chase, Maryland

Former four-term mayor of Indianapolis and member of Congress, author, public speaker, TV commentator, think-tank fellow, and clergyman, Hudnut is a senior fellow emeritus at the Urban Land Institute in Washington, D.C.; a lecturer at Georgetown University; and a principal in his own consulting firm, Bill Hudnut Consultants.

Hudnut is probably best known for his 16-year tenure as mayor of Indianapolis, 1976–1991, during which time he used sports to leverage economic growth and maintained the city's Aaa bond rating. His stated goal was to build a "cooperative, compassionate, and competitive" city. He established a national reputation for revitalizing his Midwestern city and came to be regarded as an entrepreneurial leader willing to take prudent risks. He spearheaded the formation of a public/private sector partnership that led to Indianapolis's emergence during the 1980s as a major American city. A past president of the National League of Cities and the Indiana Association of Cities and Towns, Hudnut helped Indianapolis record spectacular growth during his 16 years in office.

As a member of Congress, Hudnut sponsored 17 bills that became public law. He has recently stepped down as mayor of Chevy Chase, Maryland, and as a member of the board of the National League of Cities. He was a member of the Millennial Housing Commission appointed by Congress during 2001–2002. Prior to his entry into public life, as a clergyman he served churches in Buffalo, New York; Annapolis, Maryland; and Indianapolis, Indiana. After leaving the mayor's office, Hudnut held posts at the Kennedy School of Government at Harvard, the Hudson Institute in

Indianapolis, and the Civic Federation in Chicago, before assuming his position with ULI in 1996.

A much sought-after speaker, Hudnut is also the author of *Minister Mayor* (1987), a book reflecting on his experience in politics and religion; *The Hudnut Years in Indianapolis, 1976–1991* (1995), a case study in urban management and leadership; *Cities on the Rebound* (1998), an analysis of clues to the successful city of the future; *Halfway to Everywhere* (2003), a portrait of America's first-tier suburbs; and *Changing Metropolitan America: Planning for a More Sustainable Future* (2008). Through his writings and the programs he has organized, his work at ULI has concentrated on promoting responsible leadership in the use of the land and in building vital, sustainable metropolitan areas.

Hudnut is the recipient of many awards, including Princeton University's highest alumni honor, the Woodrow Wilson Award for public service (1986); *City and State* magazine's Nation's Most Valuable Public Official (1988); the Rosa Parks Award from the American Association for Affirmative Action (1992); and the Distinguished Public Service Award from the Indiana Association of Cities and Towns (1985).

Hudnut graduated from Princeton University with high honors and election into Phi Beta Kappa. He graduated summa cum laude from Union Theological Seminary in New York City. He has received honorary degrees from 13 colleges and universities.

Walter Bialas

Alexandria, Virginia

Bialas is a seasoned real estate professional with more than 25 years of creative problem-solving experience in the consulting, banking, and development industries. By

virtue of a long-standing career in evaluating real estate across the United States, he has comprehensive knowledge of all the major markets and property types, as well as a particular strength in quickly assessing market dynamics and their implications on project feasibility.

As senior market adviser at PPR/CoStar, his role was to enhance the research capabilities of both companies and expand the potential services available to clients in the Washington, D.C., region. Prior to this, Bialas oversaw Madison Marquette's research function as part of its investment and acquisitions team for retail properties across the United States. Before his work at Madison, Bialas established an internal real estate consulting group at PNC Bank. During his 14-year tenure with PNC, he provided custom market due diligence in support of the bank's commercial underwriting process, evaluating unique location dynamics, market issues, and the reasonableness of pro forma assumptions. Projects evaluated at PNC ranged across the United States and covered all the major property types, with special expertise in mixed use, retail, and affordable housing.

Before joining PNC, Bialas spent ten years with the national consulting practice of GA/Partners—Arthur Andersen in Washington, D.C. While a senior manager there, he advised clients on the market and financial feasibility of proposed projects across the United States.

Bialas is an active Urban Land Institute member. As part of his ULI commitment he has completed seven national advisory panels, addressing a variety of downtown master planning and redevelopment issues. He also served on the Pittsburgh District Council's executive committee. In addition, he is a long-standing member of the International Council of Shopping Centers and has served as the chair of its North American Research Task Force.

Bialas received his bachelor's degree in urban studies from Albright College in Reading, Pennsylvania, and his master's degree in city and regional planning from Catholic University in Washington, D.C.

James A. Cloar

Tampa, Florida

Cloar recently served as the interim president of the Washington, D.C.-based International Downtown Association (IDA) and has been the CEO of downtown organizations in St. Louis, Tampa, and Dallas. He also has been a partner/principal of an international urban design consulting firm and previously headed the staff of the Urban Land Institute in Washington, D.C.

He is on the board of directors of the National Civic League, the Tampa Housing Authority, and the international editorial board of the *Journal of Town and City Management*. Cloar has been a consultant or adviser to more than 50 cities across the United States and abroad and, in May 2011, he was a featured speaker at the 14th International Business Forum in Shanghai, China, where the theme was retail consumerism.

Cloar served 19 years on the IDA board of directors and is a former chair of the organization. In 2009, IDA presented him with its Individual Achievement Award. He is a past chair of ULI's Public-Private Partnership Council and has been on ULI Advisory Services panels addressing downtown planning and development for Raleigh, Orlando, New Orleans, Charlotte, Denver, and Oklahoma City. He is principal author of the ULI-published book *Centralized Retail Management: New Strategies for Downtown*.

David Gazek

La Selva Beach, California

Gazek has over 20 years of experience in commercial, residential, and mixed-use real estate for land development, redevelopment, corporate facilities, and the turnaround of distressed assets, involving mid- and high-rise, podium and garden construction. He is an accomplished team leader, negotiator, creative problem solver, and consensus builder, especially in the areas of strategic planning, public/private partnerships, and development management, and has a strong client/customer focus.

Currently Gazek serves as a real estate adviser and management consultant. Most recently, he was a principal with AECOM, where he led the Real Estate Advisory Group in the western United States. Prior to that he was senior vice president with Federal Development, where he managed the master planning, design, market and financial feasibility, and entitlements for a 340-acre, mixed-use resort on the Monterey Peninsula in California as part of the conversion of the former Fort Ord Army Base. He was also senior vice president with AIMCO, where he led the development and redevelopment of apartments in the western United States (conventional and affordable), consisting of 10,000-plus units and a construction value of nearly \$700 million.

Prior to that Gazek was a corporate real estate and workplace consultant with Sun Microsystems, engaged in portfolio planning and change management for over 6 million square feet of office space. He was also a housing development consultant with the University of California, Santa Cruz, where he helped facilitate the successful implementation of a public/private partnership to develop on-campus faculty housing.

From 1996 to 2000, Gazek was director of downtown development for the Redevelopment Agency of the city of San Jose, where he managed the division responsible for negotiating development agreements, government approvals, construction oversight, asset management, and the stewardship of several downtown programs for parking, seismic retrofits, storefront renovation, and grants for housing and commercial improvements. His team delivered over \$400 million of office, residential, retail, and hotel projects through the successful negotiation and implementation of public/private partnerships with developers and corporations.

Earlier, he served as an independent real estate consultant for landowners, developers, investment bankers, nonprofit agencies, and public housing agencies. He was also a partner with the Ratkovich Company and a development manager with Transpacific Development Company, managing the redevelopment of Cerritos Town Center in Cerritos, California, the redevelopment of the historic Chapman

Market in Los Angeles, and the development of the headquarters for the Fashion Institute of Technology, also in Los Angeles. Prior to becoming a developer, Gazek was an urban planner and urban designer with Archisystems, William Pereira, and Gruen Associates.

He has presented at ULI and International Council of Shopping Centers meetings and conferences and has been an instructor of urban design and planning at the University of Southern California and the Southern California Institute of Architecture.

Mike Higbee

Indianapolis, Indiana

Higbee is the managing director of Indianapolis-based DC Development Group, the development wing of Development Concepts Inc., a planning and development consulting services organization founded in 1991. Higbee has worn many hats, including that of project leader, consultant, and instructor. However, he has always remained true to the cornerstone of his expertise, which is conceptualizing development and seeing it through to construction completion.

Higbee has designed and developed numerous successful projects focused in urban environments, such as Avondale Meadows and Martindale on the Monon. A current development project he is now involved with in Indianapolis is the 15-acre site of the former Central State Mental Hospital. The Central State project will incorporate mixed-use development with strong cultural and ethnic themes.

In his work as a consultant, Higbee has used his experience to help create plans and developments that have benefited cities across the country, including the Waukegan Lakefront/Downtown Master Plan, Rockville Town Center Master Plan, Downtown Durham Master Plan, and the West Lafayette, Indiana Wabash Landing Development Project. He has also done consulting work in the United Arab Emirates, assisting development companies in structuring development programs for large undeveloped land parcels.

Prior to forming Development Concepts, Higbee served as the director of Metropolitan Development, one of six departments within the Indianapolis–Marion County consolidated government. During his time with the city of Indianapolis, his department was responsible for the city's economic development and affordable housing initiatives. Some of the premier projects he facilitated for the city were the Circle Centre Mall development, the Lower Canal Improvement Project, and the negotiations for the United Airlines Maintenance Facility at Indianapolis International Airport.

Glenda Hood

Orlando, Florida

Hood is president of Hood Partners LLC, a business development and consulting group. She served as Florida secretary of state from 2003 to 2005 and as mayor of Orlando from 1992 to 2003. Before being elected Orlando's first woman mayor, she served as a City Council member for 12 years and was president of her own public relations firm.

As mayor, Hood was a strong advocate of growth management strategies and smart growth principles to build safe, livable neighborhoods, revitalized downtowns, and strong local economies. Under her leadership, the city's land area grew by 50 percent; older and historic in-town neighborhoods were revitalized; compatible new mixed-use infill was constructed; the city's largest parks initiative built new parks and refurbished existing ones; unprecedented partnerships in education were established; transportation alternatives were championed; Orlando became a high-tech center and competitive world marketplace; and the arts became a civic priority.

She spearheaded the reuse plan for the Orlando Naval Training Center, the most ambitious economic development project in the city's history, which has been recognized across the country as one of the finest examples of reuse of former government properties and a model for incorporating all elements of smart growth. She has been a key adviser on domestic security and disaster prepared-

ness for the state of Florida and federal Department of Homeland Security.

As secretary of state, Hood was responsible for the department's Divisions of Administrative Services, Corporations, Cultural Affairs, Elections, Historical Resources, and Library and Information Services. She has served as president of the National League of Cities and Florida League of Cities, and chair of the Florida Chamber of Commerce. She is a fellow of the National Academy of Public Administration; an active participant with the Urban Land Institute's Advisory Services panels and ULI's Daniel Rose Center for Land Use and Leadership; and a long-standing board member and past board chair of Partners for Livable Communities. She serves on the corporate boards of SantaFe HealthCare, Baskerville-Donovan Inc., and Urban Trust Bank as well as Florida's Blood Centers and Florida Trust for Historic Preservation.

Jan Minami

Reedley, California

Minami has focused on business growth and development for over 20 years. She began in the agriculture industry where she managed finances for the family farms and packing shed. She founded Jasmin Printing and operated it for 11 years, getting involved in the businesses for which she printed, advising on marketing and sound business practices. She also was extensively involved in downtown issues as a volunteer leader of both the Downtown Association board and the Streetscape Commission board.

In late 2005, Minami sold her printing company and moved into the downtown leadership field, serving as executive director of the Downtown Visalia Alliance. While there, accomplishments included a strategic plan for business and property owners, a popular new music festival, and improved business practices.

In late 2007, Minami joined the downtown movement in Fresno. She served as executive director of the Downtown Association of Fresno and interim president and CEO of PBID Partners of Downtown Fresno. She rescued the dying

business organization, improved business services, and developed strong foundations for events and community involvement. She spearheaded the formation of the BID, with its successful launch in January 2011.

After establishing the PBID programs in downtown Fresno, Minami founded AMI Concepts to provide economic development services to local and regional governments and organizations. She is committed to the support and development of the small business community. Her specialties include business retention and expansion, downtown revitalization, grant funding services, and public/private engagement.

Minami has a BS in business administration from Lewis and Clark College in Portland, Oregon. She believes in continuing education through industry seminars and workshops. Over the years, these have covered urban planning, downtown revitalization, nonprofit management, marketing, business development, fundraising, and event planning through IDA, the International Economic Development Council, the International Council of Shopping Centers and others. She is certified in business retention and expansion through the International Council on Economic Development and in grant writing through CSU Fresno.

Ralph L. Núñez

Southfield, Michigan

Núñez is the president and design principal of DesignTeam, a landscape architecture, planning, and design consulting firm. DesignTeam has over 25 years of experience in working effectively with clients on creative problem solving. Its expertise in project development and planning strategies has created innovative solutions for difficult projects. Balancing its client's goals with environmental sensitivity meeting regulatory requirements, DesignTeam has a proven record working within tight time frames and budgets to bring complex projects on line.

Prior to starting DesignTeam, Núñez was associate vice president and director of planning and landscape architecture for PRC Engineering, an international planning, design,

and development company. His most significant project while in the Houston office was the Enclave, a \$250 million office campus in West Houston.

Núñez has 34 years of experience as a planner and landscape architect, with particular emphasis on project design, management, and development strategies. Projects include master plans and development plans for residential communities, senior living, commercial, office research campuses, and recreation facilities. He has been responsible for master planning more than 210,000 acres, over 100,000 dwelling units, 6.5 million square feet of office research, and 18 million square feet of commercial projects throughout the United States and internationally.

Núñez has been qualified as an expert witness in planning, landscape architecture, and design. He is often called upon to develop plans resolving difficult and stalled projects before they go to litigation. His commitment to sustainable design is evidenced by his teaching and professional activities. He has been a guest lecturer and also serves as an adjunct professor at Lawrence Technological University. Urban Land Institute has had him participate in numerous advisory design panels throughout the country.

David A. Stebbins

Buffalo, New York

Stebbins is a vice president of Buffalo Urban Development Corporation, a local, nonprofit development entity that specializes in urban brownfield redevelopment. Stebbins is currently managing the redevelopment of two major, former steel manufacturing facilities totaling over 400 acres combined. Buffalo Lakeside Commerce Park is a 275-acre reclamation of the former Hanna Furnace Steel Mill and Union Ship Canal along the Lake Erie shoreline. RiverBend is a 250-acre reclamation of a former Republic Steel site along the Buffalo River that will incorporate many sustainable development design features.

Stebbins also serves as senior project manager for the Erie County Industrial Development Agency and is responsible for providing business development services to city of Buf-

falo companies and assisting the city of Buffalo's economic development staff. In this role, Stebbins is involved in many major adaptive use and redevelopment projects within the urbanized core of Erie County.


Stebbins formerly served as president and senior executive vice president for the Buffalo Economic Renaissance Corporation (BERC), a local not-for-profit economic development corporation responsible for all economic development activities in the city of Buffalo, including lending, incentives, advocacy, project facilitation, and BERC-sponsored real estate development projects. During his tenure with BERC, Stebbins managed development of over \$40 million in real estate projects, including multitenant industrial buildings, downtown mixed use, urban infrastructure, brownfield redevelopment, and business park projects.

Stebbins has over 32 years of diversified experience in urban planning and development, with a BA in environmental design from the University at Buffalo and an MA in city and regional planning from the University of North Carolina at Chapel Hill. He qualified as a member of the American Institute of Certified Planners in May 1986. An active Urban Land Institute member for over 22 years, Stebbins has been a full member of ULI since 2006, is a member of ULI's Inner City Council, and has served on three Advisory Services panels.

A ULI Advisory Services Panel Report



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