

University of Denver Denver, Colorado

June 12–17, 2016



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Empowering DU: Recommendations to Capitalize
on Existing Assets to Create a Thriving Institution

June 12–17, 2016

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 the 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 more than 39,000 members worldwide, representing the entire spectrum of the land use and development disciplines. Professionals represented include developers, builders, property owners, investors, architects, public officials, planners, real estate brokers, appraisers, attorneys, engineers, financiers, academics, students, and librarians.

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.

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About ULI Advisory Services

THE GOAL OF THE ULI 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 600 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, brownfield 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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Acknowledgments

ON BEHALF OF THE URBAN LAND INSTITUTE, the panel would like to thank the University of Denver (DU) for its invitation to address questions on how DU should evolve in the future and ensure its ongoing success as a prestigious institution of higher education.

With gratitude, the panel thanks Chancellor Rebecca Chopp and Vice Chancellor David Greenberg for their efforts to make DU an even better university for students, alumni, faculty and staff members, visitors, and community members alike, as well as Fatima Rezaie and Paulo Homem de Mello for the tremendous work they did in advance of and throughout the panel week. The panel also thanks the Chair, Doug Scrivner, and DU's Board of Trust-

ees; Provost Gregg Kvistad; Vice Chancellor Craig Woody; University Architect Mark Rodgers; and Allan Wilson, Assistant Director of Facilities Management and Planning. The panel would also like to thank ULI Colorado, which can continue to be a local resource moving forward.

Most especially, the panel would like to thank the approximately 70 leaders and representatives from the greater DU community who participated in this endeavor by sharing their perspectives during interviews with panel members.

Contents

ULI Panel and Project Staff6

Background and the Panel’s Assignment7

Study Area and Surrounding Context.....11

Placemaking: Improving DU’s Sense of Place13

Mobility: Moving around the Campus and the Region.....21

Development: Envisioning Housing, Retail, Office, and Hospitality Opportunities27

Community Engagement: Achieving “One DU”35

Conclusion40

About the Panel42

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Background and the Panel's Assignment

THE UNIVERSITY OF DENVER (referred to as “DU” throughout this report) is the oldest and largest private institution of higher education in Colorado and the greater Rocky Mountain region. DU’s 125-acre campus overlooks the scenic Rocky Mountains and is located six miles from bustling downtown Denver, adjacent to the University Park neighborhood. DU’s campus is admired for its architectural and natural features, including an arboretum that is home to more than 2,000 trees and a pristinely kept campus green and gardens—all set within the fastest-growing large city in the United States.

In 2015, the university enrolled 5,758 undergraduate students, 6,039 graduate students, and 645 precollegiate students, totaling 12,442. The vast majority (close to 70 percent) of the undergraduate population comes from out of state to attend DU, and approximately 70 percent choose to remain in Colorado upon graduation, thereby further solidifying DU’s role as an economic engine for the city of Denver. The university also serves as a major employer within the city limits—employing approximately 3,800 faculty and staff members, making it the second-largest private, nonretail employer in Denver.

According to *U.S. News & World Report*, DU is among the nation’s top 100 universities, ranking 86th among national universities in 2015. DU also has a robust study abroad program, ranking fourth in the United States among doctoral and research universities for the percentage of undergraduates studying abroad. Numerous DU schools and programs are nationally ranked, including the graduate schools of law, business, social work, education, and professional psychology: the Daniels College of Business was ranked 67th among the nation’s top undergraduate business programs by *Businessweek* in 2013, while



WAYNE ARMSTRONG

A view of the University of Denver campus.

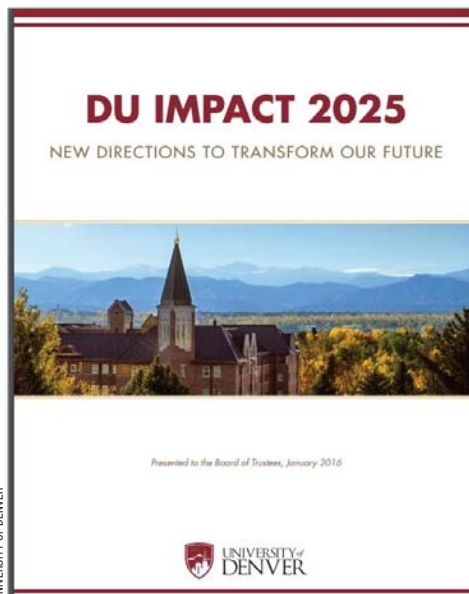
CEOWORLD Magazine named the Fritz Knoebel School of Hospitality Management eighth in the world for hospitality and management schools in 2016. *Foreign Policy* magazine ranked the master’s degree in international studies of the Josef Korbel School of International Studies 11th in the world in 2015. DU also has strong NCAA Division 1 athletic programs that have earned national titles in both men’s and women’s sports, including gymnastics, skiing, hockey, and lacrosse.

The Panel’s Assignment

DU Chancellor, Rebecca Chopp, began a formal strategic planning process for the university upon her arrival in 2014. During the initial stage, facilitators solicited feedback from more than 2,500 members of the university and greater Denver community in a series of listening exercises during which several important conclusions were drawn:

- Though the university is located only six miles from Denver’s Union Station and near a major interstate (I-25) and a light-rail stop, many view DU’s campus as being closed off and difficult to access.

- Coinciding with Denver’s rapid growth and real estate boom, DU has seen significant redevelopment in areas near campus. Several city land use plans identified the area one mile from campus surrounding Colorado Station as one of rapid change characterized by investment, population, and economic growth.
- Concern exists about rising property values throughout the Denver region and how this affects housing costs for junior faculty and staff, as well as for both undergraduate and graduate students, thereby potentially hindering DU’s ability to recruit and retain the best faculty and staff despite being one of the city’s highest-paying employers overall.
- Increasing property values throughout the city have also affected the ability of some retail, arts, and restaurant entrepreneurs to afford locations in many retail areas neighboring the campus, which potentially creates a market opportunity to attract these businesses closer to the DU campus.
- Several transportation planning and land use studies are underway in the Denver region, all of which may affect DU’s future. In May 2016, the city of Denver launched a major initiative—Denveright—to update all zoning, parks and recreation, pedestrian and trail, and transit



DU Impact 2025 is DU’s recently approved strategic plan.

The University of Denver has exhibited its pioneer spirit since its founding in 1864. It has served as an anchor for the city of Denver yet now finds itself at the crossroads of opportunity to think differently about its future and become what Chancellor Chopp refers to as the “Union Station” of engagement, service, and transformation promoting ideas, innovation, and connections . . . a great private university dedicated to the public good.

—Glenda Hood, panel chair

plans over a two-year period. It aims to be a community-driven plan to shape Denver’s future.

With these conclusions in mind, a formal strategic plan was developed for DU. In January 2016, the Board of Trustees approved the plan—*DU Impact 2025*—which was a culmination of the initial stage of the strategic planning process. Now, DU must pave the way toward the plan’s implementation.

In consultation with Denver’s Regional Transportation District (RTD), the Office of Mayor Michael Hancock, and Councilman Paul Kashmann (whose district includes the panel’s study area), DU convened a ULI Advisory Services panel to answer a series of questions focusing on placemaking, mobility, development, and community engagement. The panel’s recommendations help provide the initial steps toward implementation of the long-term process to create a campus and community consensus about how DU and the surrounding areas of influence should evolve over the next 20 years—in other words, what DU “can be” in the future.

The University of Denver asked the panel to focus on the following key questions:

■ Placemaking

- How can the campus be activated to make DU more interesting and exciting for students, faculty, and staff as well as more welcoming and attractive to the larger community?

- How can DU improve the definition of entries to the campus? Should the entries vary in their character, such as “historic/formal,” “first-time visitor,” or “event patron,” etc.?
- Should there be a DU “Main Street”?
- How can links be improved with Washington Park, South High School, Porter Hospital, Old South Gaylord, and other neighborhood activity centers?

■ *Mobility*

- How should the city, the RTD, and DU work together to redesign and/or relocate the light-rail station, parking facility, and related transit-oriented development adjacent to campus? How should this conversation be linked to the potential redevelopment of Colorado Station?
- How should the city, RTD, and DU address mobility and connectivity issues, such as
 - Avoiding gridlock on major thoroughfares such as University Boulevard and Evans Avenue;
 - Improving pedestrian safety in line with the city's Vision Zero goals;
 - Expanding bike trails and bike usage;
 - Increasing shared vehicle usage;
 - Improving pedestrian and bike use across the I-25 barrier; and
 - Increasing links to greenways such as Harvard Gulch?

■ *Economic development*

- Should there be a “DU District”? How should it be structured?
- What would the physical boundaries be?
- What would the economic/social benefits be to retailers, developers, and neighbors?

- What incentives would be needed for retailers and developers to participate?
- What would the district feature?
- What would be the most suitable and economically viable types of retail, commercial use, housing, etc.?
- Should there be unique DU-related amenities such as an off-campus book store, a welcome center, a hotel, etc.?
- What are the likely locations for workforce affordable housing? What are potential funding sources?

■ *On-campus development*

- How should DU update its land use planning process?
- What should DU do with developable areas on campus, most particularly the six-acre parcel running along University Boulevard?
- What joint development opportunities are most suited to the site that currently contains graduate student housing on the campus of the Iliff School of Theology?
- How should DU rethink its parking practices and facilities?
- What would be the best locations for additional undergraduate and graduate housing on or off campus?
- How should students from the Franklin Burns School of Real Estate and Construction Management (Daniels College of Business), the Sturm College of Law, the DU Sustainability Council, and other academic programs best become involved with the planning and decision-making process going forward?



The panel visiting the University of Denver as part of its tour of the study area.

Summary of Panel Recommendations

Throughout the panel week—and through the panel's interviews with community stakeholders, its research and study of background materials, and on-site visits to the DU campus and surrounding neighborhoods—the panel was overwhelmed with the possibilities for DU's future. The panel hopes this report will serve as a blueprint to begin implementation and solidify an ongoing process for DU to articulate its vision for the future. The panel's overarching recommendations are summarized here and described throughout this report:

- *Be student and people focused.* The panel heard throughout its time in Denver that DU should be student and people focused—physically, programmatically, and administratively.
- *Identify with Denver.* DU should embrace its relationship, synergy, and opportunities with the larger Denver region.
- *Engage the community.* Achieve “One DU” by cataloging current engagement approaches and ensuring that future engagement efforts align with DU's values, strategic direction, and vision for its future. Make the community part of your story.
- *Create an innovation hub.* The panel encourages DU to consider transforming the existing Driscoll Student Center into an innovation hub, where innovation platforms and programs are tested and further developed. DU should be a place where issues, challenges, and ideas come together.
- *Think differently.* To be different, you must think differently. Change the DU mindset and culture to transform past thinking to future thinking.
- *Develop a campus gateway.* Blur your campus edges into the city. Establish a new entry point to DU's campus by relocating the University of Denver light-rail station, implementing street interventions, and building a mixed-use development at the intersection of South University and Buchtel boulevards.
- *Repurpose the William K. Driscoll Center.* Ignite a new vibrancy in your existing student union by easing programmatic congestion and implementing a series of design improvements to open up the space and bring it to life.
- *Enhance the Margery Reed Building.* Create a campus welcome center in the Margery Reed Building. Embrace your sanctuary and make this a communal living room for a range of users by enhancing indoor and outdoor spaces
- *Create destinations.* Through small- and large-scale placemaking interventions, create memorable places and green spaces throughout the campus. Take advantage of your investment in architecture by activating the spaces in between and among buildings.

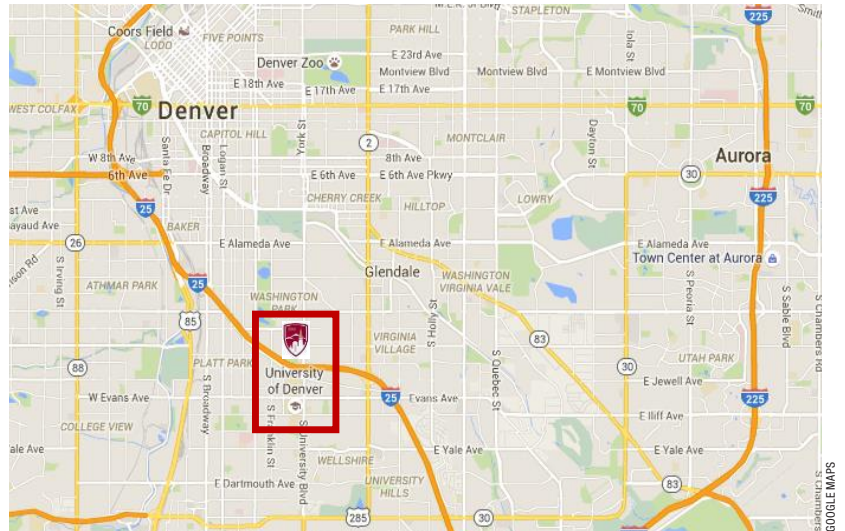
Study Area and Surrounding Context

THE UNIVERSITY OF DENVER IS LOCATED just six miles south of downtown, in Denver's University Park neighborhood, and is about 16 minutes from downtown by car or light rail. DU's main campus is bounded by University Boulevard on the east, Buchtel Boulevard on the north, South High Street on the west, and East Harvard Avenue on the south end. Evans Avenue, which is a major arterial that runs east to west, bisects the DU campus. Campus borders on the north and south are clearly defined by Interstate 25 to the north and Harvard Gulch (a natural urban waterway) to the south. The most active corridors are Evans Avenue and University Boulevard, where retail and mixed-use development is located. University Station—the university's RTD light-rail station—is located on Buchtel Boulevard.

History of DU and Its Campus

Originally founded by territorial governor John Evans as the Colorado Seminary in 1864, six years after the settlement of Denver, the small Methodist seminary was forced to shutter its doors shortly thereafter because of challenges in administering a small school on America's frontier in the post–Civil War period. In 1880, the former seminary reopened as the University of Denver, benefitting from and further contributing to the urban renaissance and population growth Denver was experiencing as a result of transportation availability, business expansion, and the discovery of gold.

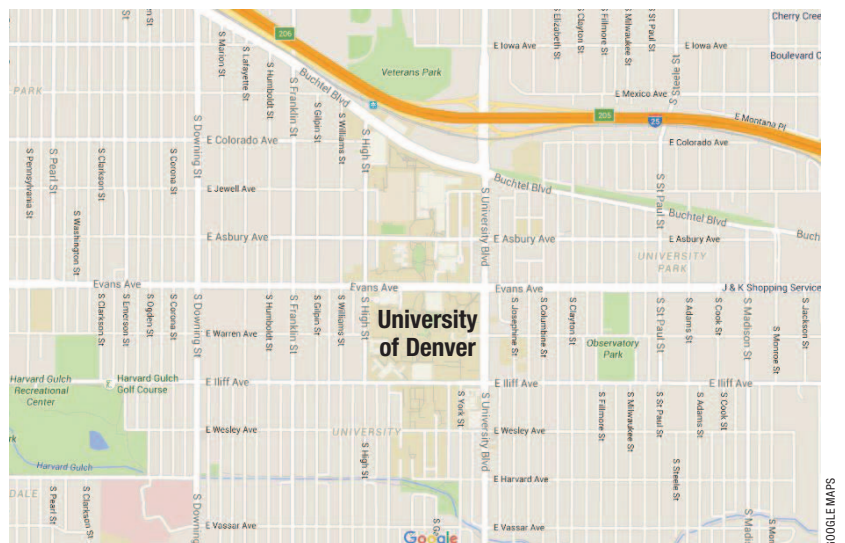
In 1884, Elizabeth Iliff Warren donated \$100,000 to the university, establishing an endowment. With her gift, Iliff Warren stipulated that the university seek a permanent location that was a distance from the distractions and industrial activity of downtown Denver. After searching for a location and considering three different sites, the university chose a 150-acre parcel of donated land three



miles southeast of the city limits. The land donor, Rufus Clark, also outlined a series of stipulations: (a) 200 acres adjacent to the university had to be identified as a town site; (b) the university must commit to plant 1,000 trees in parks along the streets within a year; and (c) construction must immediately begin for the campus's main building

Regional map.

The panel was asked to focus on a study area centered on a half-mile radius surrounding the university campus.



The Iliff School of Theology, located adjacent to the University of Denver.



(Old Main, now known as University Hall). Thus, the University Park Colony was established and its initial plans took shape.

After construction of University Hall was completed, the Iliff School of Theology was built in 1892. Five years later, the theology school was forced to split from the university because insufficient funds were available in the endowment due the Panic of 1893, an economic depression marked by the collapse of railroad overbuilding, which set off a series of bank and other business failures. After a ten-year closure at the turn of the 19th century, the Iliff School of Theology reopened in 1910 and continues to operate independently from DU today. Iliff remains adjacent to DU's campus.

Suffering from the financial consequences of the Panic, DU's financial future looked bleak at the turn of the century. Henry August Buchtel, who served as university chancellor from 1900 through 1920, is credited with restoring the university's fiscal health and raising the university out of debt for the first time since the founding of University Park. During his tenure as chancellor, Buchtel focused on developing University Park by spearheading construction of the Carnegie Library, Buchtel Bungalow, Old Science Hall, Alumni Gymnasium, and Memorial Chapel. Between 1920 and 1940, several more buildings were added to campus, including Mary Reed Library, Margery Reed Hall, Greek Row, and the old football station. The post-World War II building boom added Sturm Hall, Cherrington Hall,



The challenges and opportunities that have accompanied Denver's rapid population and economic growth in recent years provide an important context for the panel.

Johnson-MacFarlane, Centennial Hall, and Centennial Towers to the campus.

Colorado and Denver's Population Growth

For the purposes of this report and for understanding the context in which the panel came to many of its final recommendations, understanding the population and economic growth that the city of Denver and the state of Colorado have experienced over the past several years is important. According to U.S. census data, Denver County has grown by upward of 83,000 people since 2010, or 13.8 percent. Projections show that Metro Denver's population is slated to increase by nearly 50 percent to almost 3.9 million by 2030. The growth of Denver contributes significantly to the overall growth of Colorado, and Colorado ranked as the second-fastest-growing state in the United States, adding 100,986 people between 2014 and 2015.

Although this population growth contributes to the overall economic health of both city and state, it comes with challenges. In 2015, the average residential rent increase of 9 percent in Denver was the largest in the nation, making housing affordability and a gap in housing inventory a concern, especially for existing low-income residents. Other challenges include increased traffic congestion, insufficient infrastructure, and use of environmental and natural resources.

Placemaking: Improving DU's Sense of Place

MEMORABLE PLACES HAVE A PHYSICAL dimension by virtue of extraordinary physical position, by being rooted in the form of the land, or through a beautiful constructed composition of buildings and open spaces. DU's lush campus and Rocky Mountain backdrop provide an exemplary canvas for placemaking efforts, and DU already has several features both natural and constructed that have already begun defining its sense of place. For example, the collection of gardens in the historic campus core—Graduation Garden, Estlow Gardens, and Harper Humanities Garden—is the quintessential expression of “place.” Members of the university community describe the extraordinary and peaceful experience that one enjoys upon entering these gardens from busy University Boulevard and from bustling Denver.

The relationship of urban universities to their host communities has evolved over the last decades into a mutual understanding that quality of place affects both the university and the larger community, involving the institution's ability to attract and retain faculty, staff, and students and the community's desirability as a place to live in attracting and retaining talented men and women for today's knowledge economy. Richard Florida makes the case for “quality of

place” in his book *Cities and the Creative Class*: “Today, it is the ability to attract human capital or talent that creates regional advantage: those that have the talent win, those that do not lose. In this regard, the quality of place, a city or region has replaced access as the pivot point of competitive advantage.” Placemaking is very important not only to DU but also to the greater DU community. Simply stated, DU is an inseparable part of its community.

DU is embedded within the historic street grid of the city of Denver, and the campus has grown from within and outward into its adjoining neighborhoods. Today, DU's location is a competitive advantage, especially considering Denver's recent and projected growth, and provides DU with an opportunity to take advantage of and celebrate its strong location. At a high level, the panel recommends further leveraging the university's location, much as several existing academic programs and internships already do. For example, academic units including engineering and social work have relationships with Porter Adventist Hospital, while the School of Education and Hospitality program use the resources of the city's schools and area hotels and restaurants. Continuing to explore and nurture these types of partnerships beyond the campus boundaries is critical

Defined by high-quality and attractive architecture, DU's lush campus presents an exemplary canvas to improve placemaking efforts.



WAYNE ARMSTRONG



WAYNE ARMSTRONG

Make the city your campus. Open your windows and doors to your city. Today's students want to be in the city.

—Dick Galehouse, panelist

to DU's continued success as an anchor institution and larger member of the Denver community.

Summary of Current Placemaking Challenges

The DU sponsor team asked the panel to answer a series of questions on placemaking to further DU's efforts in creating a more vibrant, activated, and inviting campus and to create a retail and commercial environment that serves both the DU community and the residents of the surrounding neighborhoods. Although DU's gardens framed by beautiful buildings are a foundational component of DU's "place," the campus has shortcomings that need to be addressed. Among the placemaking challenges the ULI panel observed were the following:

- **Boundaries:** Existing boundaries of the campus are fragments of the surrounding neighborhoods from which the campus was originally carved. Major arterial streets

An aerial image of the University of Denver and its surrounding neighborhoods. The panel finds that existing campus boundaries and entries are unclear and are further disrupted by the presence of major arterial streets that bisect campus. The panel recommends that DU work to improve campus entries.



The University of Denver light-rail station is a tremendous asset to the university. However, in its current form the station presents a placemaking challenge because of its poor location and aesthetics.



that bisect campus further fragment DU's boundaries, disrupting internal pedestrian movement between campus facilities.

- **Campus entries:** Similarly, the entrances to the DU campus are largely undefined for all users.
- **Access for visitors:** Visitor access to the DU campus and campus facilities is perceived as difficult, confusing, and uninviting.
- **Lack of social focus:** Students, faculty, and staff seem to lack a focus of social activity—a focus that would normally be carried out by a vibrant student union and a faculty club. The existing student union is unwelcoming, has become dated, and lacks character.
- **Poor access to adjoining light rail:** Although the University of Denver light-rail station is an important asset to the DU campus, the location provides poor access to campus. Furthermore, the design of the station is uninviting and physically unexciting.



ULI PANEL

Ritchie Circle presents a welcoming promenade to the campus. The panel recommends using this design form in other parts of campus, as appropriate.

- **Access to community facilities:** Access to adjoining community facilities and parks is poor.

Summary of Placemaking Opportunities

Placemaking capitalizes on a community's assets and aims to strengthen the relationships between people and places. As stated earlier, DU has tremendous assets: its location; a built-in and engaged community of students, faculty, staff, and neighbors; and its picturesque setting. Abundant opportunity exists to further improve DU's sense of place. And although some longer-term strategies will require additional resources, many can be achieved in the short term. The panel recommends the following placemaking approaches:

- Use the design form of Ritchie Circle with its welcoming promenade as a prototypical model to provide new welcoming entries to the campus at Evans and Asbury avenues and as a connection to the greenway and trail system at Harvard Gulch.
- Create a campus welcome center in the Margery Reed Building at the Evans Avenue Gateway, which provides a strong location.
- Redesign the entries to and surfaces of the intersecting arterial streets, including East Asbury, Evans, and East Iliff avenues, to announce the university and to make them pedestrian-friendly.

- Redesign Buchtel Boulevard on the north side of the campus to make it more pedestrian-friendly, to improve the aesthetics, and to provide a trail system across the interstate to the resources at South High School and Washington and Veterans Parks.
- Relocate the light-rail station closer to the intersection of University and Buchtel boulevards.
- Integrate that light-rail station into a mixed-used center (which will help serve as a new gateway to the DU campus) on university-controlled property with a variety of uses, including retail, food service, a hotel, and a university bookstore.
- Incorporate a village square as a social focus in the transit station's village center, framed by food service, social spaces, retail shopping opportunities, housing, hotel, and community facilities.

The remainder of this section illustrates and expands upon these placemaking recommendations.

Regional Context and Connections

As stated earlier in this section, DU has a strong regional location with connectivity to major infrastructure corridors and open space. The DU campus is also surrounded by established neighborhoods, communities, businesses, and partner institutions, as seen in the accompanying map

Figure 1: Regional context.

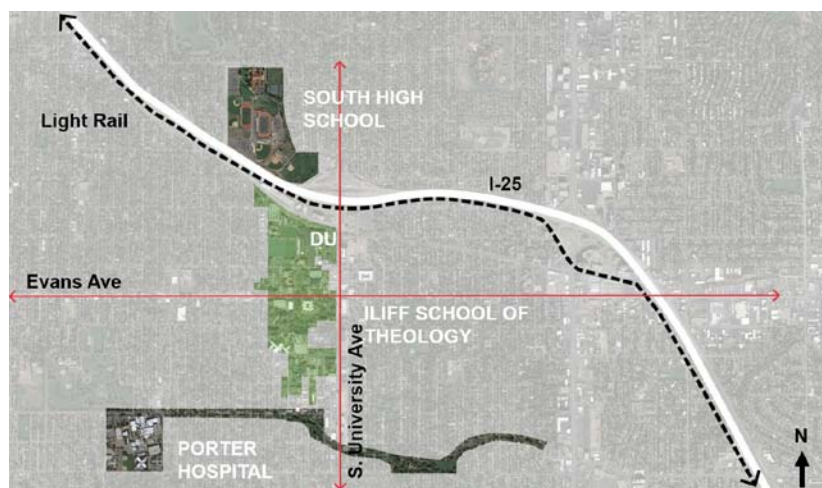


Figure 2: Connections.

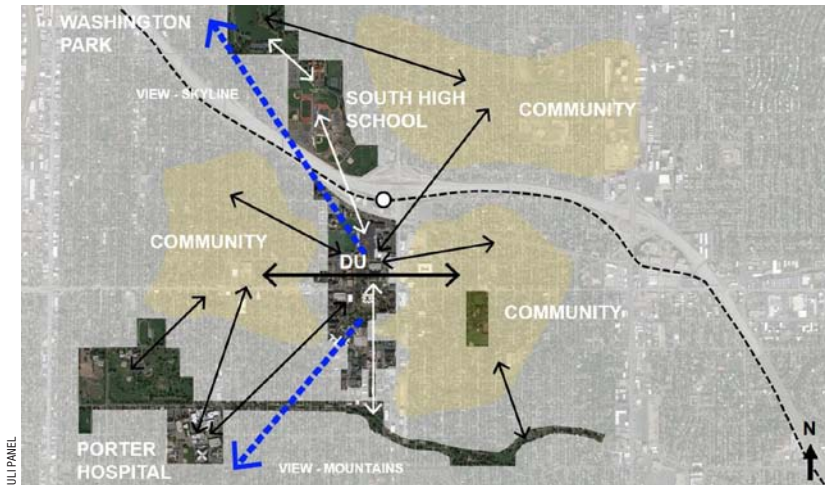


Figure 3: Urban issues.



Figure 4: Blurring the edges.



(figure 1). However, for DU to overcome current and future urban challenges, defining an urban design framework that informs future placemaking and development efforts is critical.

Placemaking requires an understanding of context, and in creating a sense of place, the connections of people, streets, programs, activities, open space, buildings, and transportation become critical components. These connections are vital for a city to thrive, and DU must strive to overcome barriers and create a cohesive community. Connections are not just immediately to a site's surroundings, but as in DU's case, they extend visually to the mountains or the skyline. Figure 2 depicts the many connections that DU should strive to create and improve, including connections to the surrounding neighborhoods, to nearby resources such as South High School and Porter Adventist Hospital, and to the views of the Rocky Mountains and downtown Denver's skyline.

Developing an Urban Framework: Identified Urban Issues

From visiting the site, listening to the stakeholders, and studying the briefing book, the panel identified some key issues that require attention, summarized below.

As shown by the orange arrows in figure 3, DU lacks connections across its campus, from community to community, and in the north-south direction across Interstate 25. Many of DU's boundaries also serve as major arterial streets with high traffic volumes and are primarily designed for and encourage cars to travel at high speeds. These streets pose serious safety concerns for pedestrians and bike users on the streets and at key university intersections. Furthermore, the DU campus lacks street placemaking and character, with incompatible uses and experiences on streets such as South University and Buchtel boulevards, as well as High Street. In addition, the location of the DU light-rail station requires attention because its current location and form significantly weaken the value of this important asset.

Blurring the edge between DU's campus and the surrounding community (see figure 4) while maintaining DU's identity will provide a more successful relationship and place for the university and community.

Recommended Urban Framework Strategies

With the identified urban issues in mind, the panel recommends three macro-level urban framework strategies to achieve a united DU community:

- Create gateways at both the scale of the city and DU, activate mixed-use along South University Boulevard, stitch the university and community together, and create destinations.
- Create transitional, transformational spaces.
- Embrace the regional bike system.

Gateways

Gateways come in all shapes and forms. To reinforce identities for DU and the community, strategic gateways for both identity and access should be considered at multiple urban scales.

At the city scale, the gateways may be considered as building massing, which refers to the volume or shape of a building, marking entry to a neighborhood or district, possibly with over-street signage. An appropriate location to use this strategy is at opposite ends of Evans Avenue. As a

The Ritchie Center represents an example of a gateway created through building massing.



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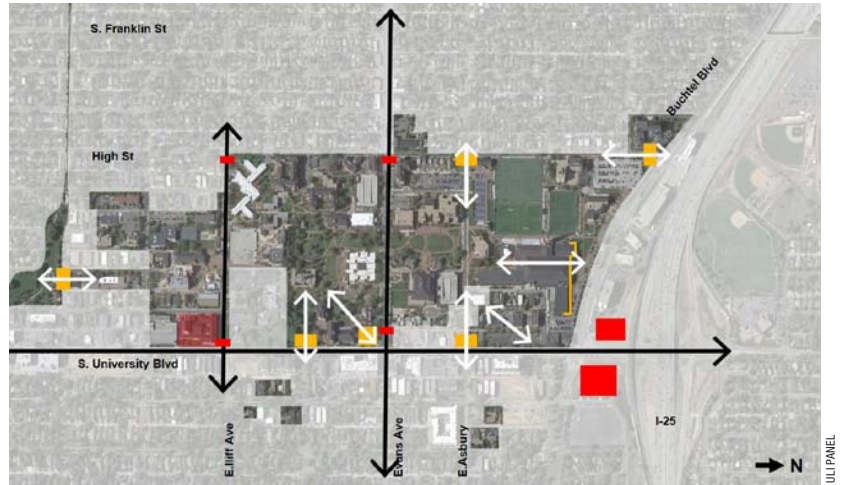


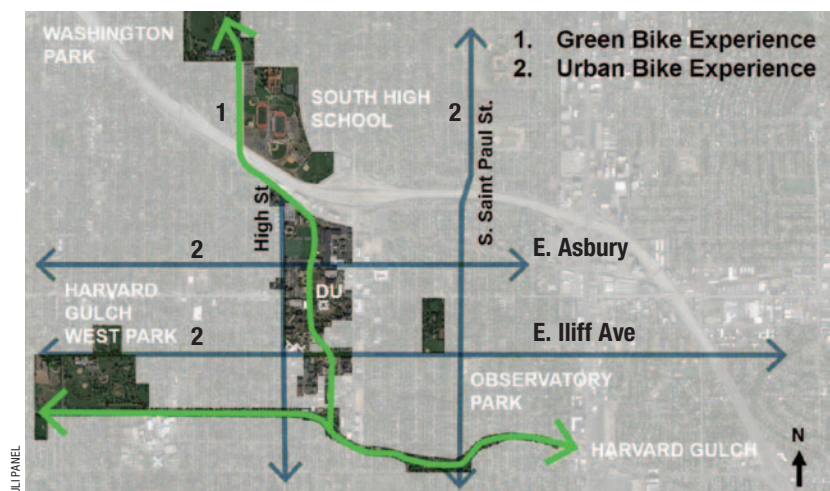
Figure 5: Gateways at the city and DU scale.

transition from the city scale to the pedestrian scale, buildings can be considered as gateways. At DU, the Ritchie Center plays a huge role as a gateway from the north and as a connection to the northern piece of the campus green through the building.

At the pedestrian scale, the gateway takes on another meaning. The typology of the Ritchie Circle experience as a pedestrian model may provide a secondary order of organizing a connective green space. As figure 5 shows, Ritchie Circle leads to different types of green space that create gateways connecting to the community, and the panel encourages this urban design form in other locations throughout campus, using design not only as a physical form but also as a social connector.

Transitional Spaces and Catalyst Programming

DU has an opportunity to be proactive when connecting the university to the community. By opening up the campus and providing temporary engagement interventions, DU could catalyze opportunities for increased physical and programmatic interaction with its community. Several examples exist of catalyst programming that DU could use to serve the greater community. For example, the surface parking lot on South University Boulevard could be transformed temporarily into a farmers market or could host a variety of rotating food trucks. These uses could also be implemented on a monthly basis for a fee—for example,



The diagram illustrates how to leverage the two types of primary bike experiences at DU—green and urban—to create better connected systems and regional connections.

through a container-box enclosed market with shopping and other retail pop-ups. Along Evans Avenue, food trucks could activate the center of the space and help slow traffic flow. These DU community catalyst programs could be designated as daily, monthly, or seasonal events.

Regional Bike Connections

DU also has a great opportunity to help support the ever-growing biking culture and enhance Denver's bike network on a regional and city basis. The two primary experiences of biking are

- Urban bike experience, which is on the road, shared with cars or protected bike lanes; and
- Green bike experience, which connects through greenways, parks, and open spaces.

Although combining each experience provides a comprehensive bike network, having the option to choose one type of bike experience throughout the entire network provides different experiences for bikers who are cycling either for transportation or for recreation. To achieve a green bike experience, the DU campus may complement the network by becoming the missing link and connecting Harvard Gulch to Washington Park.

The Heart and Soul of DU: Targeted Improvements to Foster a Vibrant Campus

Informed by the overarching urban framework strategies identified above, this section expands on the panel's micro-level placemaking recommendations to foster a social campus, which DU can work to achieve through four interventions. These interventions operate at various scales, including a campus-based development, a social-enabled project, and two modifications to existing buildings. In addition, these interventions focus largely on improving connections from inside the campus to the outside neighborhoods.

Activate Driscoll Student Center

The panel's tour and stakeholder interviews clearly showed that Driscoll Student Center is not serving its intended purpose as a vibrant social center for the DU community. Driscoll Student Center, which currently serves as the student union and is the home of the university bookstore, does not effectively promote social engagement interaction that students and faculty desire. The dated interior and furniture, the design that discourages natural light from entering throughout the entire student center, the lack of diverse food offerings, and dining options with limited hours prevent the building from serving its intended purpose as a place that unites students, faculty, and staff. Moreover, Driscoll lacks a meaningful inside-outside connection.

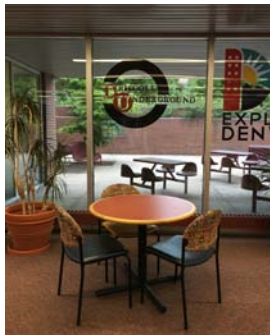
Several strategies can be deployed to overcome the center's shortcomings. First, the panel encourages the sponsor team to find ways to create a seamless experience from inside and from the outside of the building. DU can accomplish this by embracing the notion of opening up the windows and doors to the community. Further, the panel encourages the sponsor to embrace the idea of opening up the center to the environment and fully take advantage of Denver's favorable climate and year-round sunshine by working to transform the center's large facade into an operable and permeable experience by updating the exterior with windows that promote activity in the building.



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As the photos illustrate, the Driscoll Student Center does not serve its intended purpose as a vibrant social center. The panel recommends several strategies to change the way students, faculty, staff, and visitors to campus experience the student center.

Simply stated, create a facade that students and faculty can walk through and that effectively draws the inside out and the outside in.

In addition, the panel encourages the creation of year-round outdoor spaces along the building's perimeter for food and entertaining. These should frame meaningful views of the surrounding architecture as a way to create destinations. Throughout DU's history, it has seen tremendous investment in architecture, and the buildings are of great quality. However, the connections for movement between the spaces and those buildings are in need of improvement. The creation of destination food and entertainment experiences can better connect the campus's assets.

The panel also found the current experience inside the Driscoll Student Center to be congested and packed full of programming. The panel encourages the sponsor to thin out congestion and celebrate the volume of space available in the building as one transitions from one side of Evans Avenue to the other across the walking bridge. DU can also take advantage of the volume of the center by creating spaces that large groups can gather within, both along the glass windows or integrated into stair spaces. In summary, the panel recommends embracing a philosophy of pulling away from the glass line, finding volume, and allowing students to have social and collaborative spaces of varying sizes and scales, as well as allowing that space to be bathed in light year round.



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Margery Reed Hall.

The bridge in the Driscoll Student Center that allows users to traverse Evans Avenue from above can be similarly acclimated to take better advantage of an existing asset. While the panel was on site, the bridge was heavily used, and therefore, the panel believes a tremendous opportunity exists to activate the bridge as a transitional space. For example, DU could establish collaboration spaces for small groups to promote gathering and could consider creating patios and outdoor spaces along the bridge to make it seem more permeable and less of a tubular and finite space.

Celebrate the Sanctuary: Margery Reed Hall

The panel views Margery Reed Hall as a tremendous asset to the university campus largely because of its architectural features and location: the space next to Margery Reed Hall has been described as a sanctuary. The panel again encourages DU to make a connection between the building and the outside. One way to accomplish this goal is by establishing a communal living room, which could be

associated with a welcome center that greets people and leverages the investment that has recently been made in the academic and theater improvements nearby. DU can further activate this space by partnering with a well-known community coffeehouse or bakery to serve food and beverages and reinforce the idea of making Margery Reed Hall an indoor and outdoor destination by framing the sanctuary area.

Embrace Hammock Culture and Open Space

DU has invested in maintaining beautiful green space and gardens throughout campus, which is a tremendous asset to take advantage of, especially given Denver's climate. One unique recommendation for DU is to embrace hammock culture, a trend that has been growing in popularity across many universities. Encourage the notion of people walking through the grass open space, where the panel applauds the recent addition of Adirondack chairs that encourage students, faculty, staff, and visitors to use and inhabit the green space. This asset should be an important part of the campus experience.

Create a Transit-Oriented Campus Gateway Project

The panel strongly advocates for the relocation of the light-rail station closer to University Boulevard. This recommendation is critical, because upon completion it serves

as a catalytic activity that creates an important outward-facing university "place" at the corner of a major university intersection at South University and Buchtel boulevards. The station relocation creates a tighter connection and a gateway to the university and to the north of campus.

The station relocation creates an opportunity to create a new six-acre, transit-oriented, mixed-use campus gateway development. The panel encourages the creation of a connection over Buchtel Boulevard that allows users to easily move between the transit station and the mixed-use development. A strong connection from the campus to the transit space that activates open space, encouraging a variety of retail and uses such as residential product, hotel, and retail, is essential.

The station relocation and subsequent development are further explored throughout the "Mobility" and "Development" sections of this report.

Mobility: Moving around the Campus and the Region

DU HAS PUT A GREAT DEAL OF THOUGHT into its transportation and mobility issues. Currently, DU staff and consultants Fehr & Peers and Nelson\Nygaard are in the final stages of drafting a campus transportation master plan, which recognizes that the quality, sustainability, and function of the campus are framed by its transportation network. This plan embraces a shifting paradigm in the way transportation works and explores the following:

- The need to manage existing assets and recognize that responding to growth requires making the best use of the resources at hand;
- Acknowledgment that building more parking is not sustainable;
- Investment in alternative transit approaches;
- Discussion of walking and bicycling as part of the transportation network; and
- Transportation demand management by time of day, land development patterns, and housing development patterns and how these fit together.

Current Conditions

DU has commendable transportation mode diversity and mode choice; people are moving around in all kinds of ways, not necessarily relying on the use of cars. Fifty-nine percent of faculty, staff, and students do not drive alone (“non-drive alone mode share”), an enviable rate for any major institution. Moreover, campus statistics show the following breakdown in nonautomobile modes of transportation:

- 24 percent walking;
- 12 percent light rail;



A bike repair station, surrounded by bike parking, located adjacent to the Driscoll Center.

- 10 percent bicycle; and
- 6 percent other.

Parking appears to be and is always a difficult piece of the puzzle. DU’s parking supply is sufficient with less than 70 percent weekday occupancy. DU appears to have given extensive thought to its parking strategy, recently adjusting the price structure to better organize use of parking facilities. One possible issue for consideration is managing parking for events and coordination between venues and parking managers. In addition, DU provides transit passes to students, faculty, and staff as a way to encourage more sustainable travel options, which the panel strongly supports and endorses the continuation of.

One of the larger mobility challenges concerns the light-rail station, located at East Buchtel Boulevard. Approximately 50 percent of campus facilities are more than a 15-minute walk from the light-rail station, which presents a significant challenge to reducing car dependency. Simply stated, the light rail is really outside the range of a reasonable walk for most people.

Mobility Opportunities

To address a variety of mobility challenges, the panel has organized its proposed recommendations around four themes: organization, mobile technology, the sharing economy, and the light-rail station.

Organization

During the panel week, the panel learned that the position of director of the Parking and Transportation Service Department recently became vacant, which creates an opportunity to recast this division as a mobility services department to more broadly address the types of transportation services that are provided. The panel strongly recommends DU consider reframing the current organization of this department to include a wider range of travel choices.

Mobile Technology

In recent years, smart phone app developers have produced mobile applications to assist with travel choices within cities. Apps often include bus schedules, bicycling and walking routes, travel time indications, and parking

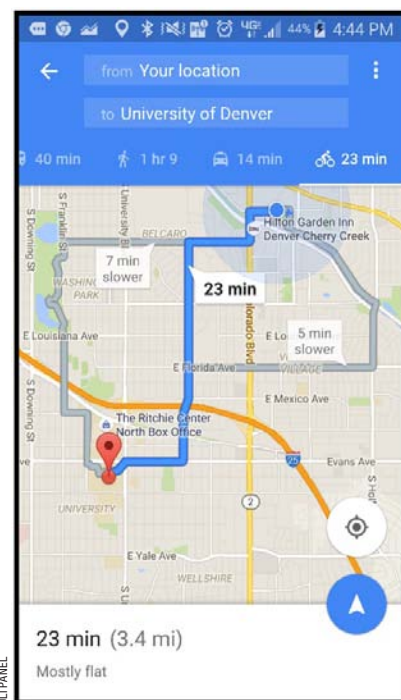
availability. Although off-the-shelf apps are popular and effective, DU might consider customizing and branding an app (or integrating into an existing university app) that provides travel and parking information to visitors and the university population.

The Sharing Economy

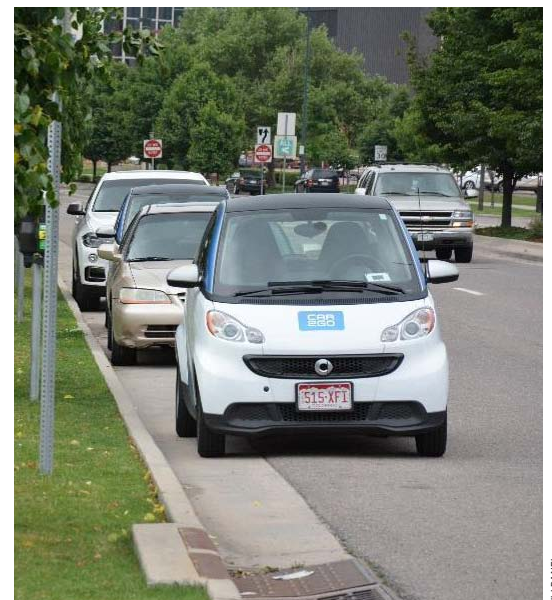
The emerging “sharing economy” has produced numerous travel choices that should be integrated into campus life. Currently DU has a business relationship with the Enterprise car-share operator, which provides the company access to campus. In addition, the panel observed Car2Go vehicles parked along the perimeter of the campus. Car sharing provides an easy way to reduce demand for motor vehicles and can relieve pressure on parking. The panel recommends designating high-visibility parking spaces for shared vehicles to further encourage their use.

Similarly, DU should consider bringing citywide bike-share stations back onto its campus. More than 90 American universities, from New York University to the University of Alaska Anchorage, offer some form of a campus bike-share program. Well-placed stations could help ease travel

The panel encourages DU to assign some high-visibility parking spaces for shared vehicles, such as Car2Go, to further encourage multiple modes of transportation.



The panel encourages DU to consider branding its own transportation app and including useful information such as bus and transit schedules and walking and bicycling routes.



across campus and extend access from the far reaches of campus to the university light-rail station. Many universities started bike-share programs in response to student demands and consider it advantageous for recruiting students, faculty, and staff. DU's Center for Sustainability supports a bike-rental program that aims to provide low-cost memberships to students on a quarterly basis.

DU Light-Rail Station

The current relationship between the location of the light-rail station and the campus has resulted in unclear pathways onto campus. The panel observed that nearly half the campus is farther than a 15-minute walk from light rail, which deters use and overall access. As mentioned in the "Placemaking" section of this report, the panel strongly recommends DU consider relocating the light-rail station closer to University Boulevard for better orientation to retail, housing, and important existing and future campus facilities. This recommendation is a long-term and high-cost consideration for the sponsor, but one that will ultimately benefit DU and its surrounding neighborhoods and provide a stronger gateway focus to the campus. This proposed relocation would also extend service to neighborhoods north of I-25 and bring transit closer to businesses and residents along University Boulevard. Finally, it would strengthen opportunities for transit-oriented development by enhancing bicycling and walking access.

The panel also heard suggestions about building a pedestrian and bicycle bridge over I-25 near the light-rail station to provide more direct access to Veterans Park, South High School, and Washington Park. The panel learned that a

similar bridge was recently completed over the highway near the Colorado Station at a cost of approximately \$8 million. The panel questions the value of adding a new bridge because Franklin Street, a low-volume designated bike route located about five blocks west of campus, bridges I-25 and runs adjacent to the venues.

Considering the time frame and costs involved with relocating the light rail, the panel recognizes that more immediate recommendations to strengthen existing connections to the station are required in the interim. These include using a shuttle bus. The current campus transportation plan considers a shuttle bus loop to connect campus facilities with the light-rail station, and the panel supports this strategy with the following additional suggestions to serve the campus community as well as be made available to nearby residents:

- Consider running shuttles concurrently in both directions—a two-way mode of operation—to minimize travel times for riders.
- Design stops near major campus destinations to ensure efficiency, ridership, and access.
- Consider expanding beyond the immediate DU campus to known concentrations of student housing and other activities near campus.

Street Interventions

The panel strongly endorses the use of street interventions on some of DU's surrounding streets to slow speeds

To increase accessibility and create better synergy with the campus, the panel strongly recommends that DU consider relocating the University of Denver light-rail station closer to University Boulevard.





The panel recommends a series of street interventions along High Street, Buchtel Boulevard, University Boulevard, Evans Avenue, and the intersection of Buchtel and University boulevards.

down to those that are appropriate for a campus environment and to nurture the development of a strong physical campus environment.

High Street

As High Street evolves as a more prominent campus spine, opportunities exist to strengthen its orientation to the light-rail station. With time and effort, High Street could become a more significant gateway into campus and a true campus spine.

Buchtel Boulevard

Buchtel Boulevard is a four-lane, median-divided segment with on-street metered parking on both sides, fronting the campus. It is much wider than it needs to be. The current traffic volumes of approximately 5,000 to 10,000 vehicles per weekday could easily be accommodated with one lane in each direction. This modification would then free additional space for safe bicycle travel using either buffered or protected lanes. At present the street has no pedestrian-scale lighting, instead using tall mast street lighting and ambient light from parking facilities and adjacent buildings. The panel strongly recommends the following:

- Convert the boulevard into one lane in each direction.
- Allow full access at current direction left-turn bays.
- Add both protected or buffered bike lanes as well as pedestrian-scale lighting.



The intersection of Buchtel and University boulevards in its current condition.

Buchtel and University Boulevard Intersection

The intersection of Buchtel and University boulevards was designed for high-volume, relatively high-speed traffic. This design reinforces the momentum when drivers get off the freeway to “keep going.” In the intersection’s current configuration, pedestrians cross the right-turn slip lanes without signal control to “pork chop” refuge islands, where they wait for pedestrian clearance before crossing the remaining motor vehicle lanes. Pedestrian call buttons are in place for crossing University Boulevard; however, best practices in walkable urban areas call for adequate pedestrian phases at each cycle without requiring user activation. Simply stated, this intersection is not designed for pedestrian comfort. Dual left-turn lanes eastbound on Buchtel at University Boulevard are unnecessary given the relatively low volumes. The historic Buchtel Boulevard trail terminates at the east side of the intersection just short of entering the campus, creating a difficult and dangerous bicycling environment. The panel recommends a few simple solutions to address these challenges:

- Tighten turn radiuses.
- Reduce turn-length widths.
- Reduce dual left-turn lanes to one.

University Boulevard

University Boulevard is another major arterial through the area. Its frontage between Buchtel Boulevard and Evans Avenue along the campus includes a mix of uses, such as surface parking, mid-rise residential, neighborhood-serving retail, restaurants, and bars. Sidewalk conditions

vary from those with generous widths and buffering to narrower back-of-curb conditions. Metered on-street parking is available fronting commercial uses but not along the university-owned parking lot on the west side of the street. Lighting along University Boulevard is provided by tall streetlight poles and ambient light from adjacent development, but no pedestrian-level lighting exists. The panel explored lighting conditions here at night and observed that lighting along the sidewalks is very uneven. The addition of pedestrian-scale lighting would greatly enhance the perception of safety after dark. The panel recommends the following interventions:

- Add pedestrian-scale lighting.
- Evaluate traffic signal timing, and consider slowing progression speeds.
- Refresh pavement markings at pedestrian crossings, and keep sidewalks in good repair.

Evans Avenue

Evans Avenue presents both challenges and opportunities because it is one the few east–west crosstown routes, carrying approximately 30,000 vehicles per day on an average weekday. Speeds are incompatible with a university environment, and a single pedestrian crossing presents visual cues to drivers that the street is designed for higher speeds. The number of bicycle and pedestrian collisions over the past five years is a concern that needs to be addressed through aggressive safety measures such as high-visibility pavement markings, speed reduction, and speed enforcement. The panel encourages the city of Denver to experiment with textured pavement approaching crosswalks along Evans Avenue and other campus locations to alert drivers to pedestrian activity and create a safer and pedestrian-friendly environment. Although the panel did discuss burying parts of Evans Avenue as a long-term solution, the panel feels strongly that a feasibility study and concept designs are necessary to test ideas before further planning is considered.

The panel's recommendations for Evans Avenue include the following:

- Implement aggressive bicycle and pedestrian safety measures, including high-visibility pavement markings, speed reductions, and speed enforcement.
- Experiment with textured pavement approaching crosswalks to alert drivers to pedestrian activity.
- Convert right-turn lanes leading up to Gaylord Way and High Street to on-street parking.
- Add a new signalized pedestrian crossing across Evans Avenue connecting the law school with the Holocaust Memorial Social Action Site.
- Activate Evans Avenue by strengthening the orientation of building fronts along the campus.
- Consider another signalized pedestrian crossing across Evans Avenue when DU develops the space between the Driscoll Student Center and the Morgridge College of Education.
- Adjust timing of the existing signalized pedestrian crossing to provide a more immediate response when activated and a safer and comfortable pedestrian environment.
- As additional signalized pedestrian crossings are added, have the city consider establishing a signal progression between University Boulevard and High Street to slow traffic and provide more reliable crossing opportunities. As an alternative, the city could consider an all-red phase between University Boulevard and High Street.

North–South Active Transportation Corridor

In keeping with the university's desire to develop more walking and bicycling options, the panel recommends:

- Developing a walking and bicycling path stretching between Buchtel Boulevard and the Harvard Gulch; and
- Designing the north–south spine of the campus transportation plan to be as direct as possible and to include bicycle paths separated from sidewalks.

DU can support biking culture in Denver by improving the biking experience in and around campus and has the potential to create the missing link to connect Harvard Gulch to Washington Park.



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Traffic Congestion

Traffic congestion is a natural byproduct of a robust urban economy. High employment levels result in more people on the roads traveling to work, shopping, and enjoying their cities. Twenty-first century cities are learning ways to manage congestion rather than trying to eliminate it. Some current management techniques include more intelligent ways to operate traffic signal systems, improving the bicycling and walking environment, introducing more frequent public transportation, and regulating land development to provide more choices for living near major travel destinations. Across the United States, vehicle miles traveled per person have plateaued or in some places declined since 2004.

People are driving less. In metropolitan areas such as Denver, more people are using different ways to get around.

The panel has one overarching recommendation to address traffic congestion in and around the study area: Do not add travel lanes or turn lanes to major arterials in the study area. In light of the heavy pedestrian movement in the area, the city of Denver should proceed with great caution before adding additional vehicle turn lanes at any intersections within the campus vicinity.

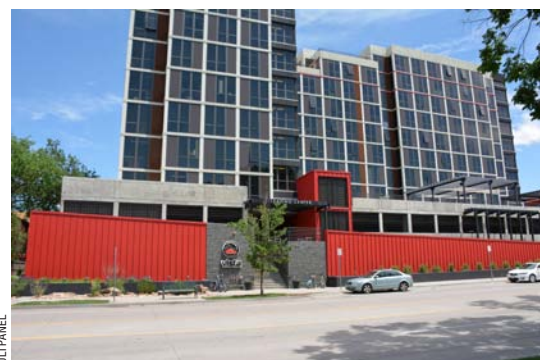
Development: Envisioning Housing, Retail, Office, and Hospitality Opportunities

AS DU BEGINS TO IMAGINE ITS VISION for the future, planning for development will be critical. To do so, DU must understand its current and future needs, imagine and define a development vision that caters to DU's multifaceted community, and incorporate immediate, interim, and long-term projects. This section evaluates how DU can begin identifying and addressing development for its residential, retail, office, and hospitality needs.

Residential

DU must carefully evaluate its housing strategy to ensure it can attract the best students in the future. Before moving forward with any new housing projects, DU must ensure it has a solid understanding of the preferences and needs of its students as well as the economics of the housing market. Student housing has evolved rapidly in recent years into a very sophisticated business. Universities are increasingly competing with private developers that offer resort-style housing and amenities at a comparable cost to university housing. Some of this development has already taken place adjacent to the DU campus, and more is likely to come.

The Vista Apartments are an example of nearby student housing that has been privately developed.



Undergraduate Housing

Although DU may be competing with private sector housing for juniors and seniors, a different dynamic is playing out for first-year students. More than ever before, students and parents are considering dorm life and amenities in their choice for higher education. An increasing number of universities are using high-quality housing to attract students to their campus, creating even more competition between campuses.

The opportunity for cooperation or partnership with the private sector to develop on- or off-campus housing is great. As student housing has become more sophisticated, so have delivery vehicles such as public/private partnerships (P3s). P3s can be structured in many different ways today—some with limited or no financial burden on DU. The property on the southwest corner of Buchtel and University boulevards is an excellent candidate for a P3 delivery model that could create a vibrant mixed-use center with housing, retail, restaurant, and hospitality.

Roughly 50 percent of undergraduates live on campus, and many other juniors and seniors live in the surrounding neighborhoods in purpose-built student housing, single-family homes, and apartment complexes. Combined, approximately 70 percent of undergraduates live on campus or in the 80210 zip code. This leaves 30 percent of the undergraduates, or approximately 1,600 students, available to live closer to campus. Understanding how many of these students are true prospects for moving closer and what types of housing, on or off campus, they prefer is important.

The panel has developed five recommendations for undergraduate housing that are summarized below.

1. Before undertaking any new housing project, DU must complete an in-depth housing study. This housing study

should incorporate existing and proposed off-campus housing options and collect data from surveys and focus groups made up of students and parents. The study must inform current and future needs to ensure DU remains an attractive and competitive residential campus. The panel recommends DU amend its current market study request for proposals to include the following deeper and broader scope:

- Community background, location, and history;
 - Area population and demographics;
 - Enrollment trends and projections;
 - University housing policies;
 - On-campus student housing market data;
 - Off-campus student housing market data;
 - Undergraduate vs. graduate housing analysis;
 - Price comparison to on-campus housing;
 - Interviews of faculty, staff, and stakeholders; and
 - Parent and student surveys and student focus groups (graduate and undergraduate).
2. To thrive as a residential campus in the future, DU needs to provide more desirable housing options to its undergraduates, who are required to live on campus. Housing today has gone beyond the individual dorm room and now includes community and amenity spaces for students. Best practices and successful projects at peer institutions should be studied in addition to completing the housing study.
 3. DU must establish clear communication with off-campus housing providers and become a conduit between students living off campus and private landlords. This enables DU to monitor and influence the quality of the housing experience off campus, thus enhancing the quality of student life and academics. DU's housing website should provide high-quality content and an easy-to-use interface for students seeking housing



An example of an effective online portal that helps students navigate multiple housing and real estate services offered by a university.

- information both on and off campus. With the advent of mobile technology and the amount of students looking for off-campus housing, providing communication tools for mobile app services is important as well. Fortunately, a number of third-party providers have many communication platforms and other mobile app tools, if DU can input the right information.
4. The panel expects that demand for on-campus housing for juniors and seniors is probably limited. Many of them prefer the independence of off-campus living and the amenities it can provide. The housing study will inform the amount of demand in this sector, and these beds can then be appropriately programmed into existing or future facilities. P3s could be used to build off-campus housing adjacent to the campus for juniors and seniors, thus meeting DU's desire for a residential campus and the students' desire for independence. The panel strongly recommends that DU explore ways to partner with developers to create housing that meets the university's goals.
 5. Fraternity and sorority housing is currently fragmented around campus and to the east of the campus. Recent challenges with such housing in the middle of campus have caused stress on campus life. A long-term plan for this housing should be considered as part of the housing study and campus master plan.



Greek housing (highlighted in blue) is currently fragmented around campus, highlighting the need to evaluate a long-term strategy.

Graduate Housing

Housing affordability and accessibility are significant issues facing many graduate campuses across the country. The types of units that are conducive to the graduate lifestyle are generally more expensive to build and take up more land; therefore, graduate housing requires a different approach from undergraduate housing, not only for the type of housing units needed but also for the locations appropriate for graduate housing. For example, a vibrant mixed-use center is not appropriate for most graduate students. DU must have a specific plan and dedicated resources to help solve the graduate housing challenge.

Whereas 70 percent of undergraduates live on or near campus, just 12 graduate students are currently living on campus and only 25 percent of all graduate students live within the 80210 zip code (which includes the study area). The disparity between graduates and undergraduates living on or near campus is a threat to the vibrant campus life DU desires.

The panel has developed four recommendations related to graduate housing, which are summarized below:

1. Given the importance of the graduate programs to the history and culture of DU, graduate housing must be a high priority to ensure the best learning experience for students and a vibrant campus. Because of the economic challenges of graduate housing, the private sector is less likely to meet the needs of graduate stu-

dents. DU should prioritize graduate housing over other housing projects until a healthy balance of graduate students are living on or near campus.

2. Acquisitions of existing single-family or multifamily properties within the perceived campus boundary or growth plan can serve as great housing options for graduate students. They can also provide immediate graduate student housing in the short term and land for future growth. The panel recommends DU continue to target these types of acquisitions.
3. DU's housing office and website should be as robust in its offerings to graduate students as it is to undergraduates. DU needs to design housing services and programs for the particular needs of graduate students and undergraduates. Many universities are now offering dedicated services to graduate students to assist them in finding appropriate housing solutions on or near campus, and the panel strongly encourages that DU

DU can target acquisitions in and around the campus growth area (outlined in orange) to begin to address graduate student housing needs.



design and implement services and programs dedicated to graduate student housing.

4. P3 models can be used for graduate housing by leveraging existing resources such as land and operating capacity to reduce the costs of developing and managing housing, thereby resulting in lower costs to the renter. Once a comprehensive housing market study is completed, DU can consider options of how to address the long-term need for graduate housing. DU should explore partnership and collaboration opportunities for graduate housing with the Iliff School of Theology. This relationship could increase scale and efficiency associated with any project and reduce risk. Rather than competing with each other for graduate housing, synergy could benefit both institutions.

Off-Campus Housing

The issue of affordable housing is a significant one for Denver and other fast-growing cities across the country. DU recognizes that the increase in property values across Denver has the potential to become a serious obstacle to attracting and retaining top talent. Although DU is, in the aggregate, one of the highest-paying employers in the city, lack of affordable housing would be a particular disincentive for junior faculty and staff. The panel believes DU will find it important to be “at the table” as the city and county of Denver continue to develop a comprehensive affordable housing strategy.

Approximately 10,202 total housing units exist within a one-mile radius of campus, about half of which are owner occupied and half renter occupied. The median home value is estimated at \$461,636, with current average home listing prices in nearby neighborhoods ranging from \$500,000 to over \$1 million. These prices present a growing challenge where median household income in the same one-mile radius is \$57,016.

An estimated 2,810 multifamily housing units are within a one-mile radius of campus. However, approximately 640 multifamily units are currently under construction, presenting nearly a 23 percent increase in the multifamily housing supply. With increasing vacancy and declining rental rates,



An example of multifamily housing development close to DU.

new multifamily development should be considered with significant caution because the Denver market overall is at risk for overbuilding.

The panel recommends DU explore the feasibility of an anchor-based housing program. One approach is to offer employees incentives to live close to where they work. Leading universities, hospitals, and other anchor institutions have used incentive programs for downpayment assistance, homeowner repairs, or rental assistance to encourage employees to live close to where they work. The incentive is structured as a benefit, in essence a forgivable loan over time to encourage the employee to remain employed by the anchor institution. In some cases, these programs have been used to stabilize or revitalize neighborhoods around the anchor institutions or to help address affordable housing needs of employees in expensive housing markets.

Other strategies include the establishment of a housing authority to ensure a long-term supply of affordable housing for university employees. Established in 1982, University Hills was developed by the Irvine Campus Housing Authority, a not-for-profit corporation under the control of the university. UC Irvine developed the area to compensate for high housing costs that can keep a recruit from accepting a job at the university. The land in University Hills is owned by the University of California and leased to homeowners; terms in the lease limit homeownership

to university employees and restrict resale prices so the homes remain affordable.

Office

Within a one-mile radius of DU, approximately 274,205 square feet of office space exist. Increasing rental rates are bumping up against the market, thereby increasing vacancy rates. However, of that total space, less than 1 percent of the supply is within the half-mile radius of DU. The panel believes this gap could present an opportunity for DU to become a partner in innovation and entrepreneurship in Denver by developing an innovation hub, which would create a physical and programmatic synergy between the university, industry, and trade.

The panel recommends that DU consider the development of an innovation hub to provide a physical, collaborative space for DU's innovation and entrepreneurship initiatives, including Project X-ITE (Innovation, Technology, and Entrepreneurship). An initial phase could include approximately 5,000 square feet. Several short-term options for where to house this hub include

- Relocating the bookstore in the Driscoll Student Center to a more viable retail location along University Boulevard and retrofitting the space;
- Converting an existing apartment building along University Boulevard; and
- Converting part of an existing academic building.

The panel believes this is a nimble and relatively low-cost approach that would allow DU to test and further develop the university-wide innovation platform and program. A longer-term solution is a purpose-built place for the university's innovation and entrepreneurship engagement programs, which could be integrated as part of a mixed-use development.

Retail

Currently, 348,250 square feet of retail space is within the one-mile radius of DU. Increasing rental rates are driving



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Existing retail development adjacent to the DU campus.

an increase in vacancy rates, and seasonal variances in demand, particularly during the summer, are a significant challenge for some tenants, leading to high turnover. This situation is acute for independent, locally owned shops and restaurants along University Boulevard, where rents are higher than on Evans Avenue.

Colleges and universities generate a unique demand profile for retail services. Students, employees, and diverse visitors complement the resident and daytime population of the surrounding area. Considering these demand generators, projected new retail demand in the one-mile radius of DU through 2020 is approximately 150,000 square feet. This estimate is conservative because the panel believes incremental demand for retail exists that is part of an overall district strategy.

On-campus retail opportunities include increasing the visibility and ease of access to the DU bookstore by relocating that use from the Driscoll Student Center to the campus edge in leased space. This short-term opportunity can lead

to a longer-term strategy of locating the DU bookstore as a complementary retail use in the larger gateway mixed-use development at University and Buchtel boulevards. The bookstore can indeed be more than a bookstore and provide a variety of retail offerings to the larger DU community.

Off-campus retail opportunities can include short-term efforts to generate activity. Food trucks and pop-up retail, in which a brand or company shows up at a physical location for a limited period of time, provide quick and relatively inexpensive ways to generate activity and excitement. This method could further provide an opportunity to interface with DU's academic programs and engage students and faculty. In the longer term, a district-level retail and restaurant strategy around a central theme (e.g., multiculturalism) can build the identity and brand of the district and increase the viability of retail uses in the area.

To summarize, the panel encourages DU to strongly consider the following recommendations as it thinks through a comprehensive retail development strategy:

- Leverage the unique demand of college “towns” (i.e., residents, employees, students, visitors, region).
- Relocate the DU bookstore to a more visible location to open up opportunities in Driscoll Student Center for an innovation hub.
- Develop a theme to drive retail strategy (e.g., multiculturalism).
- Start with food trucks and pop-up retail.
- Lead with restaurants, following with services.

Hospitality

An on-campus hospitality strategy supports one of DU's signature programs, the Fritz Knoebel School of Hospitality Management. The panel believes an opportunity for a hotel exists as part of the proposed mixed-use gateway development at University and Buchtel boulevards. A proposal has been advanced to DU for a 123-key hotel with approximately 5,000 square feet of meeting space at this



MATT BUCK

The panel recommends DU explore the feasibility of a hotel and conference center on campus like the Orchard Hotel and East Midlands Conference Centre on the University of Nottingham's University Park campus in the United Kingdom, shown here.

location. A project-specific market study was prepared by a consulting firm in 2013 that showed demand for approximately 40,000 hotel-room nights. An economic and fiscal impact study of DU was prepared in 2016, which indicated 16,600 hotel-room nights. The panel recommends a current market study be undertaken to confirm the potential demand for an on-campus hotel, relative to more recent changes in the marketplace.

Other hospitality opportunities could be explored and include boutique longer-term, temporary housing options for distinguished guests or dignitaries, prospective employees, or visiting faculty. A renovated single-family home or space in a mixed-use development could also add to the portfolio of hospitality options for DU.

Institutional

As the implementation of *DU Impact 2025* continues, DU will understand the near- and longer-term physical facilities and places necessary to support and achieve the impact model. Although the panel did not focus on demand for institutional facilities, several key opportunities for repositioning or enhancement are suggested. As previously mentioned, the panel encourages DU to consider a 5,000-square-foot innovation hub in the Driscoll Student Center to test and further develop the university-wide innovation platform and program. Further, an updated campus master plan process should be undertaken in tandem with an updated facility master plan process. That process should intentionally explore joint use and shared facility op-

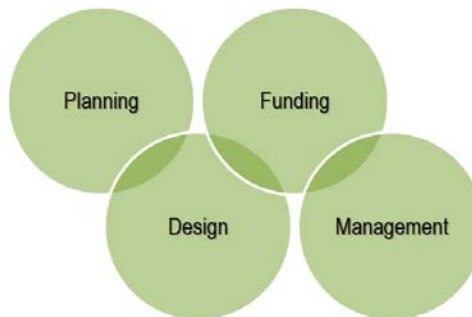
portunities as well, such as shared parking and graduate student housing with the Iliff School of Theology.

The DU District

The panel believes the area around DU has significant assets that can be leveraged to benefit both the institution and the surrounding community. The growth management policies and practices of local government, the evolving preferences of the marketplace, and strong physical characteristics all favor the creation of a larger district strategy that includes DU.

For decades, the city and county of Denver have been moving in the direction of creating more walkable urban places. Denver's significant investment in rapid transit and other mobility options and enhancements has accelerated the development of higher-density, walkable urban places. The strategy is paying off as Denver continues to be one of the fastest-growing cities in the country. A recent study by Smart Growth America and the George Washington University ranked Denver ninth among the 30 largest urban metropolitan areas in the United States. The study identified 18 walkable urban places, which are collectively home to 17 percent of the total office, retail, and multifamily space in the market. This is further broken down as 29 percent of the office space, 8 percent of the retail space, and 15 percent of the multifamily units.

The panel believes the DU area has "good bones" for more intensive development of walkable, urban places. WalkScore® is a web-based algorithm that measures the proximity of services and amenities in a given area. Places with greater access to transit, retail, recreation, and education all score higher. For example, the intersection of University Boulevard and Evans Avenue has a Walk-Score® of 83 (out of 100), which is "highly walkable." The existing assets are supported by planning and policy—the 2014 Denver TOD Strategic Plan, *Transit Oriented Denver*, characterizes the typology of the university light-rail station area as an "Urban Center," a typology characterized by mixed-use, high-density development, with a grid-and-alley block pattern, high pedestrian activity, and multimodal trans-



UII PANEL
An illustration of the tools necessary to structure a district strategy for DU.

portation options. An "Institutional" overlay further defines the station area as an academic campus with a significant number of jobs.

A potential DU district could include the following qualities and characteristics:

- Diverse housing options for a mix of incomes;
- Mobility options such as transit, pedestrian, bicycle, personal automobile, and shared services;
- Recreation opportunities;
- Retail and restaurants;
- Employment; and
- Education.

The perceived boundary of the DU campus provides a reference for the potential boundaries of a district. The actual boundaries can be defined by other drivers such as physical and natural barriers, transportation corridors, and synergies with other significant nonprofit anchor institutions and stakeholders, such as Iliff School of Theology and possibly Porter Adventist Hospital. Ultimately, the boundaries of a successful district will be determined by a consensus of the stakeholders and their priorities and vision.

Successful districts often evolve over time, such as Denver's well-known and well-loved Old South Gaylord and South Pearl Street districts. Specific tools that can be used to structure and implement a district strategy around DU include the following:

- Small area/district plan: A consensus-based vision of the key stakeholders in the district, with a pragmatic strategy to guide the implementation;
- Zoning overlay: A supplement to base parcel-level zoning to guide land use, design, and development standards;
- Tax increment financing district: A municipal funding tool to direct incremental property tax revenue in the district to specific infrastructure and placemaking projects to catalyze development; and
- Special districts: An organization and management structure to advance partnerships between ownership interests to promote common goals that can take the form of a business improvement district, a general improvement district, or a local maintenance district.

Successful districts benefit all stakeholders, including the anchor institutions, neighborhood residents, and business owners, as well as visitors and prospective investors and developers. Some of the advantages of a district include providing

- A place-based identity and brand, which is important for marketing and wayfinding;
- A unified voice for stakeholders to establish a vision and advocate for public policy and investment; and
- A financing structure or access to funding tools, depending on the form or structure of the district.

The foundation for implementation of all of these tools is the creation of a successful DU district based on consensus and broad stakeholder support, which is described in depth in the next section of this report.

Community Engagement: Achieving “One DU”

THE PANEL SAW VERY CLEARLY that DU has a rich history and a bright future ahead. Already, the university and its students and faculty are engaged in the Denver community in many ways, and the panel heard numerous examples—both heartwarming and impactful—of collaborative partnerships and teams that are addressing community opportunities and challenges. The panel heard consistently from university board, staff, and faculty as well as civic leaders, government officials, and community representatives the strong desire to engage more boldly, strategically, and intentionally in the future. The university has already taken important steps to solicit community participation in decision making, especially in the synthesis of the university’s strategic plan, *DU Impact 2025*. However, the panel heard in interviews that some community members have felt left out of decision making, and residents in neighboring communities feel that their relationship with the university is unclear and harbor a desire to become more engaged with the university. Likewise, university administrators express a desire to better engage students, faculty, staff, residents, and institutions in their greater community.

The panel encourages DU to engage the greater campus community by hosting a wide variety of events that attract students, faculty, staff, and members of the neighboring communities.



WAYNE ARMSTRONG

Community engagement describes the collaboration between higher education institutions and their larger communities (local, regional/state, national, global) and resources in a context of partnership and reciprocity.

—Carnegie Classification Project 2006

The panel wishes to underscore the importance of continuing efforts toward building a cohesive and diverse community and believes that many of the recommendations outlined so far in this report offer vehicles to blur the edges of campus in the neighboring communities seamlessly, thereby allowing community members to feel that they, too, are part of DU’s story and can work to achieve the goal of “One DU.”

What Is Community Engagement?

Community engagement reflects a contemporary movement, especially among higher education and cultural institutions, to ensure relevancy and inclusiveness in a changing world. This movement is in its infancy as higher education institutions seek to define, prioritize, develop, and measure community engagement efforts and their impact. The purpose of engaging a community is to solicit important community input and work to understand a forward-looking shared vision on any given topic, issue, or challenge.

Inventory and Map of Current Efforts

An important first step is to collect, inventory, and map how the university is engaged. DU began this important step in the development of *DU Impact 2025*. The panel

imagines that DU's Center for Community Engagement and Service Learning faculty can play an instrumental role in this continuing effort. The inventory should include a brief description of what is being done, by whom, with whom, for whom, and at what cost. A map of the inventory helps visualize links and gaps, and better understand areas that need improvement in gaps or resources.

This assignment, though labor intensive, will provide an extensive snapshot of DU's vast connections into the community and provide an important baseline. It will also provide a central source of information that will help shape the university's narrative and deserve to be shared in marketing efforts. This process requires ongoing nurturing, refinement, and updating over time.

Thoughtful Alignment

DU is faced with a seemingly endless number and variety of communities with which to engage, as well as community challenges to solve and opportunities to seize. The strongest, most important community engagement will emerge when DU's future efforts are aligned with its values and strategic direction and, ultimately, its resources. A thoughtful consensus should be developed around what impact is envisioned and, in turn, should be measured. Some institutions have taken the important step of developing their own impact statement to assist in a shared vision.

The intellectual and applied research resources of the university can and will be invaluable in helping address and solve challenges, including affordable housing, transportation, social equity, and water conservation, that face the Greater Denver region. Taking an interdisciplinary approach that calls on all of DU's schools and expertise will best leverage the university's strengths and lead to the most meaningful solutions.

The panel recognizes the opportunities and responsibilities this role represents for DU's future. For the purpose of the panel's assignment, the recommendations in this report focus specifically on the importance of engaging DU's most immediate community—the neighbors, both

residents and business operators, in the surrounding neighborhoods.

An Open and Welcoming Neighbor

DU has an important opportunity to serve as a "source of hospitality, engagement and intellectual impact that is available to all" as expressed in *DU Impact 2025*. To date, the university has taken significant steps and has invested extensive resources to

- Sustain a 150-acre residential campus;
- Meticulously design, build, and maintain beautiful buildings, green spaces, and common areas; and
- Build world-class recreational and cultural venues programmed with hundreds of athletic and cultural events, namely the Ritchie Center and surrounding fields and the Newman Center for the Performing Arts, that are open to Denver residents and visitors.



DU has invested in the Ritchie Center, the Newman Center for the Performing Arts, and other campus facilities that host several sporting and cultural events open to the greater campus community and the general public.



While the buildings may be considered the “WOW” of campus, the in-between spaces can provide university residents and visitors with the “SMILES.”

—Tamara Zahn, panelist

The investment is apparent as one traverses DU's campus. Many area residents, including nearby neighbors, take advantage of these facilities, common areas, and offerings. However, a larger number of residents rarely come to campus and reportedly feel excluded or unwelcome. The panel believes that now is the time to present a more welcoming presence and more fully engage the community, especially neighbors. This focus will serve to maximize the university's investment and, as important, present a more welcoming presence.

Placemaking and the Engaging Visitor Experience

The panel strongly suggests that DU adopt an entrepreneurial spirit and approach to enhance its community engagement efforts. As discussed at length in the “Placemaking” section of this report, community members experience barriers—real or perceived—that deserve to be addressed and, when possible, removed. Many of these barriers can be addressed quickly and inexpensively; others will necessitate more long-term planning and funding. The panel recommends the following adjustments be considered when reimagining the physical campus from a visitor's perspective, paying particular attention to the following:

- **Signage:** Remove or reword signage that communicates a less-than-welcoming message. Invest in a branded wayfinding directional sign system, installed at key intersections and paths, that directs visitors to campus destinations.
- **Physical barriers:** Remove fencing and other defensive elements that do not serve a public safety purpose.
- **Furniture:** Place additional movable chairs and tables to accommodate informal individual or small group resting



The panel was encouraged by the use of Adirondack chairs throughout campus to create a sense of place and to provide areas for individuals or small groups to rest or converse.

and conversation nodes. The Adirondack chairs scattered around campus are an example.

- **Landscaping:** Although the campus landscaping overall is beautiful and well maintained, targeted opportunities may exist to replace hostile, unwelcoming plantings with more tolerant, low-maintenance varieties.
- **Public art:** Public art has the power to inspire and entertain visitors and students alike as they move across the campus. Incorporate temporary art placements, curated from student, local, and international artists.

Programming Engagement Efforts

Programming can also be an effective, quick, and fairly inexpensive way to activate spaces, welcome visitors, encourage a sense of community, and solicit continual ideas and input. Programming should embrace creativity, innovation, and experimentation—this type of fresh programming is often known as tactical urbanism—and it should be fun, unique, and memorable. This form of engagement seeks to create a sense of energy, playfulness, and ownership.

The following steps can lead to immediate action and, moreover, results:

- Assign responsibility to a university representative to coordinate and manage programming.
- Inventory places on campus that can be activated and enhanced as community gathering places, small and larger.

- Enlist the talents and energy of students and faculty as well as neighbors for fresh, inexpensive yet engaging activity. Encourage groups to adopt designated spaces and times to showcase their talents.
- Build on the extensive calendar of university performances, lectures, and other activities. This calendar can be expanded to include outside activities in selected common areas, focused on key times of the year. Examine activities currently scheduled. Where appropriate, schedule a repeat performance—or a sampling—outdoors.
- Invite community events, festivals, and activities to relocate to the campus, such as farmers markets, yoga sessions, and food trucks, depending on the space parameters.
- Host community gatherings on campus, both indoors and out.
- Celebrate university milestones and achievements.
- Experiment by trying a variety of activities to learn what works best. Continually tweak and revise to encourage students, alumni, and neighbors to come often.
- Use fun and food, common elements, to ensure engagement and relationship building.
- Get the word out: promote upcoming activities and events regularly.

A priority activity for DU should be to host neighbors in a series of block parties or open houses to facilitate introductions and conversations with key university personnel, beginning with the chancellor and the new vice chancellor of communications and marketing. Solicit neighbor input on campus uses and activities, and develop a shared vision for the neighborhood.

Outreach and Visibility in the Community

In addition to inviting and welcoming surrounding neighbors to DU's the campus, equally important for university representatives is to be present in the neighborhoods that

How to Engage a Community

One example of an out-of-the-box approach that has been used to help organizations and residents collaborate on the future of their communities is Neighborland software, developed by public artist and urban planner Candy Chang with support from Tulane University and the Rockefeller Foundation. Neighborland is a digital toolkit designed to ensure that all voices can be heard and not drowned out by the "loudest" voices at meetings. Online components of the toolkit are best paired with public installations to further enhance the engagement process.

For more information, visit <https://neighborland.com/>.

surround the university. The panel recommends the following immediate actions:

- Assign neighborhood liaison responsibilities—and accountability—to a specific individual. This individual will serve as a "front door" to the campus. This designation will help
 - Provide a clear and consistent message to the neighbors about whom to contact for assistance;
 - Ensure adequate bandwidth to proactively pursue neighborhood outreach and responsiveness; and
 - Assign accountability.
- Attend neighborhood meetings, both regularly scheduled board meetings or annual meetings and other opportunities. Listen to and get to know neighbors and vice versa. Simply showing up and actively listening goes a long way to establish an open line of communication and trust. Share information about what is happening on campus regularly and liberally with neighbors.

Communicating DU's Story

The University of Denver must be more intentional and frequent in packaging and sharing information with neighbors and the larger community to invite engagement and a sense of welcome. For example, a calendar of

athletic and cultural events, continuing education classes, lectures, and other offerings provides fertile content for regular and timely communications with neighbors, alumni, and community members. This information can be shared with neighbors through neighborhood association e-blasts, newsletters, face-to-face meetings, and other distribution channels.

The panel was encouraged to hear about the recent hiring of a new vice chancellor of communications and marketing, who will be responsible for carrying out the communications and marketing goals of *DU Impact 2025*, to communicate DU's story, successes, and impact to local, regional, and global audiences.

Conclusion

THE PANEL HAS MADE MANY PROPOSALS, some of which can be immediately accomplished, and others that will take more time and resources, collaboration and partnerships, skillful thinking, and *the will* to make them happen.

The panel overwhelmingly heard that DU should be student and people focused. As a first step to achieving this goal, the panel suggests creating or changing organizational titles that better relate to students and the extended DU family. Titles, such as a new *chief placemaking and engagement officer*, help break down perceived barriers and communicate a more approachable administrator.

DU's identity is inextricably linked with the identity of Denver. A positive synergy between the city and DU is important for DU to realize its role as catalyst in making new things happen. DU has the power to direct policy, resources, strategy, and decisions well beyond its campus boundaries. DU must interact with the city regularly at both the executive and staff levels and ensure that it has a seat at the table for the city's significant leadership, planning, and transportation efforts. More specifically, a DU administrator should not only have the responsibility to liaise

between the university and the city government but the position title should include the words *governmental affairs*.

Just as DU's Center for Community Engagement and Service Learning ensures that students and faculty build on the strength of community engagement and just as DU has begun with the efforts in its strategic planning process to include the thoughts and ideas about DU's future of the board of trustees, DU family, and key community leaders, DU now should invite its neighbors to say what they think and what they want for DU in the future. Have fun with this and treat it as a **Big Bold Idea**. The conversation not only will bring great ideas to the table but also will build the strongest of advocates for critical community support for future action. The strength of an enlarged circle of friends and the building of new collaborations and partnerships will only increase that passion the panel witnessed during its weeklong visit.

This all leads to the notion that DU should be an innovation hub in every sense. It can have a physical aspect, but the regional knowledge that DU is where issues, challenges, and ideas come together and solutions are the product, presents the university in a leading and highly regarded role and, more important, in its best light.



The ULI panel exploring the surrounding DU neighborhoods.

Denver would not be the world-class city it is today if leadership had not had a vision, been willing to work hard and long to build consensus on important issues, and made tough decisions to solve challenges. DU can carry on the reputation for which the Denver community is known: being bold and making this *the place* where people want to live, work, and enjoy a quality lifestyle that is Denver-unique and will be DU-unique. DU can make the university neighborhood *the place* where students and faculty and the community wish to learn together and come together.

The panel believes DU acknowledges the beginning of a transformation from past thinking to future thinking. However, it will require both a mindset and culture change. To *be* different you must *think* differently.

The panel can envision the DU of the future as the new “Union Station” where people want to learn and live, want to do business, and want to realize all the opportunities of being engaged with a great university, the University of Denver, where everything speaks to the dedication to the public good.

About the Panel

Glenda Hood

*Panel Chair
Orlando, Florida*

Hood is a founding partner of triSect LLC, a strategic consulting firm focused on civic innovation serving the business, government, and independent sectors. Hood served as Florida secretary of state from 2003 to 2005 and mayor/CEO of the city of Orlando from 1992 to 2003. Before being elected Orlando's first woman mayor, she was a City Council member for 12 years and president of her own public relations business.

As mayor, Hood was a strong advocate of growth management and smart growth principles to build safe, livable neighborhoods, a revitalized downtown, and a strong local economy. 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 market; and the arts became a civic priority.

She spearheaded the redevelopment plan for the Orlando Naval Training Center, the most ambitious economic development project in the city's history, which has been recognized as one of the country's best examples of reuse of former government properties and a model for incorporating all elements of smart growth and civic engagement. And she has been a key adviser on domestic security and disaster preparedness 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. Further, she was instrumental in crafting the state's Strategic Plan for Economic Development and international business initiatives.

Hood has served as president of the National League of Cities and the Florida League of Cities and chaired the Florida Chamber of Commerce. She is a national trustee of the Urban Land Institute; an active participant with ULI's Advisory Services panels and the Daniel Rose Center for Public Leadership; a fellow of the National Academy of Public Administration; and a longstanding board member and past chair of Partners for Livable Communities.

Hood received her BA in Spanish from Rollins College after studying in Costa Rica and Spain. She attended the Harvard University Kennedy School of Government Executive Program and participated in the Mayor's Urban Design Institute at the University of Virginia and the Society of International Business Fellows.

Richard Galehouse

Watertown, Massachusetts

A principal emeritus of Sasaki Associates in Watertown, Massachusetts, Galehouse's project work, writing, and speaking have focused on new community, mixed-use, urban, and college and university planning and design. Representative project work includes the Presidio Trust Management Plan, which received a Global Award for Excellence from ULI as well as a national APA award for excellence; the master plan for the University of South Carolina in Columbia, South Carolina; the master plan for the Princeton Forrestal Center at Princeton, New Jersey; the base closing plan for the Charleston Naval Complex

in North Charleston, South Carolina; and the master plan for Southwood, a new community in Tallahassee, Florida. Galehouse is currently writing a book titled *The Power of the Plan: Building a University in One of America's First Planned Cities*, to be published by the University of South Carolina Press.

Galehouse has been an active ULI member for over 30 years, serving on the UDMUC and Recreation Councils; has been a panel member for various plan analysis sessions and the ULI Awards Jury; and has been planner/urban designer for 11 ULI Advisory Services panels, including Treasure Island in San Francisco, California; Grand Forks, North Dakota; Hengelo in the Netherlands; New Orleans after Hurricane Katrina; and Kai Tak, Hong Kong. He has written articles for *Urban Land* magazine, including "Measurements of Community" published in June 1999, and was a contributing author for the chapter on placemaking in ULI's book *Transforming Suburban Business Districts*. In 2010 he authored the chapter "The American University and City Planners of the Twenty-First Century" for the *Plan of Chicago @ 100*, published by the Ely chapter of Lambda International.

Galehouse received a bachelor of architecture degree from the University of Notre Dame and a master's degree in city and regional planning from the Harvard University Graduate School of Design.

Shawn Gehle

Los Angeles, California

Gehle is a principal and the director of BNIM's Los Angeles office. He is a recognized design and thought leader known for cultivating a "culture of curiosity and collaboration" with his clients and teams. As a member of BNIM's executive committee, his firmwide responsibilities include accelerating design thinking, driving business performance, and promoting transformative ideas across multiple offices.

As a recognized design leader, Gehle is responsible for establishing the design direction on projects within the Los

Angeles office using a design ethos that ties research and disruptive ideas to design performance and large-scale, positive change for clients of all types.

His diverse experience, which includes work for technology, creative workplace, education, and mixed-use clients, as well as ongoing academic partnerships with many of the industry's most notable institutions, has been recognized by the American Institute of Architects and the American Institute of Graphic Arts and featured in numerous publications and design journals.

Jeremy Hudson

Fayetteville, Arkansas

Hudson is cofounder and CEO of Specialized Real Estate Group in Fayetteville, Arkansas, where he leads design, development, and marketing. Since 2002, he has been involved in all facets of real estate in northwest Arkansas, including brokerage, design, development, and construction. He regularly speaks nationally about the importance of building for health and sustainability.

Hudson led the development and construction of Eco Modern Flats, the award-winning and LEED Platinum–certified apartment renovation project in downtown Fayetteville that has earned the prestigious Multifamily Project of the Year designation from the U.S. Green Building Council (USGBC), the organization that administers the LEED certification program. Eco was also honored as a finalist for ULI's 2013 Global Award for Excellence.

The Cardinal and Sterling Frisco, both award-winning student housing projects from Specialized Real Estate Group, with a combined total of over 1,000 beds, have earned LEED certification and continue to be the leading design standard for student living in the area.

Hudson has been an active member of ULI since 2013 and has served as a member on the Redevelopment and Reuse Council since 2014. He is currently working to organize a ULI Arkansas state council in his home of northwest Arkansas. Hudson served as an adviser on the Building Healthy Places Initiative Workshop, and he was named to

ULI's inaugural 40 under 40 class in 2014. He also has served on the board of several organizations, including the Arkansas chapter of USGBC and Habitat for Humanity of Washington County, Arkansas.

He is a graduate of John Brown University with a degree in construction management and business administration.

Jeff Kingsbury

Indianapolis, Indiana

Kingsbury is managing principal of Greenstreet Ltd., an Indianapolis-based strategic planning and real estate practice focused on leveraging anchor institutions as catalysts for community development.

Kingsbury's experience includes over 25 years in the planning and development of urban, suburban, and rural communities throughout the United States. He has been a principal in the development and disposition of over \$350 million in real estate and consulted on market strategy, land use planning, and real estate development for private sector clients as well as cities, counties, and nonprofits in 16 states and abroad. Kingsbury has been a senior adviser to Cherokee, the leading private equity firm investing capital and expertise in brownfield redevelopment, with more than \$2 billion under management.

His project experience includes the 4,700-acre redevelopment of Denver's Stapleton International Airport; Belmar, a 103-acre regional mall redevelopment in Lakewood, Colorado; Lowry, a 1,866-acre redevelopment of the former Lowry Air Force Base in Denver; and Homan Square, a 55-acre redevelopment of the former Sears, Roebuck and Co. world headquarters in Chicago.

Kingsbury holds degrees in urban planning and development and environmental design from the College of Architecture and Planning, Ball State University, where he has served as adjunct professor of urban planning. Active in education and community affairs, he has served on the governing boards of Ball State University; the Indiana Academy for Science, Mathematics and Humanities; and the Golden Apple Foundation in Chicago. A teacher and

frequent speaker, he is a coauthor of the book *Developing Sustainable Planned Communities*, published by ULI in 2007.

In addition to serving ULI on the Global Awards for Excellence Jury; the Advisory Group on Climate Change, Land Use and Energy; and ULI's Advisory Services Program, Kingsbury is the founding chair of the Redevelopment and Reuse Council and former chair of the Sustainable Development Council. He currently serves on the Management Committee for ULI Indiana.

Riki Nishimura

San Francisco, California

Nishimura is the director of urban strategies for Woods Bagot, a global design and consulting firm, working across studios in North America, Australia, Asia, the Middle East, and Europe with a diverse portfolio spanning more than a 140 years. Its Next Generation Global Studio model allows the firm to work collaboratively across borders, using the latest technology to share design intelligence and strengthen its knowledge base around the world. Woods Bagot offers services in architecture, master planning and urban design, workplace consulting, and interior design, and its focus is to understand its clients' functional, operational, and cultural needs, drawing on the firm's research and experience to create solutions that work.

An architect specializing in urban design and architecture with a focus on repairing cities, Nishimura is based in Woods Bagot's San Francisco office and plays a key role in research-focused design strategies that extend into areas beyond the traditional boundaries of architecture and urbanism while ensuring pragmatic but visionary solutions for his clients. Nishimura's projects all seek a critical balance between visionary design and fiscally responsible economic development to achieve memorable, sustainable, and enduring places for both the public and private realm.

Nishimura's global experience with projects in the United States, Canada, the Middle East, and Asia is reflected in his award-winning portfolio of ecologically minded projects

that range from large-scaled mixed-use urban regeneration districts, future cities, and next-generation waterfronts to urban cultural parks, corporate/research and development campuses, university campuses, and institutional buildings. Having previously worked with Sasaki Associates, OMA, Harvard University Planning, KPMB architects, and Bruce Mau Design, Nishimura has a diverse experience.

He is a member of the American Institute of Architects and has been active in the Urban Land Institute for ten years, serving on multiple committees. Nishimura is a cochair of the Membership Committee for the San Francisco District Council and participates as a member of the Sustainability Committee. He also cofounded and cochairs the ULI'sf University Outreach Initiative. Nishimura has also participated as a review critic at Harvard, RISD, and Northeastern University.

He received a bachelor of architecture from the University of Toronto and a master of architecture and urban design from Harvard University's Graduate School of Design.

Danny Pleasant

Charlotte, North Carolina

Pleasant is known for innovative transportation planning and investment strategies aimed at building healthy and economically vibrant communities. His passion is building multimodal transportation systems to support quality urban growth, integrated land development, and walkable urban design.

Since 2008, Pleasant has served as director of the Charlotte Department of Transportation (CDOT). His organization plans, designs, builds, operates, and maintains all aspects of the city's transportation network. CDOT also operates Charlotte's on-street parking enterprise and coordinates the use of city rights-of-way. The department provides staffing for the two-county metropolitan planning organization and the 14-county air quality planning region.

Pleasant joined the city of Charlotte in 2002 as deputy transportation director. Before coming to Charlotte, he served for 14 years as Transportation Planning Bureau

chief for the city of Orlando, Florida. He also served as a transportation planner in Atlanta, Georgia, and Chapel Hill and Fayetteville, North Carolina.

He received a master of urban planning degree from Texas A&M University's College of Architecture and a BS from North Carolina State University's College of Natural Resources. As a graduate student at Texas A&M, he worked as a research associate with the Texas Transportation Institute.

Pleasant serves on the executive board of the National Association of City Transportation Officials. He is a member of the American Institute of Certified Planners, the Urban Land Institute, and the Congress for the New Urbanism. He is a fellow of the Institute of Transportation Engineers. He often serves on expert teams crafting solutions to transportation, urban design, and development issues at the national, regional, and local levels.

Tamara Zahn

Indianapolis, Indiana

Zahn is president of Zahn Associates, specializing in building stronger communities. She has 40 years of urban and community development experience.

She recently retired as founding president of Indianapolis Downtown Inc. (IDI), a not-for-profit organization strategically focused on developing, managing, and marketing Downtown Indianapolis since its formation in 1993. She was instrumental in the revitalization of Downtown Indianapolis, which includes more than 30,000 college students. During her tenure, nearly \$8 billion of development was completed, and IDI designed and implemented a number of innovative economic/cultural development, security, parking, placemaking, and marketing programs. She was involved in developing and managing Indianapolis's cultural districts and the Indianapolis Cultural Trail.

Before IDI, Zahn consulted in cities throughout the United States. Clients included Simon Property Group, the Rouse Company's American City Corporation, and the Port Authority of New York and New Jersey.

She is currently working on community engagement initiatives for the Indianapolis Museum of Art and the city's Plan 2020. She serves on a number of boards, including the Indianapolis Cultural Trail/Pacers Bikeshare, is immediate past chair of International Downtown Association (IDA), and mentors several emerging Indy leaders. She has served on the Host Committees for NFL Super Bowl 2012, NCAA Final Fours, and other major events. She was recognized as one of the first 40 under 40, Most Influential Women, and Downtown Champions in Indianapolis. Zahn is the recipient of awards from IDA, the International Council of Shopping Centers, and numerous civic organizations. She was an Olympic torch bearer in honor of her efforts to revitalize Indianapolis's Downtown and Holliday Park. She graduated summa cum laude with a degree in real estate from Indiana University.

A ULI Advisory Services Panel Report



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