

TECHNICAL ASSISTANCE PANEL REPORT

# City of Tempe ULI AzTAP



June 2019





# Contents

8

About the Smith Innovation Hub

10

Process and Assignment

11

Stakeholder Input

14

Panel Discussion

Overview

Planning & Design... Finding the “Place”

Building Market Potential

Transportation and Connectivity

Finance and Incentives

Priorities and Next Steps

About the Panel

28

Appendix

32

# ULI Arizona District Council

The Urban Land Institute is a 501(c)(3) non-profit research and education organization supported by its members. Founded in 1936, the Institute has members in 95 countries worldwide, representing the entire spectrum of land use and real estate development disciplines working in private enterprise and public service. 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.

The ULI Arizona District Council was formed in the early 1980s, as a direct response to the need for educational forums and events at a local level. ULI Arizona brings public and private sector leaders together to share and exchange ideas, information, and experiences to shape the way communities grow.

## About ULI TAPs

The ULI Arizona Technical Assistance Panel (AzTAP) Program is a service offered by ULI Arizona to assist Arizona municipalities, counties, regions, and nonprofits in the preliminary study of complex land use planning, development, and redevelopment issues. Drawing from a seasoned professional membership base, AzTAPs provide objective and responsible guidance on a variety of land use and real estate strategic decisions ranging from site-specific projects to public policy questions.

AzTAP was initiated by the ULI Arizona District Council in 2003 as an extension of the time-tested national ULI Advisory Services Program that was established in 1947 with proven success for its comprehensive, pragmatic approach to solving land use challenges. Technical assistance interdisciplinary panel teams are carefully chosen for their specific knowledge and the holistic lens that they provide to help resolve local issues.

Communities gain valuable insight and direction from highly qualified industry professionals who volunteer their time. Professionals who bring their expertise to bear also receive an intimate understanding of the unique development opportunities and challenges facing communities. The interaction among panel experts, local communities, and residents strengthens the community fabric and builds opportunities for strong public and private sector collaboration to promote thriving Arizona communities. The focus and scope of issues defined by the local sponsoring community make each TAP unique, so the approach is intentionally flexible to tailor it to the specific needs presented. Past ULI Arizona TAP reports are available to view and download at [www.arizona.uli.org](http://www.arizona.uli.org).

## PANELISTS

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# City of Tempe

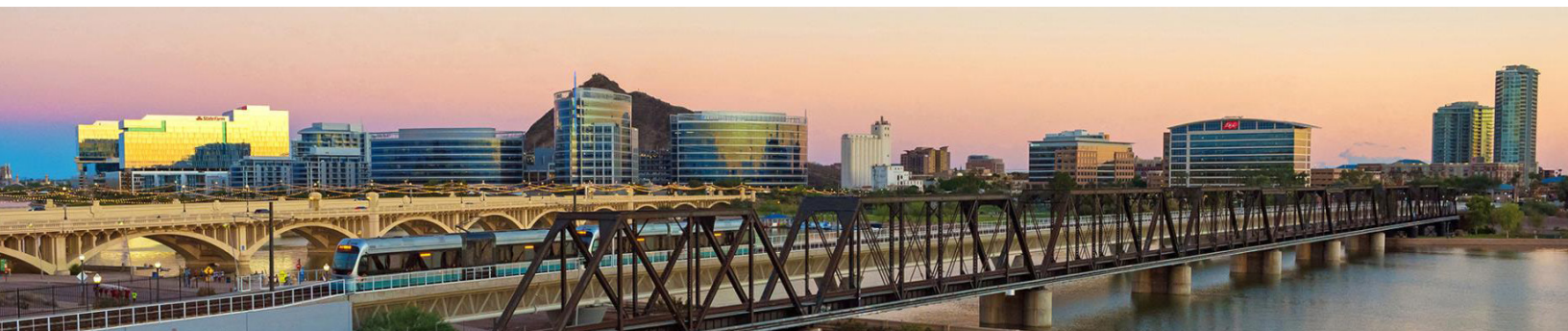
A robust team of people were instrumental in making this AzTAP a success. ULI Arizona gratefully acknowledges the Tempe Economic Development Department as lead for this project in addition to the following individuals who serve the City of Tempe as professional staff for being superb partners and for their enthusiasm and commitment. ULI Arizona is grateful to the Tempe City Council for their dedication of leadership and support.

## City of Tempe Council

Mark Mitchell, Mayor  
Lauren Kuby, Vice Mayor  
Jennifer Adams, Councilmember  
Robin Arredondo-Savage, Councilmember  
Arlene Chin, Councilmember  
Randy Keating, Councilmember  
Joel Navarro, Councilmember

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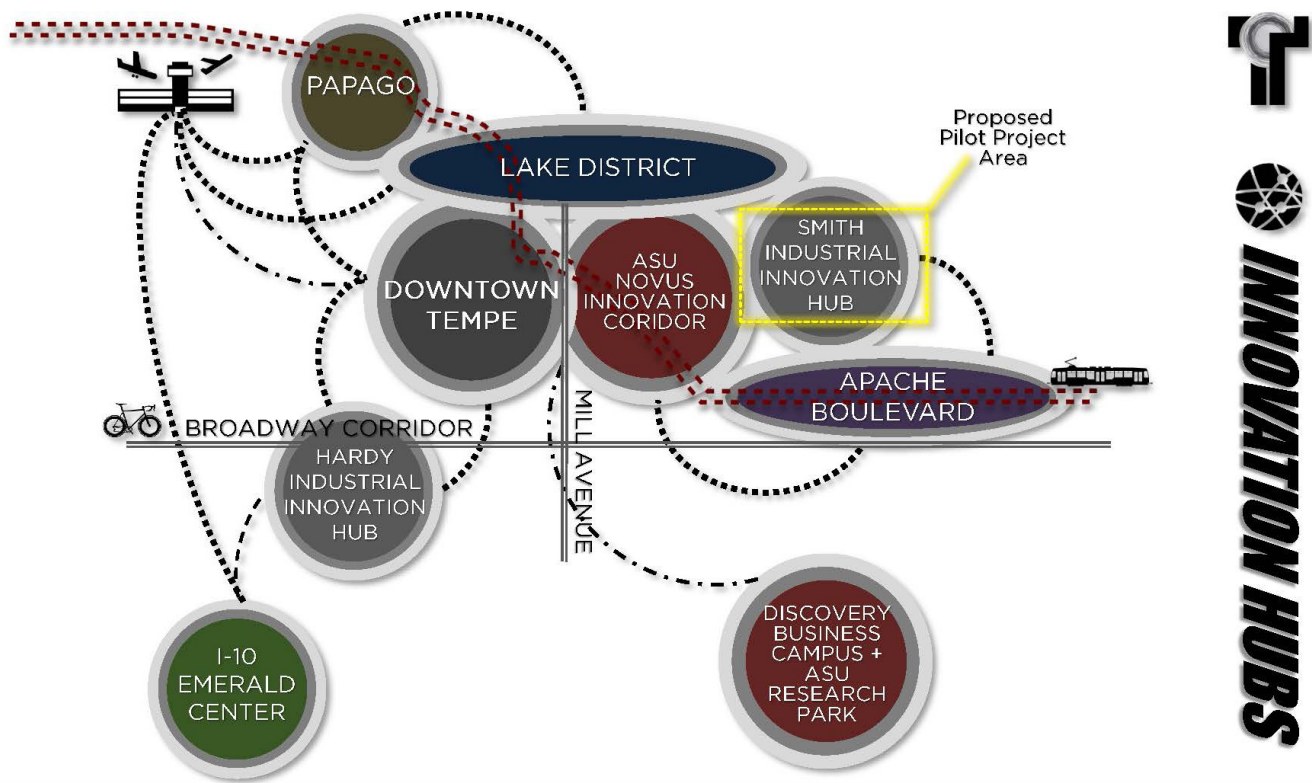


# ULI AzTAP Tempe Focus:

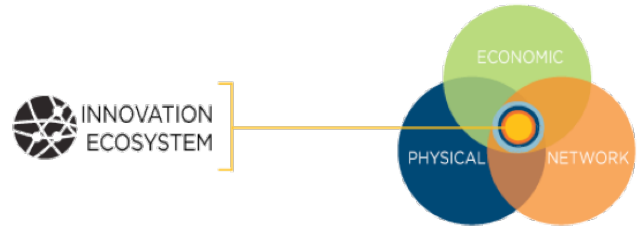
Tempe has a vibrant and successful economy and employs innovative strategies to remain competitive. With low vacancy rates and high rents, the City is thoughtful with areas for redevelopment.

The Innovation Hub Initiative was approved by Tempe City Council on March 1, 2018. It is an economic development initiative to enhance key employment corridors to promote new investment, job creation, and placemaking that attracts and retains a quality workforce. Eight hubs were identified, and the Smith Industrial Innovation Hub was selected for the pilot project.

The ULI Arizona Technical Assistance Panel focused on the long-term (re) development prospects of the Smith Industrial Innovation Hub without compromising industrial land uses.



# About the Smith Innovation Hub

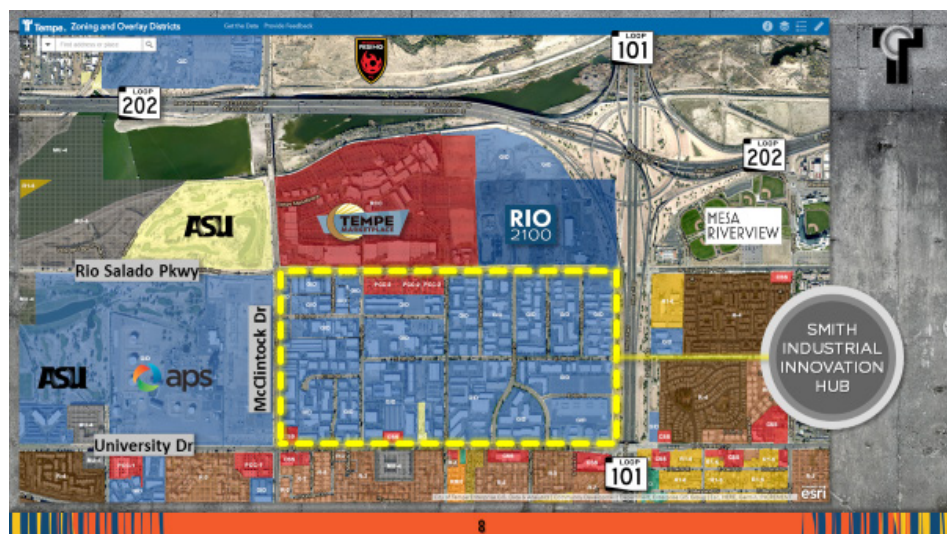


The City of Tempe maintains its successful economy through creative strategies to compete as an education and technology center and a vibrant place to live. City officials understand that solving complex challenges now in its urban core are important to the community's future resilience and quality of life. While the real estate market in Tempe boasts low vacancy rates, the flipside is rents are on the rise. Through a number of targeted initiatives, the City is looking at ways to proactively address redevelopment through an innovation ecosystem designed to maintain affordability for local entrepreneurs and residents, multimodal transportation, seamless connectivity, and strong workforce talent

On March 1st, 2018 Tempe City Council approved the **Innovation Hub Initiative**. Innovation Hubs are key employment corridors where the City will attract /grow employment, redevelopment, creativity, connectivity, and bring educators and businesses together to grow talent pipelines. With eight (8) Innovation Hubs identified in the community, the Smith Innovation Hub (SIH) is a pilot project area where the City will support density and urban mixed-use projects that include some residential.

The SIH is approximately 302 acres (1/2 square mile) with mostly light industrial and office uses. It is bounded by Rio Salado Parkway, Loop 101, University Drive and McClintock Drive. It was selected for the pilot area because of its unique innovation ecosystem near current and planned transit investments, adjacency to the ASU Novus Innovation Corridor and other amenities, and variety of uses already in place.

Most of the buildings were constructed between 1950 and 1970 and the area was known for industrial uses. Currently, SIH is comprised of 234 companies and 4,700 employees representing high-tech manufacturing, construction, transportation, distribution, consumer services (mainly





automotive), retail, and advanced business service sectors. More than a third of commercial space in the area is currently occupied with non-industrial retail and office users.

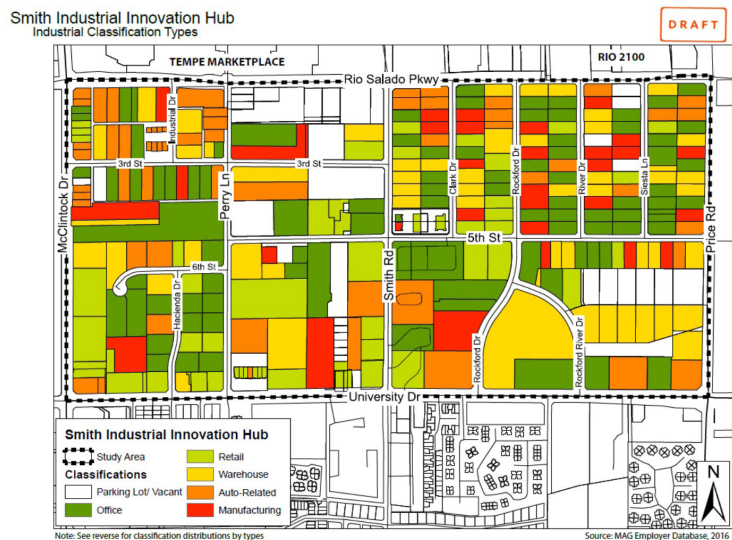
### Four primary reasons the City chose the SIH for the pilot:

1. It is in an Opportunity Zone and has proximity to major redevelopment and investment with Rio 2100 under construction directly north of SIH bringing 4,000 new jobs, and ASU Novus Innovation Corridor redeveloping 335 acres to the west;
2. Its adjacency to the proposed Street Car alignment on the northern boundary connecting SIH to ASU's Novus Innovation Hub, Downtown Tempe to the west and Mesa to the east;
3. Its ability to meet future need for more commercial space of all types in Tempe as vacancies vary between 4% and 8% citywide; and
4. Address the need for connectivity between area to the south, SIH, and Tempe Marketplace and create an innovation district described in Apache Character Area Plan.

### The four main strategies the City is considering for the area as it redevelops over time:

1. Allow a larger variety of uses such as housing, retail, light industrial, office, etc.
2. Encourage more density and height creating additional available space for new residents and businesses;
3. Attract educational and training institutions to build the talent pipeline for area businesses in alignment with Tempe Achieves 65 workforce development goals
4. Apply for grants/identify City or other funding to enhance the area with gateway features, public art, green space, bike lanes, sidewalks/streetscape.

Known infrastructure issues to address within the project area mostly relate to road safety/walkability/drainage. The area was originally a County island and was annexed by the City of Tempe between the 1950s and 1990s. The area has not been brought up to current standards with respect to road maintenance and many of the main areas lack sidewalks and proper drainage. Streetlight repairs are also needed. Current water and sewer capacity can accommodate redevelopment and new uses.



### CONNECTIVITY OPPORTUNITY Smith Hub Connections

- Hundreds of residential units frame the south side of University Drive
- A pedestrian/bicycle-friendly pathway to Tempe Marketplace is critical to establish north/south connectivity



### SMITH INDUSTRIAL HUB | AT A GLANCE

The **Smith Industrial Hub** in the Apache Character Area is apx. 302 acres [1/2 square mile] with mostly light industrial and office uses. It is bound by Rio Salado Parkway, the Loop 101, University Drive, and McClintock Drive.

#### AREA AMENITIES

- Active, existing businesses
- Redevelopment potential
- Recently upgraded properties
- Old-growth trees and wide streets

#### AREA CHALLENGES

- Lack of infrastructure [storm, curb + gutter, waste water capacity]
- Almost entirely zoned General Industrial District [GID]
- No light rail access and little pedestrian modality
- Older stock structures, mostly single-story buildings

#### IN CLOSE PROXIMITY

- Downtown Tempe
- Lake District / Southbank Linear Multi-use Path
- Tempe Marketplace [retail/entertainment]
- 246 newly built hotel rooms [short/ext. stay]
- Loop 101 + 202 Freeways
- Mesa Riverview / Wrigleyville West
- Future streetcar expansion area
- ASU Campus + Novus Innovation Corridor

The most current development activity in SIH includes a proposed eight (8) acre retail development on the south side of Rio Salado Parkway, an approved two-story light industrial building on 3rd Street for Precision Fleet Services, and a new office building recently built on Siesta Lane.

# Process and Assignment

The ULI Arizona Technical Assistance Panel (AzTAP) was composed of real estate professionals, architects, designers, and finance and legal experts, all of whom brought a wide range of perspectives to the AzTAP assignment. The primary goal of the AzTAP was to develop recommendations that would provide the City of Tempe with a set of proposed next steps in its redevelopment efforts for the Smith Industrial Hub. The variety of skill sets and disciplines represented on the panel brought important market, economic, and design perspectives that inform recommendations and offer advice to the City. Over the course of several weeks, the ULI panelists reviewed City-prepared briefing materials, carried out stakeholder interviews, participated in a study area bus tour, and worked diligently on Panel Day answering key questions to brainstorm strategies to support the City's efforts to revitalize the Smith Industrial area as an exciting hub of mixed use activity.

Panel discussion was guided by questions on the topics of:

- Planning & Design...Enhancing the "Place"
- Building Market Potential
- Transportation and Connectivity
- Finance & Incentive Strategies
- Priorities and Next Steps



**City of Tempe Economic Development Leadership and AzTAP Panel April 5, 2019.** From left to right: AzTAP Panelists – Steve Lindley, Alisa Timm, Mark Bauer, Terry Benelli, Kevin Olson, Manjula Vaz, Mark Stratz, Doug Craig, Michael Pfeffer; and City of Tempe Economic Development Donna Kennedy and Jill Buschbacher.

# Stakeholder Input

ULI AzTAP Committee members and panelists engaged with more than 20 stakeholders of the Smith Industrial Hub during scheduled interviews and a site tour. The stakeholders represented public and private interests, including City officials and staff, developers, business owners, and community representatives. During the interviews, stakeholders were asked what the SIH means to them, their goals and visions for the SIH's future, as well their concerns and any threats they perceive. (see Appendix for a list of interviewed stakeholders).

## What the Panel Heard: Themes

Several themes emerged from the stakeholder interviews, with the consensus being that the Smith Industrial Hub is unique to the downtown area and, in its current state as an old county island adjacent to the City's burgeoning core, is ripe to take advantage of key redevelopment opportunities. Decisions should be made today to guide Smith's future using strategies that help reach its potential but not irrevocably harm its industrial integrity.

Among the themes are the following:

topic	opportunities	challenges	what's good now
General	<ul style="list-style-type: none"> <li>Urban Core Master Plan can provide vision and focus redevelopment</li> <li>More live, work, play options in the City</li> <li>Solar on roofs</li> </ul>	<ul style="list-style-type: none"> <li>Tempe is landlocked so need to be more creative</li> <li>Increasing homelessness and crime – "area can be sketchy at night"</li> <li>Missing sidewalks, drainage issues that cause flooding and poor lighting</li> <li>Area is modernizing slower than anticipated</li> </ul>	<ul style="list-style-type: none"> <li>Highway access, central location</li> <li>Arizona State University proximity</li> <li>Mixed demographics – youth, college students, families, seniors</li> <li>Relatively clean and crime isn't too bad comparatively</li> </ul>
Land Use	<ul style="list-style-type: none"> <li>Residential is on periphery but could add at scale in the SIH</li> <li>Infill and adaptive reuse</li> <li>Add grocery in safe walking distance</li> <li>Focus on a spotlight project to leverage</li> <li>Convert rundown properties to small accessible businesses</li> <li>More retail within the hub to service the businesses</li> <li>Minimize / isolate automotive users</li> <li>-identify an area for auto</li> <li>Increase allowable density / height / uses – will add value for employers and investors</li> <li>Shorten entitlement and ease approval processes</li> <li>Both clean/light industrial and residential coexisting in the SIH</li> <li>Add "flavor" with maybe a bar, coffee shop, and food options for existing and future users</li> </ul>	<ul style="list-style-type: none"> <li>Land use mix in the SIH comprises primarily auto dependent with some freight</li> <li>Guiding the evolution of an old industrial corridor to an innovation hub</li> <li>If industrial uses move, where in the City would they go</li> <li>Without vision and plan, the area will be piece-mealed</li> <li>Maintaining scale when adding uses to prevent high rises</li> <li>Lots were overbuilt with 35% coverage</li> <li>The City seems to favor larger developments</li> </ul>	<ul style="list-style-type: none"> <li>Redevelopment along Rio Salado and University</li> </ul>

topic	opportunities	challenges	what's good now
Economy	<p>Incentivize owners to invest in building improvements</p> <p>More Circuit type of users can be attracted to the area</p> <p>Old industrial changing to office users</p> <p>Fiber/data centers, clean manufacturing, tech users</p> <p>More retail businesses, multifamily, maybe even hotels</p> <p>Better interact with ASU, tech centers and Sky Song - "Sky Song, Jr." could occur in SIH</p> <p>Work with neighbors to assemble properties for sale</p> <p>More financial incentives for business retention and expansion</p> <p>More City-led initiatives to help startups</p> <p>Focus on perimeter of the hub with improvements</p>	<p>Homeless problem extending into SIH and disrupting sidewalks</p> <p>Lack of available space in SIH for business expansion</p> <p>Building configurations do not align with the current market needs</p> <p>Land assemblage</p> <p>Attract new users willing to improve buildings without a direct impact on maintaining affordability</p> <p>SIH needs a kinetic synergy - current businesses are not integrated</p> <p>Most owners are not looking ahead 25 years or thinking about vertical</p> <p>Art requirements limiting property owners making improvements to properties due to financial constraints and being out of proportion</p>	<p>City economy and job growth strong</p> <p>SIH has functioning economy</p> <p>The area is not abandoned</p> <p>SIH is affordable now compared to other areas in City</p> <p>Convenient location for business's clients</p> <p>Amenities of Tempe Marketplace</p> <p>City is paying attention to the area</p>
Transportation	<p>Streetcar extensions to Riverview Mesa</p> <p>New Orbit routes</p> <p>Rental bikes and scooters</p> <p>More complete streets and bike lane connectivity</p> <p>More walkability, friendly landscaping paths and completed sidewalks</p> <p>Encourage cultural shift from being car centric</p> <p>Better understanding what amount of transportation changes to anticipate as businesses and land uses change</p> <p>TDM programs for new development and employer participation solutions</p> <p>A true east/west route through the hub connecting McClintock to Price could change the flow and activity</p>	<p>Net importer of people for jobs causing congestion; most trips not originating in transit</p> <p>Travel time to the airport has increased immensely, taking 30 minutes to get to the highway</p> <p>Lighting and sidewalk interruptions</p> <p>Not wanting to disrupt a business to acquire ROW</p> <p>Need more transportation options within the SIH</p> <p>Lack of streets within the SIH contributes to traffic pattern issues</p> <p>Perry Lane is in dire need of improvements</p> <p>Exit at McClintock only allows for westbound access and Price is only one lane</p> <p>Rockford Dr. – there are 5 lanes on the north side southbound, but only one northbound lane out of Rockford. There are arrows where there are no turn lanes</p> <p>Same intersection has been torn up and reconstructed three times</p>	<p>City was an early adopter of transit; leads the region</p> <p>Light rail, Modern Streetcar, free Orbit bus</p> <p>Traffic to the freeway is not terrible outside of peak hours</p>
Housing	<p>Affordable Housing Strategy</p> <p>Reduced auto use provides creative housing solutions</p> <p>Upgrade housing to push more commercial</p> <p>Scalable housing in the SIH</p>	<p>Gap for low income housing in City</p> <p>Inclusionary zoning is prohibited in Arizona communities</p> <p>Better understand what social services needed</p> <p>Housing options between University and Apache are substandard</p>	<p>Developed baseline housing inventory to better know what is needed</p>

# Renovated Chasse Building Team offices in the Smith Industrial Innovation Hub



# Panel Discussion

## Overview

The Smith Innovation Hub (SIH) was the catalyst for engaging ULI Arizona for assistance. The City of Tempe desired market-based input from development experts to examine how to move forward diversifying the SIH economy, supporting a stronger sense of place, and complementing its functioning industrial economy and important mix of existing businesses. A ULI panel of eight multi-disciplinary industry thought-leaders met with City officials and stakeholders on April 5, 2019 and discussed ideas aimed at enhancing the redevelopment potential for the SIH.

This summary report outlines the various strategies that were discussed during the AzTAP to help the City lay the groundwork for guiding a vibrant, sustainable SIH and urban core area. As the City and its partners make decisions about how to invest in the short and long term, the ensuing AzTAP findings and ideas are available to help guide achievable next steps.

*“The Smith Innovation Hub is not broken. It is a functioning industrial area. However, if it is left unguided without a vision in a rapidly urbanizing downtown environment, it’s possible it might go in undesirable directions. Yet with an out-of-the-box, creative vision and purposeful actions, the SIH is likely to retain its integrity and maximize its potential as an incredible place.”*

## Planning & Design...Enhancing the “Place”

Tempe is in the heart of the metro area and is known for taking a lead to tackle “big, gnarly visions” through strong political will, community dedication, and action. The Rio Salado and Mill Avenue redevelopment were massive undertakings and they demonstrate how rewards can be achieved for thinking big and staying the course.

As the urban core area of Tempe continues to grow, the SIH represents a desirable opportunity for redevelopment. It’s inevitable that growth and change will happen, so the City should plan for it and distinguish the character of growth to be different in Smith. The ULI panel synthesized the following ideas to help curate a placemaking framework for the Smith Innovation Hub.

### Define what is working and what’s at risk

As an old County island, the Smith Hub is an organically evolving area with a range of manufacturing, light industrial, office, and retail businesses. Map what the key assets and elements of the SIH currently are to set forth the appropriate actions to honor what is here against what could be in 20 years.



- **“Keep the grit.”** Redevelopment strategies should build on the eclectic, industrial atmosphere, and distinguish Smith’s style of growth with that which is taking place in nearby Novus and Lakeside. “Smith’s authenticity can’t be faked”, and opportunities will be missed if too much is demolished and scraped.
- **Prioritize where to focus first.** There are clear delineations between obsolete products and those with obvious value to focus where to prioritize actions first. The northern quadrant of the hub connected to Rio Salado and the entrance from McClintock were noted by the panel as priorities.
- **Create an inventory of opportunity sites.** Evaluate the building stock that can be adapted, i.e. Precision Fleet, and have a ready list, including some analysis of which do not make financial sense for the future.
- **Pay attention to scale and fit.** Proportionality is well-established in the SIH. It will be important to distinguish a growth context for Smith that will not overwhelm the streetscape and irrevocably damage its character. Otherwise there will be economic incentives to bulldoze as opposed to adaptively reuse. With 1-story buildings now, the panel suggested 3-5 stories as a near term target for height and to carefully manage land assembly and discourage redevelopment into large super-blocks and drive-thru projects.

support a specialized workforce and creative economy. There is some concern for industrial getting priced out, but with strong vision and the use of creative land use planning tools, the City will be able to guide a sustainable balance of uses.

*“Good neighborhoods comprise mixed use, mixed demographics, and mixed income.”*

- **Get the right City policies and tools in place now.** Parking lots and drive-thru commercial projects are lost opportunities to build on the good bones in the Smith. The City needs to act fast to get the guiding planning tools in place to prevent future repeats. Mixed use does not necessarily mean vertically mixed. Allowing a horizontal mix of uses in Smith will be effective.
- **Do not overly prescribe.** Be careful with codes so that it doesn’t feel like an HOA because that’s not innovation and “the flavor will be lost”. Consider form base or hybrid zoning and developing a specific overlay plan with design guidelines for the areas of development focus. By not trying to anticipate every type of situation, quality buildings at the right locations will define a public realm, allowing uses to change over time.
- **Understand functional obsolescence over time.** Per scale, the parking at the Circuit is huge and probably an overabundance. Start thinking about the next use for parking space as automobile dependency decreases. In the Phoenix Warehouse District, some businesses already have no parking.

## Add a mix of compatible uses

The SIH is currently zoned industrial which does not allow higher density users. As the downtown area grows, there is a need to keep light industrial in the SIH but allow some mixture of uses and the integration of small-scale residential. Future manufacturing is cleaner and more sustainable and the demand for industrial land near academic institutions is valuable, especially to knowledge manufacturers. Facilitating a dynamic mix of residential and commercial in urban industrial zones is important to



# Artspace (Mesa)

## OVERVIEW

Artspace began working with the Mesa community in 2012 to explore the feasibility of an Artspace live/work project, due to strong local momentum for the arts as a strategy for downtown development. Over a six month period, Artspace and local partners conducted five community meetings and launched a city-wide arts market survey (which received feedback from more than 660 artists). What emerged through the six month community-inspired process, and collaboration with the city were many of the ideas that informed plans for the Mesa Artspace Lofts.

In operation since the Summer of 2018, the Mesa Artspace Lofts includes 50 units of live/work space for artists and their families. Unit rents serve households below 60% of area median income levels.



### ARCHITECT

Architectural Resource Team

### DEVELOPMENT PARTNER

Neighborhood Economic Development Corporation (NEDCO)

### FUNDERS

Predevelopment support - JP Morgan Chase and Local Initiatives Support Corporation (LISC)

### OPENED 2018

### ESTIMATED PROJECT COST

\$15.8 million

### LIVE/WORK SPACE

50 units

### GROUND FLOOR COMMERCIAL SPACE

1,450 square feet

### COMMUNITY SPACE

2,900 square feet

*“Need the best of the best working and living in Smith.”*

- **Integrate more public facing uses.** The existing building types and production businesses should be balanced with more public facing uses, like retail and food production, with a better relationship to streets and sidewalks.
- **Add tactical infill residential and a mix of essential services.** The integration of carefully designed, smaller-scale housing and mixed-use projects in Smith will help meet rising housing demand and increase street life, foot traffic, and vibrancy in the hub. However, the area is currently a food desert, so there is also a need to make grocery, health centers, and parks easily accessible for new residential products to work.
- **Support artist living spaces.** Mixed income, mix use, live/work artist lofts can help alleviate the shortage of affordable housing, and tailor to the special needs of artists and their integration into an evolving economy. [Mesa Artspace Lofts](#)
- **Incentivize adaptive reuse.** Encourage the market to keep identified cool industrial buildings and evolve them into new uses for office, commercial, and maker spaces. Some businesses in Smith are outgrowing their space so opportunities will come. The Circuit successfully replaced roll up doors with glass doors and is now office space.



## Curate a creative experience and vibe

The SIH embodies a uniquely local and evolving spirit with potential to expand an experiential, artisanal vibe. “Creativity is cool” and takes many forms whether it be design driven in architecture, art, or murals inspiring public spaces, or unique culinary concepts in restaurants. The SIH has the potential to be a great “discovered” neighborhood that extends the downtown experience.

- **Focus on a “maker” signature market.** Maker cultures are inherent in manufacturing, industrial areas and when incubated as the signature market they bring life and an expressive context for a place. Makers and creators already exist in Smith, so they should be leveraged for their creative economic potential.
- **Rename/ brand the hub.** “Smith Industrial Hub” is not likely the name that supports the preferred brand in the future.

Explore a more interesting, memorable name and promote distinctive identity through place branding actions –visuals, design, and programming that will give people an expectation of the place.

- **Maintain the unexpected mystique.** The identity will form as placemaking takes shape. Be as diligent as possible to protect the authentic maker charm to ensure it doesn't turn into “just another highly designed destination”.
- **Focus on cool buildings.** The 60's style buildings with barrel roofs should be leveraged to create an “assembly of cool” with themes incorporated into design standards. There are great national examples of adapting buildings like these (i.e. Precision Fleet) into amazing food halls or marketplaces to prioritize the local food economy and develop an anchor. The Precision space also has extra acreage for food trucks. **ULI Cultivating Development**

## ULI Cultivating Development

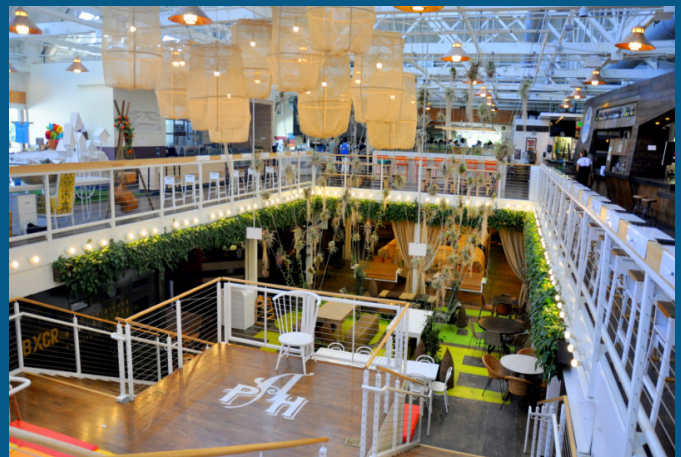
New food halls are being constructed in city centers and accommodate a mix of traditional vendors and new food entrepreneurs.

### THE PACKING HOUSE ANAHEIM, CALIFORNIA

A public/private partnership catalyzes downtown development through a focus on local food

### LESSONS

- Effective partnerships among the public sector, private developers, and local food-oriented entrepreneurs can result in the creation of unique spaces that reflect the culture of the surrounding area.
- A food hall with a variety of local vendors can generate placemaking benefits that catalyze new development in the surrounding area.
- Food halls can facilitate opportunities to support budding food-based entrepreneurs by creating programs and spaces that train people in the culinary arts and support the expansion of area food businesses.



### QUICK FACTS

Location 440 South Anaheim Boulevard, Anaheim, CA 92805 Project type Food hall Development team City of Anaheim, LAB Holding Project cost \$11.7 million Project size 42,000 square feet (3,902 sq m); one-acre (0.4 ha) land area Project status Opened in 2014 Financing Anaheim Redevelopment Agency, HUD funding for seismic retrofit, tenant/citypaid improvements.

## ULI Creative Placemaking Principles

**Begin with the end in mind.** Envision what you would like to see—such as artfully designed buildings, an inclusive community, gathering places that promote health—but also what you do not want to see, such as displacement of existing residents, lack of diversity, or exclusionary housing. Be clear about motivation and goals, then engage the right players to think outside of the box to achieve those goals. Set no limits on the possibilities for combining art and culture with the built environment. For example, New York City’s Sugar Hill Children’s Museum in Harlem broke with convention by being the first art museum in an affordable housing complex.

**Bring in artists and the community early.** Timing is everything. Art and culture need to be central to the project’s design. Early engagement of these essential resources will facilitate a project that is well designed and inclusive and that meets the needs of the larger community

**“Mine” local art and cultural assets.** Understand what jewels exist in the community. Creative placemaking works best when it is used to amplify local community assets, fostering a sense of pride. Learn about the community’s history and aspirations. Practice radical listening—meaning, keep a laser focus on one of author Stephen Covey’s “seven habits:” seek first to understand. For instance, the Mill Hill arts village in Macon, Georgia, learned after its cultural-asset mapping that many residents like to cook. So, its new art center in the renovated auditorium will have a

culinary art school.

**Engage local artists.** Find and recruit artists in the local community, including visual artists, performing artists, poets, writers, musicians, designers, chefs, and other creative types. Engaging local artists will help build buy-in. It is hoped there will be no need to find talent elsewhere. The Macon Arts Alliance learned this hard lesson after bringing artists from outside the state to Mill Hill for an art initiative. It created an atmosphere of distrust, leading the alliance to rescind its action and rebuild the relationship. Consult local arts organizations and local and state government art councils to find local artists. For example, in the Washington, D.C., metro area, the Washington Project for the Arts (WPA) is a nonprofit group dedicated to promoting the careers of artists and boasts a membership of thousands of local artists. Local art councils include the District of Columbia Commission on Arts and Humanities, the Arts and Humanities Council of Montgomery County (Maryland), and the Virginia Commission for the Arts.

**Understand and articulate stakeholder benefits.** Explore how art and culture can contribute to both the social and economic vitality of a project. Be prepared to discuss benefits from various points of view. Focus on community-driven outcomes and what is meaningful to locals, but also focus on the hard facts needed to sell the project to private-sector investors and others. For example, the community may be interested in the project’s impact

on reducing crime or providing more activities for youth and seniors, while developers may need to quantify the project’s impact on accelerating lease-ups or reducing project costs.

**Form cross-sector partnerships, including artists, community members, and public- and private-sector organizations.** Having local community organizations engaged is key along with the involvement of local government, philanthropy, and other nonprofit partners. The Mill Hill Arts project had a variety of local, state, and federal partners, including the Macon Arts Alliance, the Urban Development Authority, Macon–Bibb County, local hospitals, the White House Strong Cities Strong Communities initiative, the National Endowment for the Arts (NEA), the Knight Foundation, and others.

**Identify the critical skills needed to deliver on project goals and outcomes.** In addition to the skills provided by designers, architects, and artists, what other skills are needed? Collaboration is critical to the success of a project. Identify which skills are needed, match needs to the people within the group who have the necessary skills, and identify gaps that need to be met by recruiting new team members with new skills. Also make teams intergenerational by including youth and senior members. Your project team should reflect the inclusive nature of the project vision and goals.

**Look for early wins to generate excitement, visibility, and buy-in.** For example, use pop-ups to draw people in and community gatherings



to gain engagement. A good example is the Hall in the Tenderloin community of San Francisco. This pop-up culinary art project provides stalls for six food vendors, a bar, and free meeting space for local nonprofit groups, while the developer awaits entitlement to build a mixed-use retail and residential project with affordable housing on that site.

**Maintain a long view.** Don't stop when the goals of the built environment are met. Consider programming that keeps the community engaged and the place alive and exciting. Monroe Street Market in Northeast Washington, D.C., a \$250 million mixed-use transit-oriented development, engaged a nonprofit arts organization, CulturalDC, to manage its arts walk and relationship with artists in its 27 affordable artist studios on the ground floor of two buildings in its complex. CulturalDC, with local nonprofit Dance Place, supports Third Thursdays open artists' studios, dance, and other

programs on an ongoing basis.

**Pursue creative financing.** Where there is a will, there is a way. Money can come from unforeseen, unexpected places. Bethlehem Steel Stacks, the site of a former steel mill in Bethlehem, Pennsylvania, transformed into a sprawling art center, was funded through revenues from the local casino, which is also on the site of the old mill. Funding for the Harlem Sugar Hill affordable housing and museum complex in this New York City neighborhood was pieced together from 13 funding sources, including private lenders, philanthropy, low-income housing tax credits, HOME funds, and new markets tax credits. If your vision is the right one, for the right reasons, with appropriate stakeholder benefits, the money will come. Persevere.

<https://americas.uli.org/wp-content/uploads/sites/2/ULI-Documents/ULI-Creative-Placemaking-Brochure-3.pdf>

*“Build a community – start calling it a neighborhood.”*

*“Visitors to the region often ask – ‘where are the people’? ‘They park right by their work and don’t walk.’”*

- **Recognize that the buildings do not have to physically be cool to end up cool.** Some of the most successful examples of modern creative places did not start out with inherently cool building stock. The monOrchid, Lux Central, and Angels Trumpet Ale House buildings in Phoenix were not originally cool buildings. They became cool through art, creative placemaking and activation. The Circuit added color and it was a big, noticeable improvement.
- **Add art.** Art is low hanging fruit. But be careful of the City being the arbitrator of what art is cool. Art that is mandated is frequently boring because it doesn’t just come out. If its art that is not wanted and it is just being provided as part of a City requirement, then it is often better to encourage donations to the local art fund. Art procures good return on investment in projects, so paying artists what they are worth is very important.
- **Focus on the connective tissue of public places** - walkable streets, open space, “street parks”, and activated gathering spaces.
- **Create a welcoming physical environment.** Currently, the barbed wire gives the appearance that the area is rough and not safe.
- **Add placemaking infrastructure.** Public space, continuous, detached sidewalks; lighting; shade structures and trees; comfortable, inviting seating areas; landscaping; and programmed open space and building facades should all be a focus.
- **Get people out and moving.** Look for opportunities to get people outside of their business and moving around to connect to other local operators to inspire more creatives and makers in the hub. Bollinger Atelier is an international art foundry and fabricator who has employees living in the creative Artspace in Mesa, but they drive into Smith and bring their lunch. They are imaginative people who could be area champions inspiring more artistic happenings, if they had other reasons to do so in Smith.
- **Increase options and destinations.** “Community” will be enhanced with

## Activate public life

The future brand of Smith will be reinforced by adding welcoming gathering spots that encourage small-scale activities and weaving in the creative in-between spaces that facilitate “just by chance” encounters.



food options, pedestrian connections, pocket parks, and destinations that are “an appropriate radius” for people to comfortably walk 10 minutes or ¼ mile.

- **Extend evening and weekend opportunities.** Currently people do not stay in Smith after the end of the workday. For residential and retail to survive, it is essential to add reasons for people to remain at night and on weekends.
- **Activate a food truck hub.** Spinato’s Pizza is a great asset with a strong presence in the community. Partner with them to help activate a food truck assembly nearby – perhaps in a location with excess supply of parking.
- **Think about how parking is managed.** When parking is reduced or eliminated near buildings through shared lots, people are automatically integrated in the streetscape and public life of an area.

## Building Market Potential

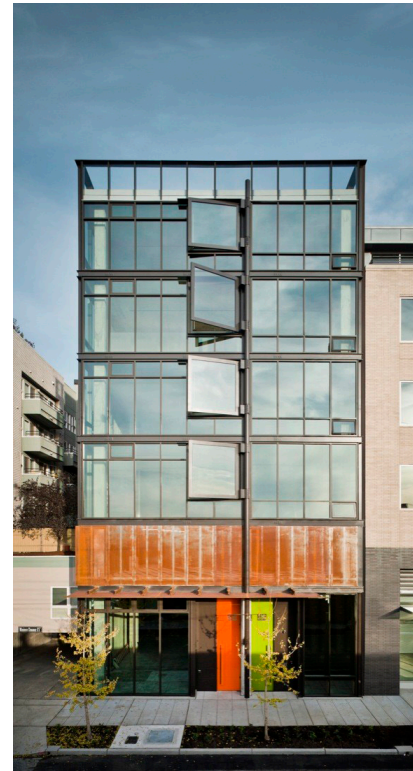
Light industrial uses serve the SIH economic engine and will for the foreseeable future. However, as a single use district, it will not achieve its future potential. The challenge will be careful integration of complementary uses to support new businesses, living, and retail offerings. Without residential, the SIH will likely perpetuate a drive-through market not indicative of more authentic experiences.

- **Evaluate the existing market.** Use market studies to ensure an appropriate amount of commercial and residential and what percentage of industrial should be preserved (and the type).
- **Focus on the detractors.** Small light industrial that is functioning and bringing value is not a focus. Pay attention to the submarket uses that are bringing the area down – scrap, junkyard, etc. Encourage clean up and the market will dictate who stays.
- **Differentiate residential here.** Adding residential should be context sensitive and will likely require more smaller-grained options than what is more typical in the Tempe residential market

now. The challenge will be figuring out where it should go, and being visionary offering new products, like artisan, live/work, townhome/brownstones, “missing middle”, and attainable options. Think about whether some of the existing buildings could be adapted to residential use. Efforts are underway to bring artists live/work units to Tempe within a couple of miles of the SIH, which is a great opportunity to leverage getting more creatives in the hub. Housing south of university is dated with higher vacancy so this could also be a focus area in the near-term if accompanied by robust connectivity.

- **Focus on creative workplaces.** If you have cool workspaces then people want to be there. Currently a lot of multi-tenant building are occupied by single tenants. Encourage owners to connect. Start thinking about changing City regulations to incorporate new pre-engineered and metal buildings and how their form fits in the hub. The workplace of the future is less about production because flexibility drives innovation. Think about what businesses want out of space – low cost, startup options. Use workforce development to assist with workplace “innovation” – research is showing that creativity in workplaces can be learned.
- **Employ proportional rehab policies.** City policies should support proportionality and scale - the improvements required should scale to the need/specific project to facilitate affordable redevelopment.
- **Assist with plug and play.** For smaller concentrated uses, the more turnkey the better.
- **Promote maker pop ups.** Activate public or private space with pop-up style events and programming. A well-programmed pop-up space would begin to establish a focal point through color, materials, or art; build local awareness and presence; and encourage would-be entrepreneurs to test ideas in the marketplace.
- **Facilitate paradigm shifts.** Understand that innovation is going past businesses

*“The concept with an Innovation Corridor is that things will change and there will be some mess with innovation.”*



Art Stable Live Work, Seattle.



Sofie Lofts, San Diego.

*“Time kills deals both as a seller and a buyer.”*

## The Making of a “Makerhood” (Weho, Nashville)



In the heart of Nashville’s Wedgewood-Houston Area, also known as WeHo, was once an industrial medium industrial neighborhood, a place that manufactured everything from socks to sausages to early Beatles records. Today WeHo remains a place that fixes things in custom high-value products and technology. And today the area has morphed into what some locals call a “makerhood”, where there is a mix of 21st century creative businesses, small-scale, high value manufacturing and maker spaces for artists and craftspeople, who have become the driving force. (<https://urbanland.uli.org/development-business/the-making-of-a-makerhood/>)

*“Need long eyes to support the investment in the Tempe Streetcar system.”*

- to new mindsets – flexible work hours, collaboration that extends outside of buildings, etc.
- **Focus on branding.** Invest in site improvements, wayfinding, and branding to advance an economic development strategy. Reinforcing attractive landscapes, signs, and branding along corridors will help direct people to the Smith Hub. Don’t be too literal in branding and belabor the use of the term “Innovation”. “Maybe Smith evolves into Tempe’s arts district”. “Find the jewels to assist in naming - the Social Hall mural ‘Get Together Tempe’ nails it”. Investors in the metro area always ask the commercial brokers where the warehouse districts are – Smith could be that district for Tempe. Other strategies include continuing to invest in pedestrian improvements to enhance walkability and investing in public art to designate arrival at a “place.”
- **Promote to the broader community and region.** Educate who is in Smith and what might be sourced here to connect more opportunities. A lot of startups want to be in Smith now with affordable space and grow to bigger markets. Encourage neighbors to talk to new businesses to let them know how much they would be desired in Smith.
- **Be flexible / don’t be too strict.** The vision needs to be very clear to guide development in a thoughtful manner yet using a flexible framework in codes and policies. This will allow the City to experiment with new ideas and “not necessarily deciding everything today”. It will be important to include a 10-year evolution as part of the plan to keep pace with improved market and changing conditions. Good codes are the foundation for getting the development desired. Incentivize mixed-use in strategic locations, such as increased densities, and accelerated application processing, and establish triggers for achieving market benchmarks.

# The 78 Chicago

The 78 is a 62-acre blank canvas in downtown Chicago bordered by Clark Street, Roosevelt Road, 16th Street and the Chicago River. The 78 will set a new standard for mixed-use developments. Drawing inspiration from local surroundings, the art, architecture and design elements of The 78 will establish a powerful sense of place and belonging. Key to this vision is the incorporation of the Chicago River, which is showcased in a half-mile riverfront experience connecting to the existing Chicago Riverwalk and on par with the greatest urban waterfronts of the world – all while featuring undeniable “Chicago Soul” The project is rooted in 10 guiding principles that will guide a place appropriate, progressive, successful and everlasting



1. Chicago soul
2. Design what's next
3. The melting pot
4. Rocks, pebbles, and rocks made of pebbles
5. Chicago's happy hour
6. Healthy, happy, and local
7. Welcome winter
8. Nurture community
9. Cultivate curiosity
10. Authentic authenticity

(<http://78chicago.com/>)

## Transportation and Connectivity

### Enhance connectivity

A growing concern in the City of Tempe (and the region) is traffic and congestion. Tempe is a net importer of people during the day as more people drive in to work in Tempe than live there. The wide band of concentrated development that is expected in the core will put stress on an already stressed transportation system, and there isn't a way to expand north-south routes because of the river. Therefore, the City is actively working to address transportation issues through stronger connectivity and alternative modes like the new Streetcar. It's also ever more important to focus on movement within neighborhoods like Smith. There is no solution that is a magic bullet, so move forward with a multi-prong approach.

- **Consider micro-blocks.** Establish 4 walkable quadrants that add to the existing fine-grained grid, eclectic block and building patterns with each offering something unique and interesting.
- **Finish the sidewalks.** Ensure a cohesive

connection between spaces. People are walking in the landscape swales in Rio 100 now.

- **Focus on the edges and streetscapes.** McClintock and Perry feel ambiguous and are not welcoming. They should be improved to draw people into Smith. Real estate does a really good job of assuming edges – don't hardline the edges.
- **Promote transit.** New transit lines are coming soon with the Tempe Street Car extension along Rio Salado and additional free Orbit bus routes are planned to serve the SIH, so be creative with strategies now to encourage ridership and promote transit-oriented development to encourage less car usage. New and future workforce generations are less car dependent. Be conscious of headwinds that are too long – 30 minutes from the Tempe Transportation Center to Tempe Marketplace are too long.
- **Add shade.** Shaded structures and trees are among the most effective ways to encourage transit usage and walking and biking.

*“Creativity and innovation will be reinforced when residents and visitors can move around and interact with the chance encounters.”*



*“Gridlock can be self-healing – the culture sometimes needs to be forced to develop alternatives.”*



Chophouse Row in Seattle, WA. Pedestrian alley—carved out of the auto parts structure.

*“River and nature – it’s human nature to want to be near and connect to it.”*

- **Manage demand and congestion.** The City is leading the way with its Transportation Demand Management (TDM) program to reduce vehicle miles traveled (VMT) generated by new development projects. The City is encouraged to work with developers to provide more on-site amenities and employers to offer modified work schedules and price parking. Some employees are offering bikes and scooters and new hub startup Oscar Health already has variable hours/shifts for employees. The Tempe Transportation Team is researching transportation management associations, like Movability Austin <http://movabilityaustin.org> in Austin, TX. an organization of Central Texas employers dedicated to connecting their employees with mobility options.
- **Promote carpool apps** – an unfortunate consequence of the Uber/Lyft/Waymo disruption to the transportation sector is they are making congestion worse, although they do help reduce parking. While regulatory options are limited, there are opportunities to work with them to focus on last mile connectivity and to promote rideshare apps to crowdsource commutes. Tempe is applauded for leading the region in the creation of local apps that will be available to connect ridesharing opportunities soon.
- **Improve circulation.** Direct traffic so that some of the streets better function for trucks, and others more focused for pedestrians and bicycles. The construction of a bike boulevard along Smith in a few years will be a valuable improvement.
- **Connect to the water.** The Rio Salado is one of the region’s most impressive destinations. With its proximity, the Smith should better connect to this asset. It can be unclear how to navigate there walking or running from hotels in the Smith so better signage identifying the routes is important. Tempe Marketplace can be a connectivity barrier but is private property so find creative ways to partner with them on solutions.
- **Consider a ferry system.** Water taxis are cool in other places and parking could be established on the north side of the lake to start “Hayden Ferry”.
- **Use ROW differently.** Leverage right-of-way (ROW) to create linear parks, “street parks” and add shade, perhaps on Perry Lane and Smith since they need to be improved anyway. Even just adding a bench, places to sit, will help. In some places, use ROW to narrow the streets using a street park like Central and Adams Streets in Phoenix .
- **Address alleys.** Many area alleys are in disrepair. Think about ways to improve alleys or how they be used in other ways as more of an amenity. “People are falling in love with alleys nowadays”.
- **Program a parking district solution.** A district can provide the City with mechanisms to devise and implement parking management solutions as the Smith grows and changes over time.

## Finance and Incentives

Once you have the messaging and planning and zoning policies, the key to success is through investment and bringing in capital. The best role for the City is to lead with a clear vision, have flexible oversight, invest in the place, and be ready for partnerships.

- **Lead with vision and incentives.** The market wants to know that the City has a plan and is going to commit. Develop the vision for Smith and integrate into the Urban Core Master Plan. The City can encourage desired uses through incentives and clearing roadblocks - not just money, time motivates the market too. It’s not financially feasible to expect a developer to wait 9 months for a zoning hearing.
- **Update land use policies to leverage Opportunity Zone.** There are over 200 Opportunity Zone (OZ) funds in the region aggressively looking at projects. GID zoning in Smith might discourage funds from looking at Smith as closely as they should. The location of Smith for an OZ



designation is ideal, but the City needs to change the General Plan Land Use Map to allow additional uses and work collaboratively with owners to rezone to clear the way for entitlements to meet the tight program timeframes. Don't just sit on the designation, but rather form a prospectus of the improvements desired that can be included as trade-offs for land assemblage and reducing the regulatory burden. See [LISC's new OZ Playbook](#) for community partners as a good resource tool.

- **Look for creative solutions for affordable housing.** The region can't rely solely on the Arizona Department of Housing Low Income Tax Credits (LIHTC) because there simply is not enough funding for the needs. The Phoenix Community Alliance is developing an affordable housing fund through voluntary fees on closing transactions in Phoenix.
- **Offer incentives to support affordability.** The City is applauded for being proactive with an affordable housing strategy, developing a baseline and performance goals. Often a major impediment to small scale multi-family development is securing the necessary approvals and entitlements because time and complexity affect rental rates. Streamlining and helping applicants navigate the regulatory environment can incentivize the types of development projects that are wanted and supported by the neighborhood.

## Priorities and Next Steps

- **Emphasize community engagement / neighborhood building.** The #1 strategy should be to honor the community and listen to what they want Smith to be with a stronger sense of place. Learn from the people which buildings are important and what element of Smith make them proud. Find more creative ways to engage people and businesses, owners, owner-users, and tenants in the SIH. A lot of properties are leased so when they get notices about community meetings, they aren't compelled to participate. Help them understand their stake in the place as a neighborhood stakeholder. If the neighborhood could do a statement project somewhere in the hub that was born of their thoughts that could galvanize people to do more. Perhaps a group like the Downtown Voices collaborative would be effective here.
- **Allow Mixed Use.** General industrial zoning is not going to accomplish goals for innovation and vibrancy in Smith. It puts investment in the Opportunity Zone at risk, and sets a stage for undesirable projects to sneak in. Support the vision by adding more uses to the General Plan Land Use Map for the area and manage use mix through zoning and design guidelines.
- **Activate a food truck hub to attract people.** People will get to know Smith

*“The City has to be activists upstream as much as developers have to be activists downstream.”*

## Phoenix Downtown Voices Coalition

In 2004, a group of ninety downtown stakeholders, including residents, business owners, property owners, and community-based organizations met to discuss downtown planning and the effect of future development efforts on their neighborhoods, businesses, and quality of life. The outcome of the discussion resulted

in a comprehensive document, “Downtown Voices: Creating a Sustainable Downtown.” The Coalition is led by a steering committee to oversee the work of subcommittees, keep the organization “humming,” and evaluate its progress. The group always welcomes people to join in the discussion. (<https://downtownvoices.org/>)

## Social Spark (San Francisco)

Social Spark, a new urban gathering space located in the heart of Mission Bay, is a food truck park, beer/sangria garden, and event space designed to bring the neighborhood together for fun times, day or night. It collaborates with small businesses to ignite

the spirit of community by creating warm and welcoming spaces to eat and gather. It works with more than 150 food trucks from all over the Bay Area that are rotated every day for both lunch and dinner. (<http://sparksocialsf.com>)



through events and programming - food trucks, art walks farmers markets, bike festivals, etc. Temporary but high-impact spaces focused on food, culture, arts, and “Instagram-able” moments will shape community experience and start creating an identity before one really exists.

- **Focus on fine-grained improvements and connectivity.** Streets, sidewalks, shade, green, and adding lights, especially at entrances off Smith and Perry. Reroute heavy trucks to routes that make sense.
- **Invest in placemaking infrastructure.** Develop a prioritization plan to help focus. Encourage neighbors to apply for grants. Removing and painting walls are low hanging fruit actions.
- **Concentrate on place-branding.**
- **Light fire through art.** Murals on walls, especially facing Rio Salado.
- **Concentrate on context sensitive housing and adaptive reuse.** Focus on buildings worth saving and potential for reinvestment and small users/tenants and identify a project to get done.
- **Find money, partners and fight for more transit options sooner.** It doesn't all have

to come from the City. The City already leads with creative finance and public-private solutions on the Modern Streetcar.

- **Engage partners.** Tempe Marketplaces' backdoor is Smith's front door. Ask them to be a partner to help with art and activation of the SIH. Consider a community development corporation (CDC) to support revitalization efforts. LISC Phoenix provides financing, operating grants and training programs to help start and build capacity of local CDCs <http://www.liscphoenix.org/>.

Tempe is in enviable position with a strong economy and has a robust and growing transportation system. As the City finetunes a master plan for development in the urban core, the Smith Innovation Hub should be an integral piece of the overall strategy. Focus on this gritty “neighborhood” by honoring its deep roots as a working industrial economy evolving to a creative place for people to live and explore, truly offering something different than elsewhere in the City. If the City leads with a big, gnarly vision and commits to incentivize some key demonstration projects, the necessary public-private-nonprofit partners will be there to help bring about Smith's success.

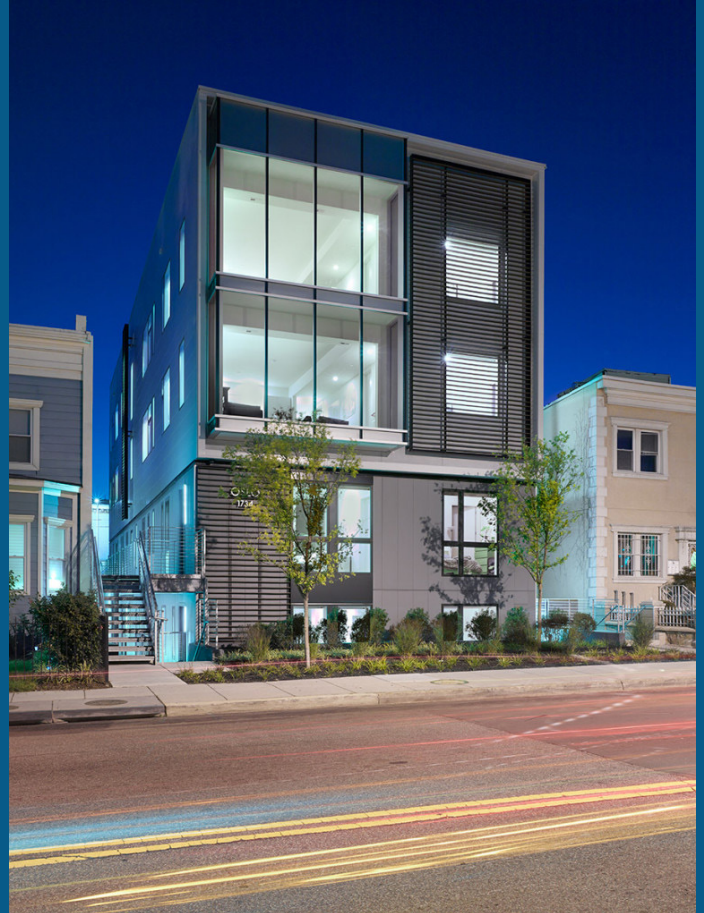
## *Small-Scale Multifamily Residential Example (Oslo, Washington, DC)*

Oslo is a nine-unit multifamily rental apartment development on a central-city infill site in the Shaw neighborhood of Washington, D.C. The project has been positioned to appeal to recent college graduates and millennials who want to share a large apartment as a preferable and cost-effective alternative to renting a studio or one-bedroom unit. The building offers three units with three bedrooms and six units with four bedrooms, with typical unit sizes ranging from 970 square feet to 1,410 square feet.

The 5,520-square-foot site when acquired consisted of an old, obsolete, nonhistoric nine-unit brick apartment building that covered the front half of the midblock site; the back half was used as open space and parking. Although located in the middle of the city block, the original building had eight-foot setbacks. This was an attractive feature that allowed Ditto to develop a building that capitalized on natural light by placing windows on all four sides of the structure.

The walkability of the neighborhood and its location one block from the Shaw Metro station and about a 12-minute walk from downtown D.C. were two additional appealing features of the site. At the time of the property acquisition, Shaw was already seeing rising land values and a good deal of new development, so Ditto Residential was not a pioneer when it entered this market.

The objective of the design was to create a high-design, transformative residential building that provides young professionals a great living experience at a reasonable cost via a shared living concept. The zoning on the site supported this objective and the shared housing concept: since the zoning requirements focused on



the number of units and not the square footage, the designers used the shared housing concept to create a building with large units of three and four bedrooms that was highly marketable to millennials. Large units like this would likely not have been marketable if not positioned as shared living units.

<https://casestudies.uli.org/oslo-washington-dc/>

# About the Panel



## Mark Bauer

Managing Director and Co-Leader, JLL Global Data Center Solutions

Mark Bauer is a Managing Director and Co-Leader with JLL's global Data Center Solutions group that focuses on global representation providing real estate planning and execution of mission-critical data center relocations and expansions. With unmatched experience and knowledge in the growing multi-tenant data center environments (colocation and wholesale colocation), Mr. Bauer provides clients with strategic and tactical guidance and representation to meet investment, acquisition, leasing and development objectives.

Involved in commercial real estate for over 29 years, Mr. Bauer has specialized in the data center and colocation industry for the past two decades. Advisor to tenants, landlords, buyers and sellers, he also serves as a national consultant to brokers, clients and data center developers across the United States. His experience includes in-depth knowledge of the data center and telecommunications industries that assists clients with their mission-critical deployments of primary and disaster recovery data center needs. He has negotiated over \$2.5 billion in total transaction consideration, over 20 million square feet of total transactions.



## Terry Benelli

Executive Director, LISC Phoenix

Terry Benelli, Executive Director of LISC Phoenix, believes comprehensive community development is not possible without targeted investments. She is dedicated to ensuring residents of marginalized neighborhoods acquire assets they desire for upward mobility — jobs, safe and stable housing and communities designed to promote health.

LISC Phoenix makes capital investments with an equitable lens. In 2017, LISC Phoenix invested \$24 million that leveraged an additional \$112 million. Terry oversees the community development operation in Phoenix and Honolulu. She previously held the position of City Councilperson in Mesa, AZ. She is currently the Chairperson of the San Francisco Federal Reserve Community Advisory Council, a Member of the Boards of Artspace Minneapolis, Minnesota and Arizona Advisory Board for U.S. Bank, and the Finance Chair of the MIHS Governing Council.



## Doug Craig, PLA, ASLA

Vice President, RVI Planning + Landscape Architecture

With 30 years of experience in landscape architecture and planning, Doug has been involved in a variety of private and public sector projects including healthcare, higher education and corporate campuses, retail/shopping centers, mixed-use, resort/hospitality facilities and recreation and community parks. He is experienced in the design of large residential master planned communities including community theming and branding.

## Steve Lindley

Executive Director – Capital Markets, Cushman & Wakefield

Steve Lindley works in the Capital Markets group for Cushman & Wakefield, representing sophisticated national and regional investor clients in acquisitions, dispositions, financing and development of office, industrial and mixed-use properties in Arizona. He has 29 years of experience, with sales completed totaling \$2.5 billion.

Prior to Cushman & Wakefield, Steve worked in the Capital Markets groups for national commercial real estate services companies including Grubb & Ellis, Trammell Crow, and Insignia/ESG. He brings Wall Street experience to his capital markets practice, working in the 1980's at the New York City headquarters of investment bank Drexel Burnham Lambert.

Steve enjoys actively exploring and promoting ideas and issues facing cities and communities in Arizona and beyond, including the intersection between creativity and place. He has served on the Advisory Board for AIA Phoenix Metro and is a leader with Urban Land Institute Arizona, currently serving as chair of the ULI 2D community mural project.

Steve is a San Diego native, and a graduate of Arizona State University with a degree in Finance. He is committee chair for Phoenix Metro Urban Young Life and is an Elder at Valley Presbyterian Church. Steve is married to his wonderful wife, Victoria, has two children, and enjoys great food, craft beer, exploring new places, and adventures with family and friends.



## Kevin Olson

Partner, Steptoe

Kevin Olson has more than three decades of experience in providing corporate and transactional advice to companies on matters involving mergers and acquisitions, securities and corporate finance, and other commercial transactions. His practice emphasizes general corporate advice, mergers and acquisitions, securities and corporate finance, and other commercial transactions.

In his role as outside general counsel, Kevin advises many clients about their day-to-day operations, including issues relating to product distribution, supplier contracts, customer contracts and executive employment arrangements. He also has assisted many clients in connection with their initial organization, advising them about their choice of entity, initial capitalization, and other organizational matters. Kevin serves as outside general counsel for leading Arizona businesses including Rockford Corporation, Community Medical Services, Westminster Village, Royal Oaks Retirement Community, and Friendship Village of Tempe. He has also represented businesses inside and outside Arizona, including Miraca USA, Alkaline Water Company, Aldila, and Rand Worldwide.

Kevin has held various leadership positions with the State Bar of Arizona, Greater Phoenix Leadership, East Valley Partnership, and both the Phoenix and Tempe Chambers of Commerce. He has been named repeatedly as one of Arizona's "Top Lawyers" by AzBusiness Magazine and Ranking Arizona. He received his undergraduate degree from Arizona State University, and his J.D. from Yale Law School.





## Michael Pfeffer, AIA

**Vice President of Architecture, Related Midwest**

Michael Pfeffer, AIA, LEED AP, is Vice President of Architecture at Related Midwest, where he works directly with architecture and urban planning firms to oversee the design of the company's two largest pipeline projects: The 78, a 62-acre, mixed-use neighborhood development in downtown Chicago, located at Clark Street and Roosevelt Road along the Chicago River, and 400 Lake Shore Drive, a residential development that will be located on the site of the former Chicago Spire project.

Pfeffer joined Related Midwest in 2016 after spending more than 15 years at the Chicago office of Skidmore, Owings & Merrill (SOM), where he served as Managing Director responsible for project design throughout Chicago, London, Asia and the South Pacific. During his time with the firm, Pfeffer worked in more than two dozen cities around the world, honing a global design perspective through large-scale mixed use, residential, office, and hospitality, as well as master plans.

In 2014, Pfeffer received the AIA National Young Architect Award for exceptional leadership and significant contributions to the architecture profession during his career at SOM. Pfeffer has also been recognized by Crain's Chicago Business with the coveted "40 Under 40" distinction – highlighting 40 leaders under the age of 40 who are making an impact in Chicago.

Pfeffer holds a Bachelor of Architecture degree from the University of Notre Dame and is a member of the American Institute of Architects and the Urban Land Institute. In addition, he sits on the Board of Directors at Habitat for Humanity Chicago.



## Mark Stratz

**Senior Vice President + City Leader, Transwestern**

Mark serves as Senior Vice President and City Leader for Transwestern Phoenix and is responsible for growing operations, elevating client services, attracting new talent and creating new business opportunities. Mark and his team specialize in agency and tenant representation in office properties for both existing and ground-up developments throughout the Metro Phoenix region.

Before joining Transwestern in January 2018, Mark's 20-year career spanned two separate and distinct markets in Seattle and Phoenix, where he developed a unique and highly diverse perspective on the marketplace. He most recently served as Director in the office group at Cushman & Wakefield in Phoenix. In his more than 12 years with the firm, clients praised his creative and entrepreneurial approach. Mark has represented both landlords and tenants, advised property owners in site selection and dispositions, negotiated joint ventures, and provided leasing advisory services and strategic planning across multiple asset types. Mark previously worked at CBRE.

Mark is an Advisor for CitySpots LLC, serves on the City of Phoenix Innovation District steering committee and at the Phoenix Community Alliance. He is a member of the Phoenix Cluster of CEOs for Cities.

## Alisa Timm

### Regional Director of Management, Ryan Companies

Alisa brings 30 years of real estate experience to her role as Regional Director of Management for Ryan's Southwest Region, and an extensive background in portfolio management, brokerage, business development and relationship building. As she focuses on the growth of Ryan's REMportfolio and the cultivation of key relationships, she is responsible for the oversight of the team's management and engineering professionals, mentoring and training, strategic planning and is a natural leader who embraces the fast pace and ever-changing environment of commercial real estate. A proven problem solver, she's creatively strategic in finding the solutions that are right for the customer.



## Manjula Vaz

### Member, Gammage & Burnham

Manjula is a member in the zoning and land use planning and real estate areas of the firm. Her practice focuses on zoning-related services, including master planned zoning approvals (specific plans, planned area developments, planned community developments), rezoning approvals, general plan amendments, variances, conditional and special use permits, zoning interpretations and violations, and zoning due diligence.

In addition, Manjula assists clients with the negotiation and implementation of development agreements, GPLETs and other development-related agreements. She frequently appears before planning commissions and city councils on behalf of clients regarding zoning and development projects.

Prior to attending law school, Manjula was a Legislative Assistant to U.S. Rep. John J. Rhodes III and chief of staff to Maricopa County Supervisor Tom Rawles (D-1). She is also a former member of the Tempe Planning Commission and currently serves on the Tempe Community Action Agency Board of Directors.



# Appendix: Stakeholders Interviewed

A special thanks to Lynn and Gary Abramczyk with GMA Manufacturing for providing the Panelists a tour of the facility.



Thank You to the Stakeholders and City Officials who participated in pre-AzTAP interviews:

- Robbie Aaron, Planner II, City of Tempe
- Ambika Adhikari, Principal Planner, City of Tempe
- Paul Bentley, Human Services Deputy Director, City of Tempe
- Dan Colton, Designated Broker, Colton Commercial
- Chris Finn, Owner, Precision Fleet
- Mark James, CEO/President, MarTek, Inc.
- Lavon Lamy, Human Services Manager, City of Tempe
- Ryan Levesque, Community Development Deputy Director, City of Tempe
- Marcus Newton, Owner, Printing Specialists
- Kim Nicolaev, Director of Special Projects, Bollinger Atelier
- Gabe Saia, Owner, Integrated Real Estate Services
- Vanessa Spartan, Transportation Planner II, City of Tempe
- Mike Wallis, Commercial Real Estate Services Commercial Broker, DAUM
- Shauna Warner, Neighborhood Program Manager, City of Tempe
- Chad Weaver, Community Development Director, City of Tempe
- Robert Yabes, Transportation Principal Planner, City of Tempe





ULI Arizona Technical Assistance Panel



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