



TECHNICAL ASSISTANCE PANEL REPORT

Town of Superior ULI AzTAP



With support from



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Acknowledgments

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About ULI

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. For additional information, please visit: www.arizona.uli.org.

ABOUT ULI AzTAPS

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, TAPs provide objective and responsible guidance on a variety of land use and real estate issues 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. TAP interdisciplinary panel

teams are carefully chosen for their specific knowledge and the holistic examination that they provide to help resolve local issues.

Communities gain valuable insight and ideas from highly qualified industry professionals who volunteer their time. Professionals who bring their expertise to bear also get a better understanding of the unique development challenges facing communities. The interaction between 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. Past ULI Arizona TAP reports are available to view and download at www.arizona.uli.org.

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Background

Located just outside the metropolitan Phoenix area, Superior is a small, picturesque mining town with a robust history and stunning natural setting, and it serves as a gateway to the Copper Corridor and recreational activities in the Tonto National Forest. Founded in the 1880's, the population has fluctuated over time with the demand from the adjacent mine, peaking at around 8,000. When the local smelter closed in 1976, the population decreased to a low of 2,800 in the 2010 census. Recently there has been an influx in new residents, primarily retirees and artists, and Superior's 2018 population is approximately 3,000. Due to lack of housing availability, recent increases in mine activity have not had a significant impact to the population however, housing demand is expected to increase with potential new mining opportunities.



Town of Superior.

The ULI Arizona Technical Assistance Panel (AzTAP) held on May 18, 2018 provided the opportunity for a group of eight experts from the land use and real estate community to meet in Superior for a day-long discussion focused on ways to enhance the local community and economy. The Panel examined the need to diversify economic development and employment opportunities beyond the Town's mining heritage, as well as strategies for revitalizing Superior's Downtown area through creative partnerships in the public and private sectors, offering insight and guidance for next steps.

Study Area Location and History

The Town comprises approximately 1,200 acres in area and is divided into two sections with different development patterns and characteristics. The north section of Town is the original settlement, with housing dating from 1930 and earlier. The south section is the newer section, dating from 1930 and later, including industrial uses supporting the nearby mine and plans to expand adding concrete production and a crusher. This section was primarily built in the 1970's, has generational home ownership and houses rarely are for sale.

The traditionally Latino area of Superior, “Little Mexico”, includes a historic business district and neighborhood shops. This area of the town has experienced decline and currently is a focus of revitalization efforts. The Town is coordinating with Habitat for Humanity to assist with redevelopment in this area, working with the mining company BHP – Billiton to donate properties requiring remediation to make them habitable, and in some cases, BHP is conducting the remediation. When Habitat for Humanity builds new homes, it will also obtain grants to improve neighboring properties as well.

Downtown Superior is located north of U.S. 60 and the Queen Creek Wash, generally north of Stansbery Avenue along Main Street. The Wash forms the southern boundary of the Downtown. The Downtown has been an important area of focus for the Town and includes a newly renovated hotel, several stores, street improvements, and the Town Hall and planned community center. The Downtown is accessible from U.S. 60 and West Main Street and U.S. 60 and Ray Road.

Downtown Superior is compact and walkable with historic buildings. Many have fallen into disrepair over time and are currently vacant, although there recently has been an increase in occupied buildings in recent years. Within Superior and concentrated in the Downtown area there is a single landowner who owns a significant number of buildings. Overall, many of the buildings require significant rehabilitation, some without roofs or other infrastructure, although investors are slowly renovating iconic historic buildings to bring life back into the Downtown while maintaining the historic character.



Historic buildings in
Downtown Superior.



Boyce Thompson
Arboretum.

BHP – Billiton took over the mines adjacent to Superior after Magma Mining left the town in 1987 and today the Resolution Copper Company, a subsidiary of Rio Tinto and BHP – Billiton manage the mines. The mine is not currently at full employment but is scaling up with about 700 jobs projected at max capacity in 2026, and 1200 induced jobs anticipated.

Oak Flat, a popular camping area east of Superior in the Tonto National Forest, is under Congressional consideration for privatization and a land exchange with other land owned by Resolution Copper in southern Arizona. Oak Flat contains the largest copper ore body in North America and possibly the world. Because the land exchange would remove Oak Flats from public access to a variety of users including nature enthusiasts, climbers, campers, bikers, and hikers it is controversial. The Apache and other Tribes also use the area for cultural and spiritual purposes and sacred ceremonies.

In the last 10 years, Superior has been making improvements within the community through planning strategies, infrastructure upgrades, and public and private investment. Recent efforts include:

- Sewer and infrastructure plans
- Hotel market assessment
- Land exchange
- Planned remodel of Town Hall to add a multigenerational center
- Working with Resolution Copper Company to establish trails
- Addressing blight and housing needs

What We Heard: Strengths and Challenges

The Town of Superior has a rich and storied history, an all-encompassing, beautiful natural setting, and a significant amount of development potential, although there are challenges to overcome. Through conversations with Town leaders and interviews with community stakeholders as part of the AzTAP process, the overview of the strengths and challenges identified below served as a baseline for the AzTAP discussion.

Strengths

Natural Beauty

Superior has majestic natural beauty nestled at the foot of a breathtaking and grand mountain cliff called Apache Leap and alongside the recreation mecca Picket Post Mountain. It is surrounded by the Tonto National Forest and adjacent to the Boyce Thompson Arboretum. Queen Creek runs through the town from north to south. A recreational user group is developing a trails plan,

with funding from Resolution Copper, for approximately 40 miles of multiuse trails that would link Superior to adjacent trails, supporting a community goal of becoming an ecotourism destination. To build capacity for a robust tourism economy, the Town in partnership with the Superior Chamber of Commerce, is also conducting a hotel feasibility study.

The Town's elevation (approximately 3,000 feet) makes it a cool, close destination in the summer.

History and Character

The Town of Superior is fortunate to have an array of historic buildings that complement its unique, authentic character. While many structures have fallen into vacancy and disrepair, there increasingly is interest in restoration and reinvestment opportunities, with a focus on retaining the special architectural features and façade of the historic buildings. These restorations have been occurring at both a public and private level, and some examples include:

- The Roosevelt School, built in 1930's and abandoned in 1980's, fell into a state of neglect but is currently being used by the police department with a planned remodeled.
- Historic high school, located near Downtown, is currently privately owned and is used for youth group retreats.
- Old mining housing near Downtown are small brick buildings that have been attracting new residents interested in restoration.

The Downtown is beginning to see some activity, with local businesses creating a sense of place along Main Street.

There are also efforts underway to link the area's history and recreation opportunities through a museum that includes walking trails that will connect the important historic sites in Town, including the old smelter.

Proximity to metropolitan area

Superior is located about 60 miles outside of the Phoenix metropolitan area, making it a prime location for tourist day trips, especially with the significant potential to leverage the area's natural beauty, history, and recreational opportunities as attractors for visitors.

Recent Investment

There has been an increase in both public and private investment throughout Superior, both in the Downtown area and throughout the community.



Apache Leap Mountain.



Superior High School.



Old mining housing adjacent to Downtown, with potential for redevelopment.



Hotel Magma.



Fourth of July celebrations
at new Town pool in the
southern area of Superior.



Newer housing
development in
southern Superior.

- The Superior Chamber of Commerce has taken the lead on implementing **low cost improvements** to **improve the aesthetics** of Downtown through a series of wall murals and the painting of buildings. Overall, these improvements have stimulated interest and there is an increase in businesses locating in the area, up to 12 business from 3-4 just a few years ago. Additional renovations to the Magma Hotel and the old pharmacy are currently underway as well as plans for a 20-unit apartment complex.
- A large remodel of Town Hall is planned to add a **multigenerational center**, although there is no funding identified yet.
- The **tiny home movement** has made its way to Superior with permits and rezoning requests to construct new tiny homes, approximately 20 homes on a 3-acre lot.
- **US 60 Park**, which is currently approximately 7 acres, is undergoing improvements with plans to potentially expand to 15 acres and add effluent use to create a greenspace. It also has an informational mining related trail.
- **Cobre Valley Regional Medical Center** has expanded, although plans to implement a full emergency room to service the Copper Corridor region were never completed due to a downturn in the economy.
- The installation of **high speed internet** is enhancing quality of life for residents and increasing business attraction.

Potential Growth Areas

The southern area of Superior has potential for growth in employment, industrial, community amenities, and housing. The 10-acre, Town-owned, Industrial Park was established in 2000 and has rail access. The Park includes are two manufacturing businesses and a graded 4-acres parcel that could provide a location of other major employers. The Airport Master Plan identifies 500 acres, located outside the Town limits and near the industrial park for potential development behind the airport. A new fire station, pool and high school cluster, is located south of U.S. 60. These buildings are developed on a property once owned by BHP, and deeded to the school. Additional land behind the fire station could be developed in the future by the school but is currently owned by BHP.

New housing in the southern part of Town was initially constructed, with Phase II initiated in 2008 and nearly abandoned with the downturn in the economy. Currently there are many undeveloped portions of the subdivision, and recently there have been signals that a single homeowner/developer intends to purchase multiple lots. The housing stock in this area is a mix of owner

occupied and rentals, with a significant amount of vacant land that can be developed.

Renovation and rehabilitation of the Downtown could result in a walkable, attractive center for the Town that includes new housing and commercial opportunities.

Overall, the area has a good water table and could support growth, but Superior currently obtains water from Florence Junction because the Town does not have local water rights.

Challenges

Blight

There are a significant number of abandoned buildings in the older area of Town, which has experienced a higher than usual arson rate. Approximately 65 buildings have been identified by the Town to rehabilitate. A good success story for dealing with this challenge is that the first rehabilitation was completed, with approximately \$5,000 out of the Town budget, and the property was resold for \$30,000. However, in cases where the Town tears down buildings with asbestos (most historic properties have asbestos), the upfront costs are high, usually at least \$20,000.

Many of the Downtown buildings are vacant and in need of substantial renovation. A single entity owns a large number of the vacant buildings.

Declining population

With the downturn in the economy and mine operations, the Town experienced a decline in population, declining from 3,400 in 1990 to 2,800 in 2000. Recently, some population is returning, including artists and retirees, although there is a shortage of quality housing stock, jobs, and services.

Limited Services/Shops

Presently limited services and shops exist within Town and many residents travel to nearby communities of Gold Canyon, Apache Junction and Mesa. There is one small grocer in the community that has been doing well, although it is mostly popular with newer residents with long term residents still opting to go elsewhere for grocery supplies.



Blighted building prime for rehabilitation in the older area of Superior.



Opportunity for commercial redevelopment in historic area Downtown Superior.

Panel Assignment and Process

Recommendations were guided by questions on the topics of:

- Building Health into Place
- Public Spaces and Civic Anchors
- Housing
- Economic Development
- Commercial and Retail
- Recreation and Tourism

The Town of Superior partnered with the Arizona District Council of the Urban Land Institute (ULI Arizona) to conduct a Technical Assistance Panel (AzTAP) evaluating ways to increase the redevelopment potential for the area.

A panel of eight multi-disciplinary development industry thought leaders met on May 18, 2018 and discussed ideas and strategies aimed at improving the health of Superior residents through the built environment, creating public spaces and civic anchors that serve as catalysts for revitalization, and strategies for encouraging housing diversity, economic development, recreation and tourism, and improving commercial and retail opportunities.

This summary report outlines the various ideas and strategies that were discussed during the AzTAP to help the Town lay the groundwork for building a vibrant and thriving economy and Downtown that will attract new development, investment, people, and jobs.

Vitalyst Health Foundation sponsored the ULI Arizona AzTAP in Superior as part of their mission to support local efforts that promote healthy community design and living environments throughout Arizona. Improving people's health is a core component of thriving communities. Places that provide opportunities for physical and recreational activity, easy access to healthy food, growing a sense of community and neighbor engagement are directly influencing people's health and wellness. Ample research also points to strong market and consumer demand for places that support healthy behaviors. For example, homes located near bike paths often have economic payoff. Health manifests through the built environment in practically every mainstream community element - housing, jobs, education, food, transportation, safety, environmental quality, social connection, and recreation. While not always explicitly mentioned, health promoting outcomes were inherent in all the community and economic development topics the Panel discussed throughout the day in Superior. For more information and resources on how to connect land use and health, visit www.vitalysthealth.org and www.americas.uli.org/research/centers-initiatives/building-healthy-places-initiative.

Recommendations

Building Community

Consider Health Outcomes in Revitalization Efforts

Where people live and work in Superior have strong links to residents' health. All communities are facing troubling health trends. Chronic diseases are causing millions of global deaths per year and the design of our built environment has become a key element in combating the risk factors. As Superior grows, it will be important to understand the different ways residents, retirees, youth, workers, and visitors derive health and well-being from development policies, projects, and places. Having health at the core of everyday community and development decisions and asking up front how different groups benefit or are affected will help promote health at the building and project scales.

Leverage the Unique Sense of Place

Majestic natural beauty, ample outdoor recreation, a historic Downtown, and a storied culture of copper mining are all prime assets in Superior. Connecting people to nature and providing opportunities for them to release stress positively impacts individual health and contributes to community health by providing economic opportunity and a sense of local connectedness. Superior's built environment, cultural history, and natural setting are special, unique and cannot be duplicated. The Town's physical and cultural mining and frontier history should be built upon as a backbone for revitalization efforts. To attract visitors and encourage community pride, explore opportunities such as interpretation along trails or at specific sites within the town that build on the fascinating history of mining and weave in its current and future potential of the town should be identified and developed.



Town of Superior.

Use design, viewshed protection standards, and sensitively located and designed wilderness access points and trails to conserve the town's views, surroundings, and in-town resources such as Queen Creek and its tributaries.

Make Superior's History a Defining Element of Redevelopment and Growth Efforts

Establish development codes and design guidelines that promote development that contributes to the existing historic fabric and character of the Town. Route 66 through the Cities of Flagstaff and Winslow and the City of Sedona are good Arizona examples where history and character have been promoted and upheld through development standards over time.

Identify core assets that offer the best opportunities for growth and develop strategies to support them. The Town needs to assess ***is Superior a mining town, or is Superior a town with a mine?*** This subtle distinction and clarification in mindset will help the Town develop a cohesive, intentional identity to serve as the basis for attracting new residents and businesses. Superior is fortunate to have an rich history and cultural values that are interesting to visitors, create a sense of place, and should be celebrated. The mining history and strong Hispanic cultural heritage are focal points for community pride and identity. The City of Bisbee and Town of Jerome are successfully leveraging their strong connections to history, and visitors there see and feel their special attachments to the unique sense of place.



Signs in town.

Building the Community Framework

The Downtown and along US 60 are the two main focal points of economic activity within Superior. There is a significant amount of pass-through traffic on U.S. 60 (which is a lost market) because the Downtown is not being signed

or visible from U.S. 60, and it is physically separated from it by Queen Creek. “While highway commercial” type development could provide a quick revenue stream to the Town, it could detract from efforts to retain and build an authentic character and bifurcate Downtown redevelopment opportunities.

Create Standards for New Development

A more sustainable approach to economic development would be to continue to reinforce Superior’s authenticity and not approving development along U.S. 60 that brands Superior as a nondescript Highway/Main Street USA filled with unhealthy, fast food drive-throughs and chains that are ‘never stay as nice as the first day they open’. Establishing Development/zoning code guidelines and stipulations to ensure highway development does not stifle Downtown development activities and maintains Superior’s character and identity can contribute to the Town’s economy, support Downtown redevelopment efforts, and contribute to a healthier community. It is also critical to provide ample and obvious signage along U.S. 60 so visitors know there is a Downtown with interesting shopping, dining, and attractions.

Consider Commercial Access

There are only two street intersections that have crossings on US 60. Limited U.S. 60 access and egress from properties along U.S. 60 impact the potential of vacant sites and redevelopment opportunities for existing buildings. When considering development of vacant sites or reuse of existing buildings along this roadway, there should be a sensitivity to buildings with limited access along the highway and how they can be combined or expanded. When possible, creating a “one stop” environment could encourage retail diversity along the roadway and serve as an enticement to discover the Downtown.

Create Places and Destinations

Superior has many existing assets that are key destinations within the community. Identify and map these community anchors to develop a sense of place around them through planning and design strategies and focused investment. Examples of key destinations include the new recreation area and pool, trailheads, parks, and Downtown. The planned renovations at Town Hall/ old school to incorporate a multigenerational recreational use center should be carefully connected to other civic and institutional anchors to maximize public access and create a hub in the core part of Downtown.

Designate Character Areas

Designate character areas around key destinations and anchors to curate authentic experiences and create places where people want to be. In Downtown there is already a sense of pride and eclectic spirit, with painted



Superior Visitor Center.



Vibrant colors build character in redeveloped area of Downtown Superior.

buildings and murals, however this visible sense of community does not extend to US 60 or many other places in Superior. The small blocks, walkability, historic buildings, mix of uses, art and color collectively create an interesting place in the Downtown. Expand and build upon these key traits and convey them throughout the entire community.

Identify Clusters

Downtown has “great bones”, such as unique architecture and stonework, and prominent cultural and heritage assets. With this backbone, it serves as the ideal starting point for catalyzing the creation of ‘places’ that translate into clusters of activity throughout Superior. Clusters of activity can start organically and grow to larger concentrations of cultural and economic activity, such as a hub of ecotourism retail shops, a string of vintage boutiques, an entertainment district, hotels and hospitality, coffee shops, restaurants, and more.

Improve Downtown Image

While the Downtown is improving, there are still a significant number of vacant buildings. It is suggested, in addition to continuing the successes of mural installations and fresh paint on buildings, that the vacant shop windows be temporarily filled with artwork or other interesting displays to add appeal and continuous, interesting space now. Adding art, painted doors, and windows with backboard and displays are easy and low-cost ways to increase the overall value, attractiveness, and pride in the area. Work with owners of vacant buildings to improve their appearance, and to create an environment that contributes to an inviting streetscape.

Enhance Sense of Arrival

Superior is blessed that its setting and natural environment provide a monumental backdrop of arriving to a special place. Visual cues and an iconic entrance that celebrates the arrival to the Town of Superior, and makes visitors feel welcome to explore and stay is important to supporting the Downtown and contributes to community pride. Signage along U.S. 60 is key to announcing entry into the Town. (Currently the sign for the Town wastewater treatment plant is bigger than the sign for the Downtown – creating an unintended emphasis.) Use signs to create an arrival sequence starting with an enhanced landscape approach along US 60 that encourages people to exit from US 60 and come into the Downtown. (Signing will require coordination with ADOT, perhaps through the ADOT Enhancement Program. Additionally, there is potential to work with ADOT on signage for local businesses directing visitors from US 60 into Town.) Another preliminary focus could be to enhance Magma Avenue and Main Street as the ‘arrival’ point into Downtown. From there, direct efforts to make everything in the northern part of the Downtown and surrounding area of Superior look and feel good. Eventually investment

in this location will catalyze other development throughout Town, attracting visitors and other resources.

Enhance Urban Form

A range of building types and forms intermingle in Superior. Downtown has numerous interesting vacant buildings with great bones and character. Identify opportunities to combine access, consolidate property, and create the desired urban form in distinctive character areas when rezoning, improving streets and infrastructure, approving new development, or engaging in rehabilitation activities.

Improve Blight

Approximately 15% of the housing stock in Superior is boarded up or has experienced fire damage. The Town has taken improvement steps by placing liens on some properties to rehabilitate and then release them back into the market. This has positively impacted the community; however funding is limited and these efforts are costly for the Town. Marketing these opportunities to the development community, people that might want second homes, adventure tourism visitors, potential investors and the younger population who have longer timeframes for investment as successful case studies could help encourage redevelopment.

Continuing partnership with Habitat for Humanity and exploring other potential relationships, such as with Resolution Copper will help to continue funding for rehabilitation of existing units. The Town could explore the potential to use tax credits to support housing rehabilitation, following the example of Grand Canyon University which with Habitat for Humanity to rehabilitate housing around the university utilizing tax credits.

Develop Community Amenities

Community amenities are pillars that improve quality of life and create unique experiences for residents and visitors. As the Town strives to retain and attract new residents and grow the economy, building locality-based community amenities is important. Additionally, if mining activity increases and uses more technology innovation, more technical and higher wage jobs will be created. Superior should begin thinking now about how to create a desirable community to keep the employees in Town as residents.

The small local grocer is an important anchor, an asset to improve health and tourism. Although many people prefer to go into the Phoenix metropolitan area for shopping, local grocery shopping within Town should be encouraged and grown. The grocer could be a cornerstone to center local events around, specialty items, and locally grown food.



Potential for redevelopment of historic buildings on Main Street in Downtown Superior.

There currently are several social service and recreational amenities throughout the Town, with a new multigenerational community center planned. Encourage community investment and interaction between the Town's amenities. Having the new community center just off Main Street at Town Hall should tie to revitalization efforts on Main Street and extend the opportunities for investment for shops and businesses as infill in between. The multigenerational center can also be a tremendous asset to creating a healthier superior. Classes for all ages that provide opportunities for physical activity (i.e. Yoga, Tai Chi, mommy & me) can help reduce obesity and obesity-related illness. Additionally, encouraging locals to teach the classes can build capacity within the Town and provide additional income to some Superior residents.

Improve Connectivity

Evaluate how residents and visitors get from place to place and ways to improve safety and connectivity. Assess the active transportation network (sidewalks, bicycle lanes, walking paths and trails) by evaluating, the continuity of sidewalks, pedestrian crossings, connection of trails, and how people who don't drive can access destination such as schools, senior centers, and shopping. US 60 separates the Downtown from residential areas on the south, and the pool and schools from residents on the north. It is important to create connectivity across of the highway, including pedestrian access across and safety elements such as lighting. Work with ADOT via its Complete Transportation Guidebook that considers solutions to connect communities and enhance mobility choices, safety, and economic opportunities www.azdot.gov/planning/transportation-programs/complete-transportation-guidebook.

Reach out to the community, including schools, to understand walkability, asking residents where they see opportunities for improvement such as the need for connectivity between gathering places. Is there a need to connect the schools to the pool and to trails? Is there a safe pedestrian network to get kids to school safely?

Wayfinding and Connecting Anchors

Different character areas, activity centers, and trail heads should be connected via good signage and wayfinding that attracts visitors to the various areas of Town. Connectivity is not always linear as it should link a journey of experiences and discovery.

The Downtown has small block sizes that provide the right framework for walking. Enhance connections between Downtown anchors (such as Porter's restaurant and the Chamber of Commerce offices) and encourage infill between them to increase social interaction and pedestrian oriented opportunities. Add interest to the streetscape and increase shade on sidewalks to catalyze Downtown as an inviting place. Queen Creek should be



Example of wayfinding signage.

tied into trail and Downtown and town-wide connectivity plans. Create a safe pedestrian connection between Boyce Thompson Arboretum and Downtown.

Trails Mapping

Currently there is no aggregate source that maps trails, biking, and forest service resources. Create continuity with Town trails and pathways to those outside of Superior Town limits. Promote Superior's trails and destinations accessible along them by creating a single map showing all trails in the area. This map can promote town amenities and be a resource for visitors engaging in outdoor recreational activities. Make the map available at the Chamber of Commerce Tourism Center on US 60, online, and at various locations throughout the Town. Over time, this one-stop map resource could be expanded to map other amenities, like the "Salsa Trail" maps in the Safford area, promoting restaurants in the region.

Increase Housing Options

Adding quality housing options in Superior is an extremely important element of building the community tool box and promoting community health and quality of life and will add to neighborhood attractiveness. Fifteen percent of the housing stock is boarded up or inhabitable. Poorly maintained, unhealthy, and unsafe housing needs to be rehabilitated to meet basic standards of livability. The Town has limited multifamily housing options currently but there is potential to expand, and new single family focused on the tiny home trend is a ripe opportunity.

Housing Inventory and Housing Demand

Take inventory of current housing stock and establish the baseline condition to understand the physical characteristics, rental rates, ownership, on the market, vacancy, rehab needs, and identification of tax-delinquent properties and those near foreclosure. Additionally, assess the demand for new, market rate and affordable multifamily, rehabilitated, historic, and rental housing. Use this information to solicit grants and other funding for housing rehabilitation.

Target Market

Determine the target market for housing: retirees, low income, mine workers, artists, young populations, etc. and convey the market potential to investors.

Existing Housing Stock

Repurpose and rehabilitation derelict and vacant housing attractive and durable places to live. By emphasizing the preservation of the historic and culturally relevant housing stock, the Town can prevent abandonment and



A new home under construction in older area of Superior.

deterioration in the older areas located in the northern portion of Superior and the Downtown. When considering which units to rehabilitate and how to improve them, capture the demographic and market trends of consumers of historic buildings with proximity and walkability to a Downtown, (versus those who prefer to live in a new, master planned community). Because many homes in need of rehabilitation have costly environmental issues of lead pipes and asbestos, explore programs that will provide technical and financial support for mitigation and look for incentives to encourage renovation to the extent possible.

New Housing

The southern area of Superior has a flatter, critical mass of land, which could be an attractive place for new housing or a master planned development. There is also an opportunity to seize the tiny home trend and build affordable infill in many areas of Town. Multifamily housing could be also developed as infill and provide additional affordable housing options. Senior housing built in phases could provide options for independent living that transitions to assisted living.

Housing Partnerships and Funding

Within a large company like Resolution Copper, there is a base of employees that could become residents, although currently most employees live elsewhere. Superior could work with Resolution to purchase homes and then transfer ownership to employee residents. This type of strategy could be funding through a range of resources such as low-income tax credits, bond allocations, and CBDG funding is available.

Building the Economy

Building and developing the local economy in Superior will involve capitalizing on existing resources, identifying needs and targeting specific markets as growth areas. Every community looks at economic development differently. It is important to first examine needs, then look at wants, determine what fits best into Town plans, what is easiest to tackle first, and then focus on the “nice to have” things. The Town should be prepared for the unexpected and have some strategies for building flexibility and facilitating private-sector investment, such as enticing businesses through elimination of fees, streamlining the development process, providing local assistance, and creating informational guides.

Diversify the Economy

Superior has limited employment options currently and the creation of good jobs can solve a lot of community problems. Mining has been the primary economic driver and remains a viable economic opportunity now and in the

future. However, economic diversification will help Superior be resilient to the social and economic impacts of being a single-industry community.

Tourism

Tourism is the industry with the greatest near-term potential to spur the next phase of economic development. Tourists add revenue to the tax base, support capital formation, and encourage investment. Tourism is generally light on the environment and is successful with a good plan supported by the community. A successful tourism strategy requires good marketing to attract people using the surround recreation resources, Boyce Thompson, or passing through on U.S. 60 into the Downtown to visit or stay overnight.

Identify Markets and Brand

Identify the key markets on which to focus, develop a brand and be more aggressive telling the story to attract visitors. The Arizona Office of Tourism (AOT) organized Statewide tourism around four pillars: culinary, adventure, well-being, and heritage / culture. These are buzzwords of the traveling public, and there is technical assistance support and resources from AOT to help communities. The key markets that Superior could focus on include adventure (outdoor/ ecotourism), well-being (“voluntourism”), and culinary. Ecotourism is about recreating in nature without leaving a footprint. Voluntourism is where people travel to a location to volunteer and do work in parallel to an outdoor experience.

Brand USA is an organization dedicated to marketing the United States as a premier travel destination. Superior could explore promoting its recreation, ecotourism and voluntourism assets through Brand USA www.thebrandusa.com since these markets are popular among international travelers.

Culinary Arts

The Downtown has great bones and distinctive character, making it a prime location to cultivate a culinary experience there, such as farm-to-table restaurants showcasing locally grown food. Local specialties chorizo and tortillas were a sought-after commodity that are no longer there – people traveled to Superior for them, like Black Canyon City and getting a pie at the Rock Springs Cafe. Promoting niche local food specialties will avoid competing with the larger stores in the Phoenix metro area. Communities in Arizona that have developed strong culinary arts markets include Cottonwood, Ajo, and Bisbee.

Identify Specialty Items

Building on the local artist and culinary trend in Superior, there is potential to establish businesses centered around specialty items that don't need

Ajo, Arizona

Ajo, Arizona leverages food as an economic development driver and has developed close relationships with small farms in the area. A Local Foods, Local Places grant from the partnership of EPA/USDA/CDC/DRA helped them grow a flourishing food scene. Their farmers market is held up to two times a week to bring people Downtown. The market is held in unoccupied space to provide temporary use and value in underutilized space. They have adaptively reused an old school to convert to an urban farm, both growing food and beautifying the community. Leaders in Ajo made a conscious effort to invest in food as a community development tool and worked with the Arizona Office of Tourism to create a Tri-National culinary theme highlighting the unique blend from Mexico, United States, and Tohono O'odham.

to be location specific but could be located here and become draw, while also having the ability to be shipped elsewhere, such as “Superior Cookies”, “Superior Pies”, or “Superior Coffee Roasters”. A suggestion is to draw upon high school students and local community members to build this identity.

Recreation and Ecotourism

Natural beauty, ideal climate, abundant outdoor recreational opportunities, and proximity to the Phoenix metropolitan area, make Superior a prime location to develop into an ecotourism destination. With many people already visiting the area to explore the nearby Boyce Thompson Arboretum, Superior can build on the natural environment to draw people, as does the City of Sedona. Key collaborators to support this effort could include the Arizona State Parks and Game and Fish Departments and the Tonto National Forest. Recreation oriented businesses, such as hiking and bike shops, would be economic assets that promote and rely upon recreation and ecotourism. The small plane community could also be attracted to Superior because of the airport.

Boyce Thompson Arboretum has been and continues to be a crucial partner, but with new leadership and Board of Directors, potential new opportunities are evolving. Hosting joint recreation events would provide numerous benefits to both entities and should be explored to the extent possible. It is recommended that the Town support fundraising and keeping the Arboretum viable and open. An option to support the Arboretum is annexing it into Superior. Annexation could provide opportunities to the Town in many areas and would help establish its reputation as an eco-tourism destination. However, annexation of the Arboretum has some near-term challenges involving aging infrastructure and limited revenues to support costs and capital investments necessary for annexation including new septic, a wastewater treatment plant, and fire service for the park. While the Arizona State Parks Department should be able to help fund some of these improvements that could pave the way for annexation (the Arboretum is a State Park) it is susceptible to budget declines.

Hospitality

The establishment and promotion of lodging and hotel facilities is integral to the development of Superior as a tourism destination for visitors. With the proximate location to the Phoenix metropolitan area, Superior fits the criteria as a destination for ‘staycation’ focused visitors, in addition to visitors from around the country and world.

The overnight visitation market is tough, but if the Town coordinates with other communities in the region like Globe-Miami, it builds the case for a hotel. The Town should leverage the results of the Hotel Feasibility Study currently being conducted through the Superior Chamber of Commerce. It is recommended that the ideal hotel would provide breakfast and have a significant number of two queen bed rooms and be able to market to tour group operators.



Older buildings can be adapted for new hotel uses.

There have been several recent actions to develop and adapt historic properties for hospitality, including a Town-owned historic hotel property that will be on the market soon and a renovated hotel at Main/Magma that will open soon. National chains that could be well suited to this market are Hampton Inn and Holiday Inn, both of which have had recent successful properties in Sedona, Flagstaff and Page. Additionally, some hotel chains can deviate from the standard hotel design to be better suited to the local architecture. An example is the Best Western chain (which is headquartered in Phoenix), offerings a wide range of customization to fit with local character.

Significant infrastructure costs are associated with development of hotels and lodging, so investors will need to understand the return on investment. The Town recently passed a bed tax to support the development of infrastructure associated with tourism focused needs. Additional actions the Town could take to attract potential developers include conveying the potential visitor capture to the area to hotel and visitor associations and organizations, and by reaching out to banks and exploring industrial bonding financing. Another emerging travel trend to consider is encouraging Airbnb and VRBO as lodging options.

Bring People through Events

People enjoying experiences and events are the most effective way to bring people into a town. Superior needs to decide what sort of experiences are desired and create a supply of events for people to come – the ‘push model’. Another idea is the ‘pull model’ – having the people already in Town capturing on social media their experiences. Create and promote hashtags so that more things pop up on Facebook, Instagram, Twitter, etc. and start to create brands. People ‘on the trails, on the walls’ will bring organic opportunities. Not having to create your own demand is a lot easier. The close location to the metro area is a tremendous asset when creating events to attract nearby visitors. Sky Harbor International Airport is only 59.5 miles away.

Suggestions for potential events in Superior include:

- Expand existing Second Friday event, bringing in food trucks to create a larger reoccurring event
- Establish events in Town corresponding to hiking or mountain biking focused events, such as a bike race at Picket Post Mountain
- Look for other opportunities like that with REI and the Resolution Copper Company that sponsors climbing events and competitions
- Create regular events that are around the everyday things in Superior, such as activities to be near the large mining equipment/vehicles

Examples of community events

Navajo Nation has ‘Rock the Canyon’ in Shonto, which is a small town with extremely limited infrastructure, far from any urban area. It is a community driven weekend event which taps into artists and musicians, attracting thousands of visitors in June.

Salsa Trail in southern Arizona has an annual salsa competition in addition to the year-round promotional map that is available.

San Antonio loves to celebrate, centered around all sorts of activities. They created an annual event to clean the canals to prevent flooding and created a festival around it.



Parade activities in Superior.

Example:

Mormon Lake has informal event in a dry lake bed and Quartzsite has a gem show, both attracting people from around the world.

Leverage the Museum

Museums are a draw to a community. More people go to museums than sporting events. The local mine already has the essence of being a museum because it so unique to the world. The fabulous geology of going down 7,000 feet that would be a huge draw for many people. The museum that the Town and its partners are creating could feature the mine's history and future, showing history, ore carts, and materials. To keep people in town and support lodging and related retail, develop ideas for a series of attractions or events that work all week long and not just on weekends. Events could potentially be developed around the museum, like the Cities of Quartzsite and the Tucson Gem and Mineral Show, all of which draw national and international visitors.

Identify Spaces for Opportunity

Identify public spaces that are easy and available opportunities for residents, visitors, and businesses to feel welcome, hold events, and expand new business opportunities. Inventory informal event spaces, civic gathering places, and community anchors (such as the school, Town Hall, and Besich Park) and evaluate their infrastructure and improvement needs. Assess what type of infrastructure might be needed (such as restroom facilities, water truck) in relation to the types of events and activities that could take place.

Target smaller, underutilized places as low hanging fruit that could also assist in improving character and blight, such as establishment of small community gardens which could lead to farm-to-table restaurants.

Create a Small Business Incubator Space

Take smaller users and create an incubator space so not one business carries the burden alone. By investing time and resources into entrepreneurship development, there is a good chance these activities will transform the local economy with new businesses with local ownership and local roots. Use the vacant buildings as small business incubators to activate and create value with the underutilized and derelict space and provide interesting focal points for visitors. These types of spaces are often popular with the “maker movement”, who produce jewelry, candles, soap, t-shirts, art and often have high value add because they help create future demand for additional space. A good example is the very successful local artist co-op in the Town of Jerome.

Employ Finance and Incentive Strategies

Jumpstart Demand

To jumpstart demand, the Town can invest in enticing activities that wouldn't normally occur. These projects should be appropriately sized to generate

demand and revenue. An example is to encourage property owners to fill retail spaces by offering flexibility in rent (such as having lower overall rent in exchange for receiving a percentage of goods sold). This is a low risk way to get people into a space that is already owned.

Value Capture

When infrastructure and community improvements are well-designed and located, they can increase the value of an area. Capturing value is a key element of economic development. Some examples include:

- *Development impact fees*: one-time payments to defray the cost of new or improved infrastructure required by new development.
- *Exactions*: negotiated, in-kind infrastructure donations required of developers in exchange for development permits.
- *Joint development*: is private developers create or pay for a public facility in exchange for permission to create a private development above or adjacent.
- *Special assessment districts*: additional property taxes levied within a defined area where new or improved infrastructure benefits those properties
- *Government Property Lease Excise Tax (GPLET)/Tax Increment Financing (TIF)*: TIF is a tool (not currently available in Arizona) that allows a community to “freeze” the existing property tax within a defined area. As the community undertakes future projects within that area, the community captures the increase or increment that allows payment or repayment of public improvements. A somewhat similar tool that communities in Arizona use is GPLET. GPLETs are tax incentive agreements negotiated between a private entity and a local government. It temporarily replaces a building's property tax with an agreed excise tax that can be abated as the land and improvements are conveyed to the government entity and leased back for private use.

Bond Financing

Bond financing can be used for a community to pay to develop infrastructure to attract larger types of development, such as the hockey stadium in Glendale, and could also be used to develop water systems and roads. To initiate, the Town would conduct a feasibility study, determine what might work, produce bond documents, and then an underwriter would go out to sell bonds with this documentation. For Superior, bond financing would be an option in the future, once the community meets some near-term develop goals, has more synergy, and has more annual taxes as revenue that could be leveraged for debt payment. The mine could be an asset in bond financing, as it is a

Example:

To rehabilitate a property, there can be a bond issued with tax credits, combined to finance with 100% debt, although cost of issuance and legal fees can be high.

commodity, although it is difficult from the rating agency perspective it is not permanent source.

There are typical legal and transaction costs to implement, and when issuing bonds there is a \$2 million minimum. On a small uncomplicated bond, costs could be \$200,000 for the cost of issuance.

Types of bonds that might work for Superior include General Obligation bonds (GO bonds), which are repaid with property or excise taxes. It is important to review what revenue is available and estimate what could be financed. The Town would not want to finance 1:1 because rating agencies will want cushion to mitigate a potential drop in revenues. Once the load amount is determined the processes can be initiated with the rating agencies and underwriters. An uncomplicated bond process could take between 2-6 months. Larger stable communities bonds' tend to trade better than small, and the more complicated or unusual items that are added to a bond can increase transaction costs.

Bonds cannot be financed longer than life of improvement. The rule of thumb is a building would have a 20-year life space and a water system 30-year life span. It would be important to balance the life of the bond with how long the Town desires to have an outstanding bond. Bonds can be combined with tax credits.

Use Incentives

The Town needs to find ways to motivate landowners and attract them to the table. The Town can use incentives such as tax rebates, the Government Property Lease Excise Tax (GPLETS), which is an alternative tax formula based on abatement for the duration which property is improved. Through a tax lien, the Town owns the property, the buildings on it are developed or renovated by a private entity, and over time the land reverts to the private entity. (This might also involve a ground lease that reverts to the owner and they lease back, which would be exempt from property tax, but still pay GPLET tax.) The Town could use these types of i to invest in multiple properties and promote redevelopment throughout community. Implementing a competitive application process, such as RFP process, for property redevelopment is recommended to ensure fairness and equity. When implementing this approach, it is important to find motivated land owners, and recognize that there is no guaranteed single approach for all properties.

Capitalize on Opportunity Zone Designation

Opportunity Zones have been designated for economically-distressed communities where new investments may be eligible for preferential tax treatment. The Town of Superior qualifies as an Opportunity zone. (Superior was designated by the Governor and that nomination has been certified by the Secretary of the U.S. Treasury and Internal Revenue Service.) Opportunity

Zones provide new tax incentives, that allow investors to defer taxes on any prior gains when purchasing and improving properties in opportunity zones. There is a need to pay tax on the initial money invested but no additional tax on the money earned. This is especially beneficial when there is a need to spend more than original property purchase price on property improvements.

Further guidance on the rules is pending from the IRS over the next few months. Because this program was written to be particularly beneficial to investors, it is recommended that Superior closely monitor related efforts to ensure existing residents and businesses are not displaced and uses are deemed fitting with community goals. If leveraged appropriately, this could be a beneficial tool to revitalize Superior. The Town should focus on identifying community-based improvements that could along with development, such as sidewalk improvements.

Explore Other Economic Markets

Superior should explore other unique and niche markets to encourage economic development. Historically there had been a thriving movie film location industry in Superior. While the Arizona Film Office of the Arizona Department of Commerce was closed in 2008, the Town could explore opportunities to re-energize and promote a focus on Superior filming opportunities.

Leverage Grants and Other Funding

There are a range of funding sources available to help smaller communities that have limited resources address the challenges of out-of-date infrastructure, vacant and possibly contaminated properties, and historic preservation. The State Historic Preservation Office (SHPO) will review and assess buildings, which could yield funding for historic properties to be coupled with other funding. The designation of historic properties is voluntary but there is some control that is lost once a property is deemed historic.

The Town should assess the range of philanthropic, federal, and state funding that is available for revitalization in Superior. Even a small amount of outside money applied strategically to support the Town's vision and plans can help increase local interest and momentum to spur private investment. ADOT supporting bicycle/pedestrian mobility and safety improvements, the Federal Food and Drug Agency or USDA for local places/local food movement, non-profits such as Cobre Valley Regional Medical Center to reinvest in community health through healthy food programs and trails, and the Arizona Department of Housing have resources and grants available. The Town could explore a relationship with one of the state universities to facilitate grant writing through student jobs or internships.

Example:

The Mill Avenue experience today is far different from that of the 1970s and before. Suburbanization and disinvestment of the 1950s and 1960s was causing blight along Mill. Many community leaders favored wholesale demolition, but a dedicated planning effort and association of merchants were successful leveraging federal grants to revitalize the street and preserve historic buildings.

Collect Unpaid Taxes and Fees

Unpaid taxes can be sources for solving revenue and absentee land owner problems. Superior should map unpaid tax properties and collect. The Town started a similar process with utility delinquency by disconnecting sewer connections for non-payment. However, it costs the Town \$3000 to disconnect an individual sewer line so it is not the Town's preferred strategy.

Build Local Energy and Leadership

The passion of the people that live in Superior is one of the Town's most amazing and valuable assets. There are families that have been in the community for generations. Communities can successfully retool their economies by identifying and building on their local social capital. This would entail finding the residents, businesses, and institutions that can work together to achieve community goals and who will grow momentum and public support for implementing changes. Community-driven efforts will generate the credibility necessary to sustain initiatives over time.

Engage Youth

The youth population is an essential asset in every community. Youth engagement generates excitement and change within communities, helps them feel connected and retains them as adults. For example, students at the high school could advise on ways to plan for more cohesive and accessible community connectivity by doing a walking assessment and identifying sidewalk gaps and areas to improve multimodal circulation options. The Town could sponsor youth contests, such as design competitions for public art or assisting with a xeriscaping committee. The Urban Land Institute hosts a program called UrbanPlan for high school students that provides a hands-on experience demonstrating the issues, trade-offs and economics of land-use planning and urban redevelopment. Find opportunities like this to engage the local youth now so that they become informed community problem solvers and leaders.

Tap Artists

Superior is becoming increasingly attractive home for artists and retirees. Create a sense of community around the local artists and incorporate them into design and infrastructure improvements, tapping into their creativity and skills with iconic monuments, signage, and art pieces.

Work with Property Owners and Tenants

Take a proactive approach and reach out to existing businesses and property owners and see if there are opportunities to support mutual goals. Engage

owners to reinvest in the community, and leverage tenants as assets because they don't want buildings to be vacant. Find out what barriers are preventing them for moving forward developing their properties. If something has burned down, it needs to be addressed immediately so it's not dangerous or unattractive and driving down property values. Clean efforts could be coordinated through partnerships with the Town and volunteers. Find out why property owners are listing properties for sale, but when offers come in, they won't sell.

Partner with Resolution Copper Company

Superior values its roots and connection with the mine but doesn't want to depend on it. Superior was never a company town, like Clifton-Morenci, which is one of the things that makes it unique. Additionally, the Resolution Copper Mine is not Town property and Resolution agrees that the Town should not depend on it, although the two entities are intertwined in many aspects.

There are community benefit agreements between Superior and Resolution for emergency services, which funded new ambulance and police vehicles, but coordinating agreements is a long arduous process due to Resolution's headquarters being in London without much decision-making ability in Arizona. Currently, Superior is working with Resolution to determine how best to protect and promote its mining history, such as how to incorporate the old smelting plant into Town placemaking efforts rather than just abolishing all evidence of it.

The Resolution Copper Mine uses unique technology with cutting edge robotics. The Town could work with the mine to build a relationship with ASU, the University of Arizona, or Colorado School of Mines to create internships or workforce development programs that could be housed in rehabbed buildings in Superior. This could become part of an agreement for a cultural legacy project, developing cooperative campuses with universities. ASU already has a program at San Xavier, which is an open pit mine, but they do not have a program at an underground facility, such as the one planned for Superior.

Work with Public, Private, and Nonprofit Partners

Government agencies, private businesses, nonprofit organizations, and community institutions are all key assets and should be involved in the core components of revitalizing the local economy. Some of the most successful redevelopment efforts are realized through partnerships that involve entities with different missions working together. The Superior Chamber of Commerce is an essential partner to the Town and is taking the lead on my economic development activities, such as managing the hotel feasibility study and coordinating the nonprofit Rebuild Superior, Inc. (RSI). Leverage this important relationship in combination with bringing other new partners to the table to own

Example:

The Newtown Community Development Corporation is a Tempe-based nonprofit that was created to address housing issues. Newtown worked with the City of Tempe to create Arizona's first community land trust focused on ensuring housing remains affordable. Visit www.newtowncdc.org for more information.

or fund things that the Town might not be able to do outright, such as land banking or purchasing distressed properties for purchase or rental.

Empower Local Economic Development Champions

Well-organized volunteers can run excellent programs. This has been an east coast approach to community development and there are not as many examples in Arizona, but the model has worked well in the Detroit and Pittsburgh. To empower local economic development champions the Town could:

- Seed the roots of teamwork through an extensive volunteer network who can generate excitement and action and make things happen around development activities
- Identify the influencers who will organize events and take ownership, including promotion in traditional and social media, and advocate the “look what’s here” in Superior
- Empower more economic development champions, like the existing partnership Rebuild Superior with the Town, the Superior Chamber and the Superior Unified School District.
- Continue to work with the Copper Corridor Economic Development Coalition and consider getting retirees involved and other people willing to give back to the community.

It is the people of Superior who will sustain momentum and move actions forward to realize success. By developing a plan, prioritizing and taking small first steps, staying focused, developing the planning and design guidelines to build character, the catalysts will come to light.

Topic	Ideas and Actions
Consider Health Outcomes in Revitalization Efforts	<ul style="list-style-type: none"> • Have health at the core of everyday community and development decisions • Ask up front how different groups benefit or are affected • Integrate health considerations in development guidelines
Leverage the Unique Sense of Place	<ul style="list-style-type: none"> • Leverage unique history as a core component redevelopment • Develop a cohesive, intentional identity • Do not bifurcate Downtown redevelopment with quick, easy highway development • Hold onto authentic image
Create Places and Destinations	<ul style="list-style-type: none"> • Designate character areas around key anchors • Grow clusters of cultural and economic activity • Improve Downtown image and appeal with temporary installations and art • Enhance sense of arrival with iconic entrance to Town
Enhance Urban Form	<ul style="list-style-type: none"> • Combine access and consolidate property to reduce vacancy • Improve blight and rehabilitate properties • Market case studies on successful clean-up efforts as development opportunities • Develop locality-based community amenities to attract and retain residents and businesses
Improve Connectivity	<ul style="list-style-type: none"> • Do a walkability assessment • Connect pedestrian access across highway and add safety elements • Link character areas, anchors, and trailheads • Add wayfinding and good signage • Create continuity with trails and pathways through and outside of Town • Create a single map showing all recreational trails in the area
Increase Housing Options	<ul style="list-style-type: none"> • Inventory of current housing stock to establish the baseline conditions • Determine target markets for housing different population segments • Rehab and repurpose existing housing stock • Seize opportunities for new housing such as the tiny home movement • Assess multifamily as an opportunity to bring affordable options • Engage housing partners and look for housing funding resources
Diversify the Economy	<ul style="list-style-type: none"> • Focus on tourism to increase near-term potential • Identify key markets to focus on and be aggressive telling the story • Cultivate a culinary arts experience • Identify and build Town brand around local specialty items • Develop into an ecotourism destination • Solidify overnight visitation market through hospitality and lodging • Create a supply of events to attract people to Town • Leverage the museum and the unique mining history as a draw
Identify Spaces for Opportunity	<ul style="list-style-type: none"> • Identify public spaces that are easy and available opportunities • Target vacant and underutilized properties • Evaluate their infrastructure and improvement needs • Create a small business incubator space
Employ Finance and Incentive Strategies	<ul style="list-style-type: none"> • Jumpstart demand to entice activities to occur • Use value capture tools • Consider bonding and other finance tools • Employ incentives to bring people to the table • Capitalize on Town's opportunity zone designation • Explore unique and niche markets like film locations • Leverage grants and other funding • Collect unpaid taxes and fees
Build Local Energy and Leadership	<ul style="list-style-type: none"> • Identify and build on local social capital • Engage youth to become community problem solvers and leaders • Tap artists and incorporate into design and character-building efforts • Reach out to existing businesses and property owners to reinvest • Work with public, private, and nonprofit partners • Empower local economic development champions • Leverage Rebuild Superior, Inc. and Copper Corridor Coalition • Prioritize and take small initial steps and stay focused

Going Forward: Near Term Action Items Examples

The ideas in this document were outlined to help leaders build a vibrant, healthy Town of Superior. It is important to celebrate successes and incremental improvements to create enthusiasm, focusing on small incremental steps. Build a solid foundation with reports that have been completed or commissioned, focusing on high value, marketable actions to serve as catalyst, while prioritizing next steps.

Topic	Focus	Near Term Action Items
Consider Health Outcomes in Revitalization Efforts	Health at the core of decisions	Add health policies to plans
Leverage the Unique Sense of Place	Leverage mining history and solidify image	Develop development guidelines
Create Places and Destinations	Improve sense of arrival	Enhance Magma Avenue and Main Street as the Downtown entry
Enhance Urban Form	Rehabilitate properties	Develop case study on Town efforts to clean up and release back to market
Improve Connectivity	Link character areas, anchors, and trailheads	Do a walkability assessment using local high school students
Increase Housing Options	Rehab and repurpose existing housing stock	Find more housing partnerships like Habitat for Humanity
Diversify the Economy	Focus outdoor adventure, ecotourism, "voluntourism", and culinary	Create and promote social media hashtags to generate a buzz and develop brands
Identify Spaces for Opportunity	Target vacant and underutilized properties	Create a community garden to provide farm-to-table in restaurants
Employ Finance and Incentive Strategies	Leverage grants and other funding	Work with Rebuild Superior, Inc. on grant writing opportunities
Build Local Energy and Leadership	Engage land owners	Remove development obstacles through flexibility in processes and partnerships

Panel Questions

Building Community

Building Health into Place

- How can Superior tie economic and community redevelopment efforts into improving the health of Superior residents?
- Are there opportunities to expand or leverage new opportunities in the health care space? How could this be done?
- How can walkability be improved?
- What are best practices for overall community connectivity?
- What are regional connections that could improve health opportunities?
- What opportunities could improve access to fresh, healthy food?
- Who are the partners and available funding/resource

Public Spaces and Civic Anchors

- How can civic institutions and public spaces be catalysts for revitalization and economic diversity in Superior?
- How can the existing spaces and anchors be leveraged to promote the Town's goals?
- What infrastructure and character improvements are necessary to increase potential?
- What programming will maximize the benefits of existing resources/ infrastructure?
- Who are the partners?
- What potential financing mechanisms or funding sources are available?

Housing

- What are the opportunities to increase affordable housing options?
- What opportunities are there to support the rehabilitation of abandon or uninhabitable homes?
- Where are the best locations to focus housing efforts?

- Who are the partners and available funding/resource programs to leverage?
- How can Superior be marketed to residential developers?

Building Economy

Economic Development

- What are key considerations for advancing economic diversification?
- What opportunities exist or should be considered to create or expand employment and workforce development opportunities? What are low-hanging fruit?
- What are the opportunities with the mine and ways to leverage other support industries?
- What are the weekend and weekday economies that can be created?
- How can Superior leverage its Opportunity Zone status for economic development?
- Who are the key partners and available funding/resource programs to leverage and lead?
- What are options to infuse capital into the local economy and increase the sales tax base in the near term? What other revenue options should be pursued?

Recreation and Tourism

- How can the Town leverage and expand its assets to become a tourism and recreation destination?
- Which assets have the greatest potential to result in revenues for the Town?
- What is the market potential for hotels and hospitality?
- What are the opportunities in relation to mining? Are there conflicts or synergies?
- Are there partnership opportunities with nearby federal, state-owned, and private land?
- How can overall regional connections be maximized?
- Are there lands to acquire or swap?
- What improvements and infrastructure are necessary?
- Who are the partners and available funding/resource programs to leverage?
- What are the branding and marketing next steps?

Commercial and Retail

- How can the current commercial and retail conditions be improved?
- What are realistic market expectations? Are there strategic opportunities now and in the future?
- How —can the downtown and highway frontage development complement each other? What can be done to strengthen the nexus?
- What can be done in the short and medium term to reduce the impact of vacant and deteriorating buildings in the downtown?
- Are there temporary uses that are viable to create destinations and build enthusiasm for future development on empty sites?
- What methods have proved successful in spurring redevelopment of older properties.
- What are adaptive reuse opportunities that could be considered?
- Would streetscape, infrastructure and design improvements help revitalize the area, and if so, when is the best time to initiate?
- Who are the partners and available funding/resource programs to leverage?
- What are potential infrastructure finance and redevelopment tools?

Going Forward: Top Priorities and Next Steps

What short, medium, and long-range goals are realistically attainable and critical next steps?

About the Panel



From left to right: Michael Vasquez, C.J. Eisenbarth Hager, Jay Featherston, Todd Pryor, Councilmember Bruce Armitage, Councilmember Vanessa Navarrette, Mayor Mila Besich Lira, Sherry Henry, Doug Craig, Sally Schwenn, Lance Ross, Michael Phalen



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.



Jay Fetherston

Community and Economic Development Manager, City of Phoenix

Jay Fetherston is a commercial real estate acquisition and redevelopment professional applying private sector skill-set to Transit Oriented Development along Phoenix's expanding light rail corridors to create Economic Development along

light rail, utilizing both publicly and privately owned properties. He is committed to creating sustainable opportunities to improve our built environment where people live, work and interact.

His transaction experience includes the acquisition of over 100 commercial properties and repositioning multi-tenant buildings with financial, construction, legal, and environmental considerations.

Specific specialty areas include redeveloping retail, value-add, medical office building (MOB), green building, site planning, historic buildings, construction management, defects resolution, environmental remediation, in-house counsel, contract negotiation and documentation, financial analysis and underwriting, due diligence, structuring debt and equity.

C.J. Eisenbarth Hager

Director, Healthy Community Policies, Vitalyst Health Foundation

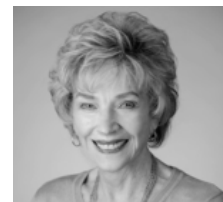
C.J. Eisenbarth Hager is Director of Healthy Community Policies for Vitalyst Health Foundation. She oversees Vitalyst Health Foundation's healthy eating and active living activities. She works with partners to bring health into the public policy decision-making process through tools like health impact assessments and health in all policies. She interacts with partners to change the environment to make it healthier for all, including increasing access to healthy food in "food deserts" and working with coalitions to pass policies that make public streets safer and healthier for pedestrians, cyclists and transit-users.



Sherry Henry

Director of Sales, Grace Hospitality

Shery Henry is the Director of Sales for Grace Hospitality, a company of 25 years located in Scottsdale, Arizona specializing in hotel development, ownership, management and hotel ancillary services. With 30 years of Arizona tourism and hospitality experience, Sherry served as general manager of an independent Tempe resort for 23 years, was president of her own hotel development and management company and was Director of the Arizona Office of Tourism for seven years under the leadership of Governor Brewer and Governor Ducey. She was one of the founding members and President of the Tempe Tourism office, past President of the Arizona Lodging & Tourism Association and the Valley Hotel & Resort Association. She was the Arizona board member for the American Hotel & Lodging Association for ten years and a board member of the US Travel Association.



Inducted into the Hall of Fame for the Arizona Lodging & Tourism Association and the Governor's Tourism Hall of Fame, she was also President of the Fiesta Bowl, the first woman to ever be president of the Fiesta Bowl or any major bowl game. An active advocate for hospitality and tourism, she has lobbied and testified for tourism

at the national, state and local levels often appearing before the state legislature and US elected officials.

After retiring from the Office of Tourism, Sherry has spent the last three years with Grace Hospitality. She currently serves on the Arizona Lodging & Tourism Association Board and the Valley Hotel & Resort Association board and was recognized last year with a lifetime Achievement Award from the tourism industry. She was recently appointed to the Scottsdale Tourism Development Commission by Scottsdale's Mayor and City Council.



Michael J. Phalen

Partner, Lewis Roca Rothgerber Christie LLP

Michael J. Phalen is a partner in the firm's Real Estate industry team, focusing primarily on land acquisition, entitlement and development. Mike's practice covers a full range of issues from land use planning and zoning, real estate, government affairs, natural resources to mining law, public lands and renewable energy.

He has worked on a number of high-profile development projects, navigating the complexities of municipal law, local government affairs, rezoning, general plan amendments, development agreements, annexations and infrastructure and impact fee issues before various municipalities, governmental bodies and regulatory agencies throughout Arizona.

Experienced in the policy and political elements of land use and zoning, he is a former Assistant Arizona Attorney General in the Land and Natural Resources Section, and previously led the Planning and Asset Management Section of the Arizona State Land Department.



Lance Ross

President, Ross Property Advisors

As President of Ross Property Advisors, Lance Ross has over 30 years of experience in the Arizona real estate market. Lance C. Ross was a Senior Director for Cushman and Wakefield of Arizona. Mr. Ross joined Cushman & Wakefield in 2003 after having formed and served as a Principal/Broker for Ross Brown Partners. Prior to founding Ross Brown Partners, Mr. Ross was a Senior Marketing Associate for Iliff Thorn & Company (now known as Colliers International) for ten years. Lance has consistently been a leading sales and leasing agent in his affiliations. As a Principal with Ross Brown Partners, Mr. Ross demonstrated business leadership as President of the Southwest Chapter of the Society of Industrial & Office Brokers, Advisory Board Member of the Urban Land Institute Arizona District Council, and a member of Lambda Alpha, a land economic real estate fraternal organization. Mr. Ross attended the United States Air Force Academy and is a graduate of Arizona State University (B.S., Business 1978) and

(MBA, 1979). He was an Associate Professor in the Finance Department teaching Real Estate Principles from 1983 – 1986.

Mr. Ross is an active member of the community, having served on the boards of a number of not-for-profit organizations and cultural institutes, including the ASU Art Museum, the Scottsdale Center of the Arts, The Center Against Sexual Abuse, Valley of the Sun Schools, Valley Leadership, and the Board of Adjustment in the City of Phoenix. Mr. Ross has been honored by community, cultural and professional institutions.

Sally Schwenn

Arizona Market President, Gorman & Company, Inc.

Sally is a local multi-family expert, specializing in the acquisition and disposition of affordable housing for the past 22 years. She most recently served as a Managing Director of Newmark Grubb Knight Frank in Phoenix. Prior to that, she was a founding partner of Crown West Commercial Real Estate where she and her partner brokered nearly 13,000 units of multi-family housing, most of which involved complex affordable housing transactions with a variety of federal, state and local financing sources. Her career-long focus on originating new multi-family transactions will serve her well in her role as Arizona Market President. She has extensive experience in navigating through local government issues, and regularly represents public sector, private sector and non-profit sector clients in her work. Sally received a Bachelor of Business Administration degree in Finance from Southern Methodist University and holds a Real Estate Broker's license in Arizona. Sally has served on numerous boards and committees for many local non-profit organizations including Junior League of Phoenix, Combined Metropolitan Phoenix Arts and Sciences, Child Crisis Arizona, and Cystic Fibrosis Foundation.



Michael Vásquez

Director, RBC Capital Markets

Michael Vásquez has fourteen years of national transactional and quantitative experience in municipal finance. He has assisted a multitude of governmental entities to finance property tax-supported projects (e.g., GO, Improvement Districts, etc.), excise tax supported projects, water/sewer revenue projects, economic development initiatives and public private partnerships. His extensive quantitative experience includes modeling multiyear capital improvement programs, preparing refunding/restructuring analyses and analyzing debt capacity for financings secured by nearly every type of revenue stream. To date, he has been involved with the structuring and issuance of over \$20 billion of municipal financings. Mr. Vásquez is an Arizona native.

ULI Arizona Technical Assistance Panel



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Arizona

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