



WESTERN PLACES / WESTERN SPACES

DESIGNING FOR *the* FUTURE:

BUILDING ENDURING VALUE

RMLUI 2019 HOME STUDY COURSES
WESTERN PLACES



MARCH 7-8, 2019

BONUS WORKSHOP / MARCH 6 / AFFORDABLE HOUSING 101

RMLUI
ROCKY MOUNTAIN
LAND USE INSTITUTE



2019 Western Places/Western Spaces: Designing for the Future: Building Enduring Value

Imagine your ideal community. What makes a place of enduring value? Does it preserve and appreciate its local history or is it a high-tech, future-oriented, master-planned development? Is it dense, urban, walkable, and transit-oriented or is it rural in nature, producing food, providing habitat, or protecting our natural heritage? Is it welcoming to all, regardless of income, ethnicity, ability, or age? Is it accessible, easy to navigate, and comfortable? Is it resilient and sustainable, able to cushion the impacts of climate change and reduce our impacts on the environment? And what is the role of art and beauty in creating places of enduring value? How important is it to create spaces that inspire awe, that promote civic engagement, that provide a respite, or that encourage recreation?

As economic recovery has spread across the West, the demands of rapid growth threaten to undermine our ability to plan for and design places of lasting value. And yet, good design ensures that what we build works for the communities now and into the future. High quality design can transform a mundane block of apartments into a vibrant community; it can help revitalize a struggling Main Street; and it can promote sustainability by ensuring that our investments are durable.

For RMLUI's 28th Western Places/Western Spaces conference, we looked at the ways in which the quality of design informs and shapes our communities. What works and what doesn't? How are small towns using design to encourage growth and economic opportunities? How are cities ensuring that their focus on affordability doesn't come at the expense of quality infrastructure? How are suburban areas re-designing spaces to meet changing market demands amid a retail revolution? How are regions using design to ensure that communities build on their diversity, leverage their collective resources, improve their connectivity, and preserve their natural assets? What design disasters should we learn from and avoid in the future? And what tools can we use to promote more thoughtful, more effective, and more beautiful design?

Sessions from the conference are recorded for use in RMLUI's Home Study Program. This course, *Western Places*, is focused on issues facing urban areas in the West, including development partnerships, NIMBY-ism, green infrastructure, and urban nature.

FROM HANDSHAKES TO 100-YEAR AGREEMENTS: PARTNERSHIPS AT THE NATIONAL WESTERN CENTER

How do you turn an ambitious vision for an extremely complex urban infill redevelopment project into an implementable, long-term partnership that includes government, non-profit, institutional and private for-profit entities? In this interactive session, you will hear from the attorneys and practitioners responsible for crafting the 100-year Framework Agreement between the City of Denver, Western Stock Show Association and Colorado State University. This impressive, all-encompassing agreement documents roles and responsibilities among three NWC partners, establishes a separate Authority, and lays the ground rules for bringing on additional private sector partners to the redevelopment effort.

SPEAKER INFORMATION

MODERATOR:

Polly Jessen

Attorney, Kaplan Kirsch Rockwell
Denver, CO

Polly Jessen's practice focuses on the range of contaminated property redevelopment issues, including environmental due diligence, negotiating purchase and sale agreements, cleanup plans, development agreements and environmental insurance policies, severed mineral interests, and professional service and construction contracting. Polly advises and represents clients before regulatory agencies regarding remedy selection, administrative orders, cleanup standards, institutional controls, redevelopment, and community relations activities under voluntary cleanup agreements and regulatory orders. She has drafted ordinances governing solid waste management and development standards for areas of statewide interest. Polly also has drafted comments to regulatory agencies regarding wetlands permits and endangered species issues, and has prepared briefs and other pleadings in environmental and natural resource litigation and mediation proceedings.

SPEAKERS:

Gretchen Hollrah

Executive Director, Mayor's Office of the National Western Center
Denver, CO

Gretchen Hollrah is the Executive Director for the Mayor's Office of the National Western Center (NWCO) for the City and County of Denver, serving as an appointee of Mayor Michael B. Hancock. In this role, Gretchen oversees the campus strategic planning, operations and construction for the redevelopment of the National Western Center in coordination with partners and their construction plans. With 20 years of experience, Ms. Hollrah began her career as a city planner for the City of New York and continued in the private sector at Wilbur Smith Associates in San Francisco, CA, before her career at the City and County of Denver. She holds a Bachelor of Arts from Northwestern University and a Master of Urban and Regional Planning from the University of Michigan.

Amy Parsons

Executive Vice Chancellor, Colorado State University
Denver, CO

Amy Parsons has been with CSU for 13 years, and served as General Counsel and Vice President of Operations for CSU prior to taking on the role of Executive Vice Chancellor of the CSU System. (Official bio to come). As the Executive Vice Chancellor of the CSU System, Parsons oversees strategy and initiatives across the three CSU System institutions (CSU Fort Collins, CSU Pueblo, and CSU Global Campus), and throughout Colorado. She manages strategic partnerships and projects including the National Western Center redevelopment in

Denver, the Todos Santos Center in Mexico, the Ascend program based in Fort Collins, and the construction of CSU's new football stadium. She oversees the operations of the Board of Governors of the CSU System, and the Denver System office.

Paul Andrews

CEO, National Western Stock Show
Denver, CO

Paul Andrews was named President and CEO of the National Western Stock Show and Complex in November of 2010. Andrews oversees the business operations, staff and venue development for this multi-year event complex and home of the National Western Stock Show, held every January. Andrews, along with his management team, staff and volunteers, has increased revenues by nearly 9 million dollars and grown the yearly number of events at the complex to 250, up from 120 in 2010.

SESSION INFORMATION

OUTLINE:

1. Moderator - brief overview and introductions
 - a. Facilitating agreements between multiple entities
2. Brief panelist presentations
 - a. Role of the City of Denver
 - b. Role of Colorado State University
 - c. Role of the National Western Stock Show
3. Facilitated Q&A
4. Audience Q&A

LEARNING OBJECTIVES:

- From initial visioning to signing on the bottom line, participants will learn about the process used to develop a long term real estate and operating partnership between three very different entities.
- Participants will learn about what critical elements have contributed toward a successful partnership, even in the face of challenges or conflict.
- Participants will learn how the NWC Framework Agreement sets up a governance structure and covers everything from real estate transactions, design and construction, long-term operations and maintenance of the campus, and paves the way for new partnerships

GREEN INFRASTRUCTURE: WHAT IT IS, HOW IT WORKS, AND WHAT THE LAW SAYS

This session addresses urban green infrastructure, a term that broadly encompasses vegetation and natural systems within cities. It looks at some of the main categories or applications of green infrastructure, including low-impact development (LID), stormwater best practices, urban forests, and other urban green space. The panelists will address this issue from the perspective of planning, management, project implementation, and legal ramifications.

SPEAKER INFORMATION

MODERATOR:

Dana Coelho

Director, Metro Denver Nature Alliance
Denver, CO

Dana is the Director of the Metro Denver Nature Alliance, a coalition of nature-based organizations working together to ensure that Denver is a place where both nature and people thrive. Previously, she was the Urban & Community Forestry Program Manager for the Rocky Mountain Region of the U.S. Forest Service, working alongside five state coordinators from CO, WY, SD, NE, and KS to build vibrant local community forestry programs. She also co-led the Western Urban & Community Forestry Network, co-founded the Denver Urban Field Station, and actively participated in the National Urban Technology & Science Delivery Team. Closer to home, she has been part of the creation and continued development of Promotores Verdes and United Cultures for Arts + Nature, two partnership programs of Americas for Conservation + the Arts born out of the Metro Denver Latino community's interests and needs surrounding nature, health, arts, and culture.

SPEAKERS:

Sara Davis

Program Manager, Denver Forestry
Denver, CO

Dwight Merriam

Partner, Robinson + Cole
Hartford, CT

Dwight Merriam founded Robinson+Cole's Land Use Group in 1978. He represents land owners, developers, governments, and individuals in land use matters. Mr. Merriam is a Fellow and past president of the American Institute of Certified Planners, a former director of the American Planning Association (APA), a former chair of the APA's Planning and Law Division, past chair of the American Bar Association's Section of State and Local Government Law, and a Fellow of the Royal Institution of Chartered Surveyors. He teaches land use law at the University of Connecticut School of Law and at the Quinnipiac School of Law and has published over 200 articles and nine books.

Holly Piza

Watershed Services Project Manager, Urban Drainage and Flood Control District
Denver, CO

Jonathan Rosenbloom

Dwight D. Opperman Distinguished Professor of Law, Drake Law School
Des Moines, IA

Jonathan Rosenbloom is the Dwight D. Opperman Distinguished Professor of Law at Drake Law School. He is the co-author of two textbooks: Resilience & Sustainability: From Theory to Practice and Land Use and

Sustainable Development Law: Cases and Materials; and co-editor of Routledge Handbook of the Study of the Commons and Beyond Zero-Sum Environmentalism. Jonathan is co-director of the Sustainable Development Code, a model land use code designed to provide local governments with the best sustainability practices in land use. Jonathan received his Bachelors in Architecture from the Rhode Island School of Design, JD from New York Law School, and LLM from Harvard Law School. Prior to teaching, he founded a non-profit that worked with state and local governments on becoming more sustainable, clerked for the Honorable Rosemary Barkett on the U.S. Court of Appeals for the 11th Circuit, and worked for Reed Smith LLP. He was a commissioner on the Des Moines Plan & Zoning Commission and was named Stevens Faculty Scholar of the Year in 2018, Vermont Law School, Distinguished Environment Law Scholar in 2017, and University of Oregon, School of Law Environmental & Natural Resource Distinguished Visitor in 2016.

SESSION INFORMATION

OUTLINE:

- Introduction—what is green infrastructure and why is it important? Austin Troy (5 minutes)
- The role of urban forestry as green infrastructure. Sara Davis, Denver Forestry (10 minutes)
- Green infrastructure in Low Impact Development-oriented stormwater management . Holly Piza, Urban Drainage and Flood Control District (10 minutes)
- Legal aspects 1. Dwight Merriam (10 minutes)
- Legal aspects 2. Jonathan Rosenbloom, Drake University (if available) (10 minutes)
- Audience Q&A

LEARNING OBJECTIVES:

- Gain an understanding of what green infrastructure is and the roles it plays in urban development
- Understand what legal issues are involved in the development and use of urban green spaces.
- Understand the role of urban forestry

MANAGING THE LANDSCAPE TO CREATE URBAN RESILIENCY

This session will explore the intersection of the aesthetic with water-smart and pollinator friendly urban landscapes. Panelists will discuss the importance and value of native landscapes, as well as the role of pollinators, with an exploration of the staggering statistics of native pollinators everywhere. Topics will include why using native plants can be cost effective, environmentally intelligent, as well as beautiful; and take a look at CDOT's creative new program of making a Pollinator Highway.

SPEAKER INFORMATION

MODERATOR:

Flo Raitano

Director of Partnership Development and Innovation, Denver Regional Council of Governments
Denver, CO

A third generation native Coloradoan with a Bachelor of Arts cum laude from University of Colorado, Boulder and a Doctor of Veterinary Medicine degree from Colorado State University in Ft. Collins. She was twice elected Mayor of Dillon, Colorado. Former Governor Romer appointed her to two terms on the Colorado Water Quality Control Commission. She was the first Executive Director of the Colorado Rural Development Council and was awarded Vice-President Al Gore's Hammer Award for Re-Inventing Government for her work with the Colorado Ecosystem Partnership. She served two terms on the 10th District Economic Advisory Council of the Federal Reserve Bank. She was Executive Director of the I-70 Coalition and served on the Technical Advisory Committee for the Blue Ribbon Panel on Transportation Finance and Implementation. She has been at the Denver Regional Council of Governments (DRCOG) since August 2013 in multiple capacities and is currently serving as the Director of Partnership Development and Innovation.

SPEAKERS:

Annie Barrow

Manager of Horticulture Outreach Programs, Denver Botanic Gardens
Denver, CO

Annie Barrow is the Manager of Horticulture Outreach Programs and is involved in creating and promoting sustainable, water wise and Rocky Mountain inspired gardens in the community. Annie has a B.S. in Horticulture & Landscape Design from Purdue University. She holds an MBA from Ball State University, as well as 12 credit hours in the Master's of Landscape Architecture Program. She worked in Chicago as a landscape designer and has done research on basil, rose, peppermint and Echinacea at the Purdue Medicinal Plant Lab. Her corporate experience focused on Sustainability Initiatives including energy efficiency, LEED, solar PV and solar thermal technologies.

Matt Mulica

Director, Keystone Policy Center
Keystone, CO

Matt is a policy facilitator with the Keystone Policy Center, providing mediation, facilitation, and project management services within Keystone's environment, public health, energy, education, and agriculture practice areas. Matthew works with diverse public, private, and NGO stakeholder groups and designs and facilitates stakeholder dialogues, public engagement processes, coalitions, and strategic planning processes. Recent issues include honey bee health, water, sustainable agriculture and ranching, oil and gas development, as well as several projects involving NEPA processes. Matthew graduated with a Master's of Science in Conflict Resolution, International and Intercultural emphasis, from Portland State University and holds two Bachelor of Science degrees in marketing and management from the University of Montana.

Michael Banovich

Colorado Department of Transportation,
Denver, CO

Mike Banovich is the Colorado Department of Transportation Landscape Architecture Section Manager of the Environmental Programs Branch, Division to Transportation Development. Mike is a CO Professional Landscape Architect (PLA) and Certified Professional in Erosion and Sediment Control (CPESC) with a Bachelor Degree in Ornamental Horticulture from the University of Illinois(1981). Mike has worked for CDOT for 29 yrs with a primary focus on landscape and environmental project development, process improvement and research.

SESSION INFORMATION**OUTLINE:**

1. Introductions and overview of the topics
 - a. Role of pollinators
 - b. Ecosystem services
2. Native landscaping
 - a. Support for pollinators
 - b. Municipal cost savings (water, maintenance)
 - c. Benefits to pollinators
3. Colorado Pollinator Highway
 - a. Why they're doing it
 - b. What was involved in establishing it
 - c. Key players
4. Q&A

LEARNING OBJECTIVES:

- Understand the value of native landscaping.
- Understand the important role of pollinators.
- Learn how the two can be combined.
- Cost savings for municipalities.

NATURE NETWORKS: A MODEL FOR DESIGNING OUR COMMUNITIES

The creation of sustainable urban spaces requires that we consider the role of social and natural networks in designing our communities of the future. The Metro Denver Nature Alliance (Metro DNA), an emerging collaboration of non-profit and governmental organizations across the region, is working to establish these networks to ensure that the Denver region is a thriving place for people and nature. This session will cover the organizational structure, the decision-support tools, and the bio-physical planning approaches that are being used to establish these networks.

SPEAKER INFORMATION

MODERATOR:

Dana Coelho

Director, Metro Denver Nature Alliance
Denver, CO

Dana is the Director of the Metro Denver Nature Alliance, a coalition of nature-based organizations working together to ensure that Denver is a place where both nature and people thrive. Previously, she was the Urban & Community Forestry Program Manager for the Rocky Mountain Region of the U.S. Forest Service, working alongside five state coordinators from CO, WY, SD, NE, and KS to build vibrant local community forestry programs. She also co-led the Western Urban & Community Forestry Network, co-founded the Denver Urban Field Station, and actively participated in the National Urban Technology & Science Delivery Team. Closer to home, she has been part of the creation and continued development of Promotores Verdes and United Cultures for Arts + Nature, two partnership programs of Americas for Conservation + the Arts born out of the Metro Denver Latino community's interests and needs surrounding nature, health, arts, and culture.

SPEAKERS:

Chandi Aldena

Project Manager, Trust for Public Lands
Denver, CO

Chandi Aldena is a Project Manager at The Trust for Public Land. She works with communities across Colorado to create great parks, open spaces, green alleys and other urban landscapes that connect people to nature. Chandi believes that great parks and public lands are for everyone, and as a landscape designer and park advocate she wants to address the lack of diversity, inclusion, and equity in our public parks from neighborhood parks to national parks. She is committed to working with communities to engage them in making parks more equitable through conversation and the design process. Chandi's interest in a participatory design process has led her to seek projects that directly engage the local community. Chandi earned a BS in landscape architecture at Colorado State University and a master's at the University of Colorado Denver.

Claudia Brown

Senior Water Resources Specialist/Bioregion Team Leader, Biohabitats
Denver, CO

Ms. Browne is currently the Rocky Mountain Bioregion Leader for Biohabitats -- a 22-year old national ecological restoration design and construction firm. She has nineteen years of experience in environmental protection with expertise in project management, hydrogeologic investigations, water resource protection, wetland restoration, environmental site assessments, remediation of contaminated soils and groundwater, as well as policy analysis and community education for environmental issues. Ms. Browne's experience includes managing multi-million dollar site investigation and remediation contracts which included supervising multiple teams of subcontractors and field staff. Ms. Browne's strengths include project organization; financial management; staff development; technical writing; problem solving; and working with

diverse members of the public, private sector, regulatory agencies, and technical communities. Ms. Browne's background includes international project experience in Canada, France, and Russia.

Gordon Robertson

Director of Planning, Design & Construction, Denver Parks & Recreation
Denver, CO

SESSION INFORMATION

OUTLINE:

1. Introduction (Dana Coelho)
 - a. Provide context for the topic: importance of planning for nature, ecosystem services, and recreational access in the design of our cities
 - b. Collective impact as a way of organizing and bringing capacity to a network of aligned professionals
 - c. Introduce speakers
2. Social networks (Dana Coelho)
 - a. Introduce the coalition that is forming in Denver (modeled on those in other cities) to engage in regional planning for people & nature
 - b. Describe history of Metro DNA, the organizational structure of the coalition, and its unique approach to engaging the Denver region in a conversation about its future
 - c. Explore tools being used to make and map connections among partners (STEW-MAP, Kumu, etc.)
3. Ecological networks (Claudia Browne)
 - a. Overview of Conservation by Design approach to assess biological diversity and other natural assets and to prioritize the conservation needs in the region
4. Social-Ecological Networks (Chandi Aldena)
 - a. Overview of the GIS-based planning tool that is providing an informational foundation for the planning work at a regional scale
5. In practice (Gordon Robertson)
 - a. Discussion of Denver's approach and use of these regional social and natural networks in evaluating conservation priorities

LEARNING OBJECTIVES:

- Gain an understanding of how Metro Denver Nature Alliance (and similar organizations around the country) is using principles of collective impact to align conservation agendas in the metro region.
- Explore the importance of equity in creating social networks that can influence conservation decisions and outcomes.
- Understand the availability and planned continued development of the Metro DNA GIS decision-support tool for helping to develop conservation priorities.
- Learn about the process that Denver and the region are developing to craft a regional conservation vision for people and nature.

REGULATING LAND USE AT THE BALLOT BOX: THE RISE IN DIRECT DEMOCRACY

Land use controversies are increasingly being resolved (or not) through ballot measures. The initiative and referendum process, a feature of Progressive-Era Constitutions in many Western states, provides a means for voters, rather than legislatures, to pass local ordinances, to approve or veto development permits, and even to restrict development rights. This session will address the impacts and unintended consequences of this form of governance. Panelists will also explore the possibility of whether this form of democracy can counter the dysfunction and influence of power and money in our governments.

SPEAKER INFORMATION

MODERATOR:

Rick Ridder

President & Co-Founder, RBI Strategies and Research
Denver, CO

Rick Ridder is President and Co-Founder of RBI Strategies and Research, a former presidential campaign manager and a senior consultant for six other presidential campaigns. Rick has consulted for numerous U.S. Congressional, gubernatorial, and state and local initiative campaigns. Internationally, he has worked in over 23 nations including the successful campaigns of six heads of state. His firm is one of the few firms to win Pollie Awards (the Oscars of the political industry) for creative efforts, technology applications, and management capabilities (International Consultant of the Year). Rick has also been recognized with the "Award of Achievement" from the Gleitsman Foundation for "commitment and leadership initiating social change." He has written for "Salon," "Campaigns and Elections," "Australian Financial Review," "RealClear Politics," and "The Denver Post". He has appeared on "The Daily Show," all major US networks, the BBC, Australian Broadcasting and a number of foreign broadcast networks. His book, Looking for Votes in All the Wrong Places, received top honors for "Humor" and "Politics" from the Colorado Independent Publishers Book Association. Rick holds a B.A. from Middlebury College, a M.S. from Boston University, and is an Adjunct Professor at the University of Denver's Korbel School of International Studies.

SPEAKERS:

Jason Morris

Partner, Withey Morris, PLC
Phoenix, AZ

Jason Morris is a founding partner of Withey Morris, PLC. Experienced and effective, his dynamic presentations at public hearings on behalf of his clients prove that an attorney can be both personable and tenacious. While attending the University of Arizona College of Law, Mr. Morris was the Managing Editor of the Arizona Law Journal of International & Comparative Law. He also spent time as a congressional staff member in Washington, D.C. Throughout his career, Mr. Morris's practice has been exclusively in land use, government relations, zoning, and administrative law. His expertise has been critical to state legislative efforts surrounding land use over the past two decades and his cases include many of the area's most significant and notable developments. Mr. Morris's client list includes several national homebuilders, master plan developers, commercial-industrial land owners, national retailers, and Fortune 100 companies. He spends significant time giving back to the community by way of his involvement as State President of the Alliance of Boys & Girls Clubs as well as serving as the Mayor's representative to the City of Phoenix Infill Advisory Board, and the Chairman's appointment to the Maricopa County Board of Adjustment.

Sam Mamet

Director, Colorado Municipal League
Denver, CO

Sam is responsible to CML's 21-member executive board for executing the policies and programs of the League, supervising staff members, managing and coordinating activities and operations, recommending and developing organization policies and programs, and serving as a spokesperson for League policies. Sam has been with CML since 1979, and was appointed executive director in 2005.

SESSION INFORMATION**OUTLINE:**

1. Introductions (Rick Ridder)
 - a. Background/context setting for the use of initiatives in the West
 - b. Introduction of speakers
2. Examples of the impacts and consequences of ballot measures
3. Recent Examples
 - a. Colorado Amendment 74
 - b. Colorado Proposition 112
 - c. Examples from Arizona
4. Pros and cons of using citizen initiatives
5. Q & A

LEARNING OBJECTIVES:

- Understand how the initiative/referendum process works in the West.
- Gain an appreciation for why and how this process is being used in the land use context.
- Understand the role of this process in driving policy-making at the local level.
- Consider the pros and cons of this approach, including the impacts and unintended consequences of direct democracy.