

TECHNICAL ASSISTANCE PANEL REPORT

Town of Gilbert ULI AZTAP



November 19, 2019







Contents

7

[NW Employment Growth Area](#)

10

[Background & Stakeholder Input](#)

12

[Panel Day Summary](#)

Market Potential

Planning & Design

Development Potential

20

[Audience Discussion](#)

22

[Priorities & Key Take-aways](#)

24

[About the Panel](#)

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.

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Town of Gilbert

An inspiring team of people were involved in making this AzTAP a success. ULI Arizona gratefully acknowledges the following Town of Gilbert champions for being dedicated partners and gracious hosts. ULI Arizona is thankful to the professional staff who serve the Town for their enthusiasm and commitment, and the Gilbert Town Council for their leadership and support.

Town of Gilbert Council

Jenn Daniels, Mayor

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Scott Anderson, Councilmember

Bridgette Peterson, Councilmember

Jordan Ray, Councilmember

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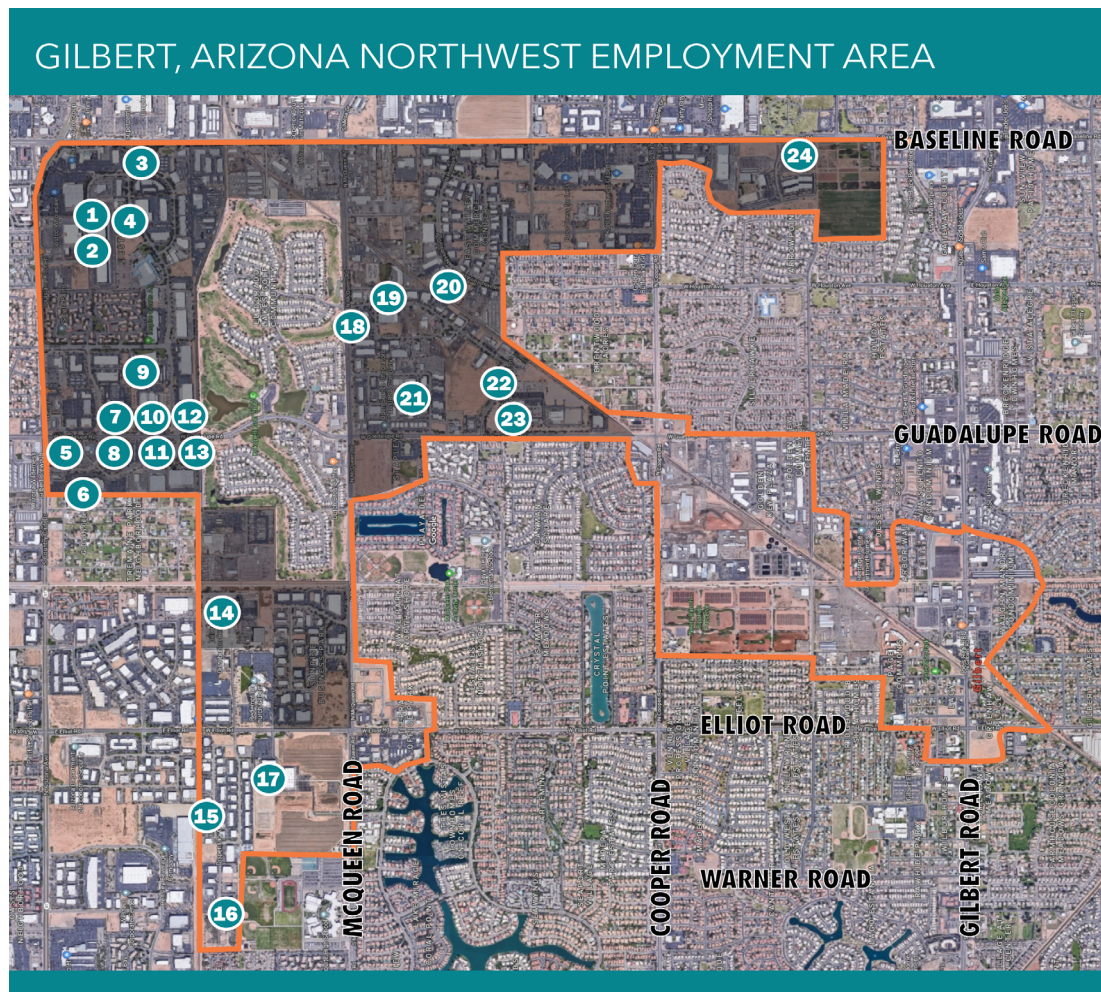


Gilbert Town Hall and Campus

NW Employment Growth Area

About the Study Area

The Northwest (NW) Employment Growth Area is located south of the US 60 from Baseline Road to just south of Elliot Road, and extending from Arizona Avenue to Cooper Road. It is Gilbert's oldest and densest employment corridor, comprising the largest concentration of jobs through a mix of industries with concentrations in high wage industries such as manufacturing, construction and wholesale trade. Many of the buildings within the Northwest Employment Growth Area are industrial buildings with large setbacks and extensive landscape areas utilized for flood retention.



COMPANY | INDUSTRY | ADDRESS

1. **Prenexus Health** | Manufacturing | 1343 N Colorado St.
2. **Aerospace Contacts** | Manufacturing | 1343 N Colorado St., #107
3. **Mapfre Insurance** | Finance & Insurance | 1555 N Fiesta Blvd.
4. **Phoenix Logistics, Inc.** | Manufacturing | 1440 N Fiesta Blvd.
5. **Big Tuna Web** | Professional Services | 2325 W Guadalupe Rd.
6. **GoDaddy** | Professional Services | 2299 W Obispo Ave. #201
7. **MOOG Engineering** | Manufacturing | 2228 W Guadalupe Rd.
8. **Rigid Industries LED Lighting** | Manufacturing | 779 N Colorado St.
9. **Curtiss Wright** | Manufacturing | 1150 N Fiesta Blvd.
10. **Air Transport Components** | Other/Repair Svcs. | 900 N Fiesta Blvd.
11. **Tomar Electronics** | Manufacturing | 2100 W Obispo Ave.
12. **Bob Dale Gloves** | Wholesale Trade | 1171 N Fiesta Blvd., #4
13. **Benson Systems** | Construction | 2065 W Obispo Ave. #101
14. **Dillards Distribution Center** | Wholesale Trade | 396 N William Dillard Dr.
15. **Nexus Steel** | Construction | 214 S Hamilton Pl.
16. **Perform Air International** | Other/Repair Svcs. | 463 S Hamilton Ct
17. **Northrop Grumman** | Manufacturing | 1721 W Elliot Rd.
18. **Skin Actives Scientific** | Wholesale Trade | 1035 N McQueen Rd. #101
19. **Herbally Yours** | Manufacturing | 1504 W San Pedro St.
20. **Bio Huma Netics** | Manufacturing | 1331 W Houston Ave.
21. **Lockheed Martin** | Manufacturing | 1444 W Scott Ave.
22. **Wisdom Natural Brands** | Wholesale Trade | 1203 W San Pedro St.
23. **Echostar** | Information/Telecommunications | 801 N Dish Dr.
24. **Scrapbook.com** | Retail | 1495 E Baseline Rd., #102



OUTLINE OF THE NORTHWEST CORRIDOR
AREA DEFINED FOR THE ULI AZ TECHNICAL ASSISTANCE PROGRAM

While many of the buildings are still utilized in as their intended industrial use, over the years there has been a trend for these buildings to serve as office.

AzTAP Purpose

The Town of Gilbert is looking at ways to proactively address redevelopment opportunities in the NW Employment Growth Area. While the area has not experienced significant decline, there are some indicators that an action plan is needed to promote new investment and support the area remaining economically competitive for the future. Businesses leaving to relocate to other areas, small infill sites sitting vacant, absentee owners and aging infrastructure signify the need to examine the area and lay a groundwork of targeted strategies to ensure the area remains vibrant and vital. Revitalizing the NW Employment Growth Area is a Wildly Important Goal for Fiscal Year 2020 within the Town's 'City of the Future' initiative to anticipate, create and help.

ULI AZTAP Gilbert Process

The Gilbert AzTAP was initiated when the Town contacted ULI Arizona to provide a development industry perspective into the opportunities and challenges that exist in the NW Employment Growth Area and offer advice on strategies that could ripen market conditions for new investment and revitalization. Town of Gilbert staff were challenged by the Mayor and Town Council to engage a perspective from the development community as a first step in the process to develop a Specific Area Plan.

A ULI AzTAP Committee of member volunteers met with local community professional staff over several months to understand the issues and define the study objectives. The teams worked closely to carefully select the best panel and prepare the logistics for Panel Day.

Specific questions (See Appendix B for full list) were thoughtfully developed and refined to guide the Panel's discussion of key land use and development inquiries -

- what is the market potential?
- how can planning and design guide redevelopment and placemaking?



Gilbert ULI AzTAP Panel and Team. From left to right: AzTAP Panelists – Dean Chambers, Carolyn Oberholtzer, Amy Malloy, Charley Freericks, Jackie Orcutt, Stan Shafer, Rory Carder, Denise Christenson, Jessika Sarkissian; and Gilbert NW Employment Growth Area Consultant, Neil Calfee, and Gilbert Redevelopment Program Manager, Amanda Elliott.

- what development strategies will trigger investment now and in the future?
- what is needed to implement successful change in the short and long terms?

Nine panel experts were chosen for their industry knowledge and ability to offer best practice ideas and solutions to help Gilbert set forth a vision for the NW Employment Growth Area, address infrastructure and investment needs, and curate an experience so that the area remains a thriving hub for employment and innovation within the community.

The Town of Gilbert prepared a detailed Briefing Book which was transmitted to each AzTAP Panelist to orient them to the NW Growth



Gilbert ULI AzTAP Panel study area bus tour.

Area's important features, demographics, economic and land use characteristics.

Additionally, the ULI AzTAP Committee and Panelists conducted interviews with key stakeholders in the study area providing direct feedback from leading area businesses into what is needed and what could be possible to spur innovation and economic growth.

AzTAP Panel Day – Tuesday, November 19, 2019

– As a means of physically orienting the panelists, the Town of Gilbert led a bus tour of the study area prior to the Panel convening in the Gilbert Town Council Chambers. The balance of the day was devoted to diligent brainstorming and collaborative conversations aimed at enhancing the revitalization potential for the NW Employment Growth Area as an attractive center of mixed-use commerce and activity.

This printed report summarizes the Panel's discussion and ideas for next steps as part of the Town's NW Employment Growth Area efforts to develop a Specific Area Plan. A presentation highlighting the outcomes of the AzTAP is also provided to the Town for consideration.



Background & Stakeholder Input

Background information provided to the Panel by the Town of Gilbert Economic Development and Development Services Departments contained important market profile data. The following Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis was included as part of the Town's due diligence in preparation of a Specific Area Plan.

Dominance of defective or inadequate street layout

STRENGTHS Proximity to freeway, rail, high traffic counts and opportunity to attract future transit-oriented development	WEAKNESSES Infrastructure deficiencies – higher than normal accident rates, excessive traffic volume off US-60, insufficient parking for businesses, narrow roads, lack of walkability, age of pipes/water system
OPPORTUNITIES Connectivity to future light rail, expand freeway access, pursue mixed use development	THREATS Implications of a continued lack of pedestrian walkability

Faulty lot layout includes parcels of inadequate size, accessibility or usefulness

STRENGTHS Density of residential and employment uses	WEAKNESSES Underutilized property, Town of Gilbert property ownership, lack of mixed use category
OPPORTUNITIES Façade improvements, property maintenance codes, waived demolition fees	THREATS Lack of buy-in from property owners, absentee owners, unwillingness to adapt

Unsanitary or unsafe conditions

STRENGTHS Existing funds for general cleanup of the area	WEAKNESSES Scattered sidewalks, lack of streetscape and sprinklers, lighting and property maintenance
OPPORTUNITIES Addition of connectivity and lighting, property maintenance code	THREATS Lack of buy-in from property owners, cost, unwillingness of Town and Residents to adapt

Deterioration of site or other improvements

STRENGTHS	WEAKNESSES Highest rate of violations related to aesthetics, including graffiti, litter, ROW obstructions, weeds
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Tax or special assessment delinquency exceeding the fair value of the land; AND Defective or unusual conditions of title

STRENGTHS 0 tax liens	WEAKNESSES Highest incidence of foreclosures in the designated employment corridors, highest rate of parcels with delinquent status
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Obsolete subdivision platting

STRENGTHS undefined	WEAKNESSES Narrow roads developed under different design guidelines, aging infrastructure, lack of streetscape, underutilized property, lack of mixed use
OPPORTUNITIES Implement mixed use	THREATS Potential disadvantages with mixed use development: lower rents, separate access, conflict between activities, noise, traffic

Stakeholder Input

The ULI AzTAP Committee members and Panelists conducted interviews with key study area stakeholders leading up to the Panel Day. The stakeholders represented businesses with different occupancy needs, providing varying perspectives about their experiences and needs within the NW Growth Area. The findings are summarized below:

	Strengths	Challenges
Overall	<ul style="list-style-type: none"> • Ease of access for employee commutes • Proximity to suppliers/vendors • Proximity to parks and amenities • Economically attractive for families. Homeownership possible • Success recruiting from East/West coasts • Good school districts • Affordable • Low vacancy 	<ul style="list-style-type: none"> • Limited building/land inventory • Costs to repurpose are high • Buildings are too small • Inadequate power • Limited amenities for employees • Inadequate parking • Roadway access/maneuverability for large trucks • No defined character • Aging infrastructure • Some vacant sites
Neighbor/ Landowner Relationships and Environment	<ul style="list-style-type: none"> • Ability to sublease • Parking good in some areas 	<ul style="list-style-type: none"> • Repair shops • Parking problematic in many areas • Traffic speed • Some conservative views of the future • Parking/traffic congestion interfering with trucking operations • Residential neighbor complaints about industrial business operations
Relationship with Town	<ul style="list-style-type: none"> • Supportive, responsive; • Targeted growth • Helpful in permitting & building inspection processes • Defends commercial use to adjacent residential complaints 	

Suggested Opportunities by Stakeholders:

- Financial incentives to promote better infrastructure and tenant improvements for manufacturing spaces
- Improved street parking availability
- Better access to enhanced utility service
- Attract businesses that will support the existing employers (suppliers, vendors)
- Ensure the supply of good schools and housing options to support the growing demand

Panel Day Summary

Introduction

Approaching its Centennial in 2020, the Town of Gilbert has grown from a small farming community into a bustling town with many strong attributes, earning a national reputation with rankings such as Safest City, Best Place to Raise a Family, Fastest Growing City, Most



Gilbert is committed to City of the Future Initiative.

Prosperous City, etc. As Gilbert prepares for the City of the Future, it is targeting the Northwest Employment Growth Area as the next opportunity for revitalization. This employment growth area contains only 2.3% of the Town's population, yet also represents approximately 20.7% of the employment base (the largest concentration of employment in the entire town) and is in a position to ensure that it remains a vibrant place for business and industry.

Through the Council Retreat in October 2018, Council direction was provided to prioritize the area through a revitalization effort focused on improving infrastructure, encouraging investment and defining a unified vision.

Many of the ingredients for sustained success already exist: low vacancy; home to a variety of businesses including home based businesses, small businesses and major employers; a mix of commercial and industrial building product; and proximity to tourist attractions and amenities. However, there are also several challenges that need to be addressed in order to revitalize this area: aging infrastructure; infill area challenges and vacant sites; absentee owners; and no defined character or brand.

The AzTAP served as an opportunity to build upon the momentum already created, highlighting the assets of this employment growth area and resolving some of the issues that could potentially hinder sustainable economic development. A panel of nine multi-disciplinary thought leaders discussed ideas and strategies aimed at enhancing the redevelopment potential for the area.

This summary report outlines the various strategies that were discussed during the AzTAP to help the Town of Gilbert lay the groundwork for realizing a vibrant, sustainable Northwest Employment Growth Area.

Initial Panel Perspectives

Following the bus tour of the study area, the Panel provided their initial observations. While some of the challenges were obvious, the overall impression was optimistic; the area is not broken; rather it is an area in transition, and with a few calculated initiatives, the area will continue evolving into a successful mixed-use employment hub.

The commercial district was planned 30+ years ago, so the old zoning formula longer no longer supports 21st Century economic growth. Initially built to support industrial activity, the area is now experiencing a market shift to include more office and retail users occupying spaces within the

Northwest Employment Growth Area is...

- Not broken
- Lacking residential
- Transitioning from an industrial area to a mixed-use hub with office and other opportunities
- Needs planning and zoning modifications to support its evolution



“ *Euclidean Zoning separated uses. What most cities and towns have figured out today is that is not how people like to live and how businesses thrive. Redevelopment is not easy, but you can pick your bright spots.*

– Charley Freericks,
Catellus Development

Gilbert ULI AzTAP Panel getting underway.

business parks, signaling a need to address the buildings and infrastructure to be more conducive to the way these users operate.

Panel Opening Observations

- The Town could capitalize on consumer demand for more walkability and Live, Work, Play urban cores by adding density in some areas and residential options with retail and other amenities integrated into the growth area.
- It is important to curate an ecosystem for an economic mixed-use hub. Distribution is the fastest growing segment for industrial growth throughout the region. However, the NW area's space and logistics constraints for distribution are the primary reasons that some users are leaving. Even if industrial distribution migrates elsewhere within Gilbert, it is important for the community to provide an activity center where light industrial, employment and office business thrive – this is the NW Employment Growth Area.
- By adding a mix of uses, it will alleviate some of the parking concerns

“ *The area is not broken at all. Some cracks are developing, and it relates to it being in a transition period. Don't get stuck on old models. Need to think seriously about a 21st model and mixing uses and creating some multi-family.*

– Stan Shafer, Holulaloa

that existing tenants are currently experiencing. The hours of businesses will be more varied with new residential, office and commercial, and retail/restaurant attractions, freeing parking that would otherwise be filled.

- A parking study could help the Town understand how to better support existing and future users, and which shared parking models could be implemented. While some areas are significantly under-parked (i.e. the Golden Key area), other areas are stressed for parking. Being creative with the large landscape setbacks could also be an opportunity to assist with parking challenges.
- The addition of residential will enhance multimodal and pedestrian activity.
- Bike path connections to future multifamily residential will be important, including how to utilize the north side of the rail line for a connection between the NW Growth Area and the Heritage District.
- Enhanced pedestrian connections are needed throughout the study area. The location is physically close to many community amenities, but the overall sense is that it is disconnected.
- It will be important to evaluate the zoning districts to incorporate a mixture of uses in the base zoning districts or include a new overlay to apply to the area. The current Planned Area Development (PAD) structure in the code prohibits the addition of uses which inhibits unique, mixed use

transitions. Through new overlays and opt-ins, the Town can create flexibility to update or expand existing buildings and exemplify a true partnership with building owners, tenants, and other current and potential stakeholders to attract and retain the types of businesses they want.

- Redevelopment is expensive and time consuming, but with calculated changes in the code it can create a clear and streamlined path to solutions and pave the way to incentivize reinvestment in the growth area.

“ From the basic market standpoint I think it’s really important to get reinvestment triggered by having a friendly path in the code that doesn’t involve a rezoning case if somebody wants to have some of these uses in light industrial that aren’t currently allowed.

– Carolyn OberholtzerBergin, Frakes, Smalley & Oberholtzer PLLC

- Ultimately, this area needs a brand and character. Gilbert is well-known for this in other areas of town and this area should be honored with its own unique feel to compliment the balance of the community.

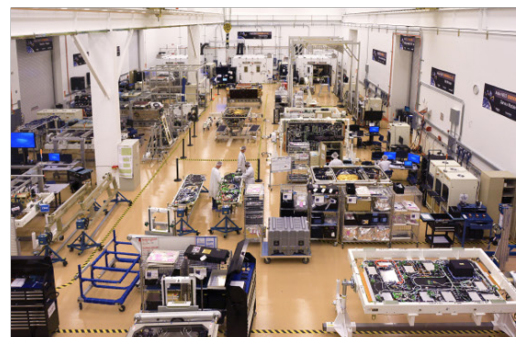
Market Potential

Demographics

A look into the demographics of Gilbert tells a promising story with a higher educated workforce, higher median household income and a lower unemployment rate than the rest of the Southeast region. The general occupational makeup of the NW Employment Growth Area includes professions with higher level decision making and influencers which is a common indicator of higher retention rates. However, despite strong data, some large employers are still not locating in the NW area. Natural market shifts are transitioning the area from industrial only to include some office uses. The Town is wise in its pursuit to explore the constraints and opportunities this creates and be proactive with a plan to help guide the area in its evolution for the future.

Existing Building Conditions

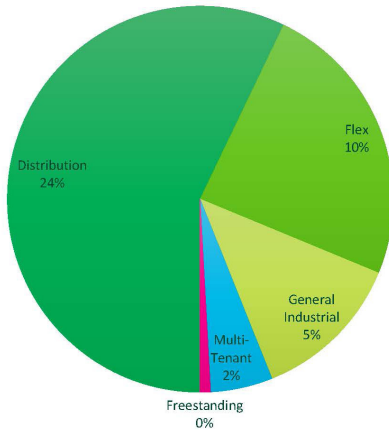
As the NW Employment Growth Area is primarily zoned Industrial, a closer examination of this asset class reveals the industrial market in Gilbert is in a good position with a 7% vacancy rate, which is only slightly higher than the overall rate in the region. However, many buildings located within the Northwest Employment Growth Area are transitioning from industrial and are in dire need of tenant improvements to support modern office creative workforce environments.



NW Employment Growth Area hosts leading anchor institutions primarily associated with aerospace, manufacturing, and professional services companies.

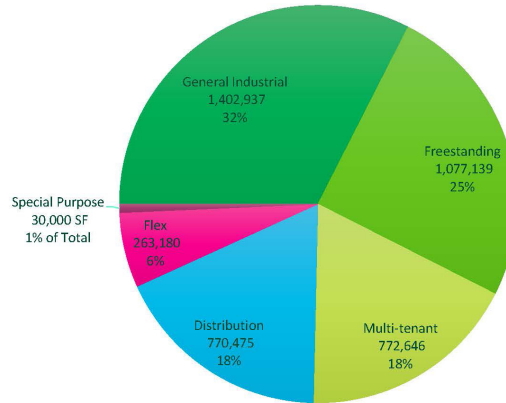
GILBERT INDUSTRIAL STATS

Vacancy Rate by Product Type



CBRE

Rentable Building Area Square Footage



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GILBERT INDUSTRIAL STATS

	Total RBA SF	% of RBA	Total Buildings	Vacant SF	Vacancy %
Multi-tenant	772,646	17.9%	38	16,639	2.2%
Distribution	770,475	17.9%	9	182,071	23.6%
Freestanding	1,077,139	25.0%	84	3,900	0.4%
General Industrial	1,402,937	32.5%	22	73,721	5.3%
Flex	263,180	6.1%	3	26,241	10.0%
Major User	-	0.0%	0	-	-
Special Purpose	30,000	0.7%	2	-	0.0%
Total	4,316,377	100%	158	302,572	7.0%

Average Buildings Size
27,319 SF

Average Year Built
1998

Availability Rate
13.9%

CBRE

7

Multi-tenant spaces are plentiful and have low vacancy, but users grow out of them. The largest vacancy is with the larger distribution buildings not able to accommodate the space requirements of these growing businesses making them structurally obsolete. Inadequate rack height, insufficient utilities available for higher-use manufacturing and office operations, and limited access to onsite parking are some of the challenges. Existing code requirements limit the modifications required to bring the spaces up to current market requirements. This is causing existing and potential users to seek newer, more

compatible facilities elsewhere in Town outside of the growth area, such as at the 202, and in some cases outside of Gilbert.

“Across the board the top 5 things that industrial users care about are:

1. Accessibility
2. Employment and workforce training, and k-12 education
3. Amenities
4. Parking uses and boundaries
5. Vision/perception of working through zoning and permits.

– Jackie Orcutt, CBRE Industrial

Market at a Glance

- Strong demographics
- Low industrial vacancy
- Lacking distribution buildings
- Lacking multifamily residential
- Heavily landscaped setbacks offer opportunity for redevelopment, additional parking and maneuverability
- Need to address vacant sites and absentee owners

The overall business park with heavily landscaped setbacks is visually aesthetic, but not attractive to the modern-day tenant. The setbacks limit parking and maneuverability, while the landscaping increases common area maintenance expenses. Code requirements for sidewalks vary site to site, creating gaps in connectivity on the surface and obstructions in underground water lines needed to provide landscape irrigation; an installation cost that most landlords do not want to incur.

Recommendations

- Identify the right “mix” for businesses and residents to thrive in the area. Think about what is missing and what would make sense here, such as multifamily and adding to the hotel base might be an interesting option.
- Develop creative solutions to adapt the existing building stock to better attract and be more conducive to new user needs.
- Address the Codes, Covenants, and Restrictions (CC&Rs) in the area that are outdated and prohibitive. Be as proactive as possible with streamlined actions to help future tenants and landlords.
- Allow new uses through “permitted with conditions” when certain elements exist to encourage innovation in retrofits to bring existing structures to market standards without having to go through a lengthy entitlement process.
- Reposition multi-tenant spaces as they become vacant when users outgrow them and focus on trade schools, manufacturing incubator tenants, and other suppliers/vendors that can support the neighboring large employers, creating natural synergy in the area while controlling vacancy issues.

Planning & Design

Before any real progress can be made, it is essential to allow for the addition of uses through an overlay or other zoning means. And if updated zoning is carefully combined

with other subtle and strategic planning and design opportunities, a new energy and vibe will embody the Northwest Employment Growth Area.

“ *The zoning code tells the story.... You can’t add or subtract uses and that’s a real disadvantage. You don’t know the opportunities you are missing. The Zoning Code needs to be tackled quickly to give measured options, such as through a Zoning Overlay with opt-ins.*

– Carolyn Oberholtzer, Bergin, Frakes, Smalley & Oberholtzer PLLC

Recommendations

- Identify a brand and promote it. Begin with the odd-shaped perimeter of the area. There is a lack of a physical boundary that distinguishes it from adjacent character areas. It’s difficult to know when you are in the area and when you are not. Strategically place signage and logos to create a unique story and brand that will attract residents and users.

“ *There is a bigger story that needs to be told for this area. Other areas of Gilbert have brands and stories. But this area doesn’t feel like Gilbert yet. Great opportunities to weave the canvas together.*

– Rory Carder, Gensler

- Embrace the ‘grit’ to nurture a unique character as an eclectic and urban lifestyle option for those seeking something different than other places in town. An edgy, industrial character would be somewhat the antithesis of the Heritage District. Don’t be overly concerned about the perceived blight factors when evaluating new residential uses into this area. Seek innovative living options that thrive in gritty, warehouse type environments. Creative artist lofts typically do not want to be surrounded by sparkling, brand new Class A amenities.
- Undertake a flood plain study to consider promoting development of a green

infrastructure path along the railway to serve as both a fix for stormwater and drainage issues and to enhance connectivity to the Heritage District.

- Buy property on the north side of the rail. This is a valuable opportunity to reinvent the land as a multi-use connection between the employment growth area and the entertainment district. Envision the immensely successful Scottsdale Waterfront (which was built along a canal that development historically backed up to, not faced) with residential, retail, restaurants and office, all accessible by pedestrian and bike transit. However, distinguish the NW Employment area with its own “gritty” charm. Consider industrial incubator, i.e. ‘the Gilbert version of Galvanize’, or maybe a trade school. The right mix of uses and exciting branding can turn the railway into Gilbert’s next success story.
- Focus on Neely Street as a primary connector to be a catalyst to attract investment to the Northwest Employment Growth Area and make it hip and cool. Neely is an obvious path to the Heritage entertainment district and is ripe for new development activity. Buy and assemble land when possible to create a corridor for a path and channel, and allow businesses to front the edge with trails, sidewalks, and lights.

- Evaluate alternative transit options for connections to Heritage District and residential. A trolley program could be a good option initially.
- Focus on shared use paths (i.e. 10') in areas where people feel safe to bike; avoid minimally standard bike lanes on arterials.
- Think strategically about the way that people are coming to spaces, i.e. Gensler partnered with Uber to develop a “mobility hub” concept that includes mixed use shared workspaces to be tactically placed in infill sites to assist with parking and congestion issues.
- Focus on parking! Turning radius at corners and driveways is important, but if distribution is going away then on-street parking can work. Consider shared parking arrangements or creating a parking district.

“ *Most areas are grossly overparked. On-street parking is not a bad thing as long as speed of street is not a safety issue.*

– Dean Chambers, J2 Engineering & Design

- Apply traffic-calming tools to achieve a safer route for vehicles and pedestrians: narrower traffic lanes, diagonal street parking, wider shared-use paths for

Action Items

- Branding/signage at borders
- Embrace the grit
- Embrace the rail
- Invest in Neely Street
- Energize now through pop-up efforts and temporary events



Gensler's CitySpace concept for the Skyport Mobility Hub with Uber Reimagines the Future of Cities

pedestrians and cyclists, chicanes/ roundabouts/raised medians which could also include sculptures or trees to contribute the brand and beautification. Implementing such a 'Road Diet' would be a solution to concerns over encouraging more traffic flow through residential and school zones. If this section of street was reconfigured to slow vehicles and invite more pedestrian and bike traffic, there would be more opportunities to develop retail and other community spaces along it. There could also be a creative opportunity to incorporate art into the Neeley Street Connector through a mural program.

- Energize the Northwest Employment Growth Area with minimal time and monetary investment through temporary 'pop-up' efforts. When it's hard to have a continuous theme, adding interim measures shows life and activity. Food trucks could be brought in during lunchtime for the business park employees, culinary/music/art festivals could occur during the evenings or weekends, a community mural project could be launched to engage local residents; there are numerous ways to create a sense of place with a unique and hip vibe.
- Explore near term ways to cater to employees who don't want to leave the area – Foodsbie delivery, food trucks, etc. However, create experiences that do not detract from your other nearby highly experiential areas, i.e. too much restaurant infusion might compete with Heritage District.

“ *Don't overthink and re-do the whole thing. Use slow, small calculated moves – assess success and go from there.*

– Jessica Sarkissian, UPFRONT Planning & Entitlements, LLC

Development Strategies

The 'Big Picture' problem today is zoning. With an outdated, single-use layout and many use restrictions, the transition to a contemporary mixed-use environment is a concept that will not be wholly achieved in the immediate future. Wholesale redevelopment is very expensive and difficult. However, there are good remedies when addressed incrementally and prudently.

There are market forces already at work here, dictating an evolution to integrated office and retail uses, but the code limitations are preventing a lot of natural growth. The terminology is outdated, making it difficult for Town Staff to interpret, thereby causing further disconnect with the changing needs of the market. It would be prudent to analyze ways to encourage revitalization through code flexibility and a streamlined administrative process that, for certain levels of change, do not require a public hearing process.

“ *You need to be thinking about mixing in some other uses. You should be thinking very seriously about creating some multifamily so you're mixing in the Live and the Work a little bit more and you're creating a different type of housing that can help solve the parking problems as well.*

– Stan Shafer, Holualoa Companies

Recommendations

- Address code challenges related to parking and mixture of uses. Add parking as primary allowable use
- Focus initial efforts on biggest visual, functional issues, such as parking in the Golden Key area
- Permit and encourage multifamily residential in infill sites and to transition with single family residential areas
- Understand the flood plain issues and how the land along the rail could be an asset

- Partner with school districts to support their success. Good schools are essential to attracting economic development and residents.
- Create micro-destinations and partnerships (with the school even) on Neeley
- Treat this area differently than the rest of the Town and try to find creative ways to make it thrive
- Enhance the transitions areas
- Identify infrastructure capacity needs, such as wet and dry utilities, and focus on gaps
- Listen to the market dynamics afoot and encourage the correct mixture of uses, including multi-family residential
- Explore creative ways to modify the buildings for the future. It can be expensive to go from industrial to office – needing to accommodate more people (restrooms, etc.) – so identify the needs and gaps, parking, access, utilities and instill flexibility in the permitting processes to work with new users who want to convert space
- Reach out to largest employers and stakeholders to understand their needs. Identify the thriving businesses and those struggling – what do they have/need to grow/survive/adapt?
- Consider shared maker spaces in outdated buildings
- Allow this area to become a 'Road to the Heritage District', a path for people to connect

“Adopt a philosophy like a retail shopping developer: Who is your shopper and how do you sustain them? Who do you want your shopper to be and how do you attract them?”

– Amy Malloy, Evolve Ventures, LLC

“Determine your big destination endpoints, focus on the micro-spots in between to create public amenities, and feather and layer gaps between industrial and single-family homes. The area has fantastic opportunities to do that.

– Rory Carder, Gensler



One Workplace transformed part of a former paper-recycling facility in Santa Clara, CA into a combination office, showroom, and distribution center for a commercial interiors firm. <https://casestudies.uli.org/one-workplace>

Audience Discussion

Following discussion by the Panelists, the floor was opened to audience questions. The thoughtful questions took a closer look into matters discussed and introduced new topics for consideration.

Q: Discuss the role of Property Maintenance Codes

A: There is not a one-size-fits-all solution for all problems. Assess whether there is a common thread with why the properties are going in disrepair. Explore the factors in each case: What are the specific damages? Is it neglect due to a vacant/absentee owner? Are there ways to incentivize absentee owners to clear weeds, manage landscaping, etc.? Would it be more effective to use a heavy hammer approach and issue a notice and then a lien on the property for non-compliance? If landscape is an issue, maybe allow different surface options. Work with the property owner to get to a safe standard and not necessarily a visual standard in all areas.

A starting point could be to adopt the International Property Maintenance Code (the 'icode') for a standardized approach or also to consider the development of an improvement district.

Q: What non-traditional stakeholders need to be at the table?

A: Schools should have a stake in the conversation, along with property/landowners. If this becomes an industrial incubator space, then a trade school or makerspace operator would be an interesting stakeholder, especially when able to provide products and services to support the existing businesses. Create an innovation zone for an incubator area.

Stakeholders who have the most labor here now should also be engaged in discussion about current opportunities and challenges and build upon those. It could be beneficial to partner with local high schools and community colleges to get ahead of potential workforce issues and solidify investment in the area.

Q: Is there any evidence of bike use increasing since the area doesn't have an existing bike culture and is lacking lanes/access?

A: The majority of employees in the area are currently driving to work so historically there was not a need for enhanced bike lanes. However, one of the goals is to create more opportunities for people who would use bikes if/when multi-family development ramps up. Economic development models that are positioned for the future promote people living and working in the same areas and provide multiple means of transportation. Being hesitant about adding multi-family in an employment district is rooted in decades old ways of thinking. To keep this area segregated as a commercial, employment-only district will hold you back from the City of The Future vision. Multifamily can be used as an important transition between the Industrial and Single Family uses, creating density that will naturally connect the Employment Growth Area to the Heritage District.

Q: What is the best way to spread the word and what is the exact message to existing businesses? Do we need a plan to create a buzz?

A: The overall buzz for the Town of Gilbert has been wildly successful and already gone

viral, i.e. Justin Timberlake “Can’t Fight the Feeling” Town video, the Heritage District, etc. You don’t have to change a lot of things, but rather keep the ‘Why Gilbert’ message going throughout the entire canvas of the community. Focus on improving the things you have here and promoting connectivity throughout.

Consider creative outreach methods using social media and other grassroots efforts that excite and activate the community, i.e. nontraditional outreach ‘Yes In My Backyard’ (YIMBY) group in Upper West Side Phoenix that was established by a few women to promote “we want you on Wednesdays” – they now have 10k followers and do door to door marketing, hiring influencers, etc. <https://www.uwsphx.com/>.

Q: What can the Town do to address distribution buildings with higher vacancies, and if converted to different uses (manufacturing, office) how can Town assist with parking?

A: There are opportunities to get creative; consider partnerships with rideshare services or incentives for building/property owners. Converting into creative office will require creative parking approaches. Figure out some public alternatives, not necessarily a parking structure as rents are not high enough to justify.

Q: Are there examples of regional collaboration/planning on these issues?

A: In Arizona, many municipality economic development activities have historically not been very collaborative due to sales tax competition, and business attraction/workforce. Collaboration with utilities is necessary but investing in regional infrastructure and institutions is important too. Gilbert could explore whether any

shared opportunities exist with nearby City of Chandler and their Uptown Employment Corridor.

A great local example of collaboration of many regional partners coming together is the Phoenix Mesa Gateway Airport and the new Skybridge masterplan. <http://properties.cbre.us/skybridge/masterplan.html>

Q: Are there examples of adaptive reuse policies or codes for industrial buildings?

A: Form Based Codes can be flexible for adaptive reuse and focus on form over function. The uses change and it becomes an administrative change. When revising codes, it is important to think about how the next user will be operating in the buildings. Assess how what is approved today will impact the next use or who will be attracted to the next generation of facility. Avoid restricting now for what you don’t want because you don’t know what you are restricting in the future.

Q: What would be the one thing you would want to see show up in the Northwest Employment Growth Area if there were no limitations?

A: Identify the ‘shining star’ user/employer that is currently in the district and begin asking questions to uncover a formula for success. What are they doing right? What are their constraints to grow? How can you incentivize them? Where are they recruiting from? If they had a magic wand, what would they want? Focus on your best asset and not on what is missing. Figure out how to replicate that. Northrup is a great example.

Also look at struggling companies and ask them what they need to be more successful. More access to housing? Talent acquisition?

Engage in open dialogue early and often with the businesses.

Priorities & Key Take-aways

Panel Day wrapped up with each Panelist stating their biggest takeaways and actionable recommendations for the Northwest Employment Growth Area, summarized below:

“ *The market is telling you now what it’s growing into.
Prioritize and execute – can’t solve everything at once.*
– Denise Christenson, University Realty

- Code, Code, Code. Embrace Multi-Use. This area should not be just a one-stop stop anymore. Examine the way the land is being zoned. Determine having two end points as destinations and micro-spots in between to create public amenities that can feather and layer the gap between industrial/commercial and single-family home and the Heritage District. Fantastic opportunities exist to create connectivity.
- Treat this pocket differently than the rest of the town. There is a different character that exists here with older bones and associated limitations, but some careful attention will give it a chance to thrive. Set the stage in the public infrastructure of codes, drainage, streets, parking. It will be an enticement for any/all businesses to come and stay.
- It is established that there is already successful business community in transition here. The market is doing a great job of telling the Town what the area is becoming and what users are looking for. The priority in terms of what should be done next is identify a solution for this PAD conversation. Until you solve that, the rest of conversation is premature.
- The market has told you what it wants to do. In order to support new development further south of Baseline Road, there needs to be some zoning that will support flexibility for the new businesses that want to come to the Northwest Employment Growth Area. Understand the profile of the existing stakeholders and talk to the people that you value.
- Navigating ways to update the PAD tool to be more friendly to new businesses and uses will be a big undertaking but don’t push away those actively coming into the area. Invest in Neely Street or the north side of the Rail as a connector and public amenity; make it attractive as a multi modal connector between the employment growth area and the Heritage District. Work is already going on behind the scenes to adapt to the overall market trends; keep adapting with it. Need to clarify what is coming forward.
- This area is not broken. It is 93% occupied with good employers which is something to be proud of. Multifamily should be embraced to help solve parking problems and encourage the development of bike paths.
- Grit is cool. There are elements of grit in the Heritage District and it is a big success. Don’t presume that you cannot develop a thriving mixed-use district in the NW Employment Growth Area because it is a little rough around the edges. Multifamily can be incorporated successfully into areas with older warehouses, which will attract future retail (if done right).

Visioning and Planning: Define the Vision ('Tale of Two Areas' or 'Embrace the Change'). Define the plan, and locate and identify your partners

Mixed Use Zoning: code ordinance amendments to allow for multiuse and flexibility; introduce as much administrative permission as possible and a variety of uses to allow this area to continue to sustain itself

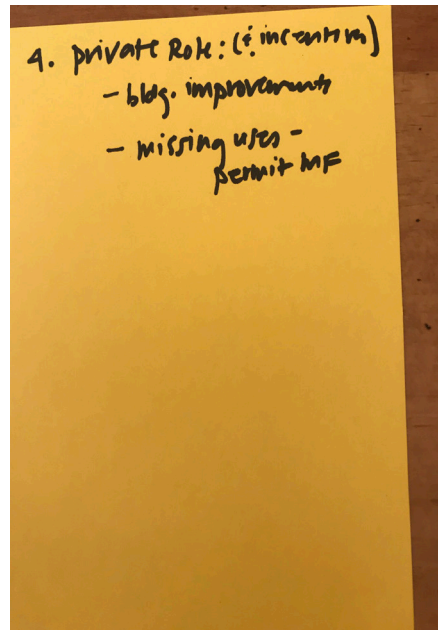
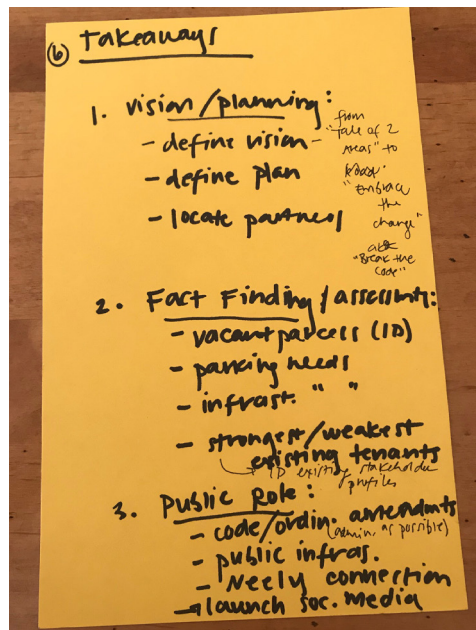
Fact-finding and assessments: Identify vacant parcels, actual and realistic parking needs as determined by parking studies (not just complaints), infrastructure needs, stakeholder profiles

Invest: in properties and infrastructure including the rail and Neely connection

Brand: expand the famous Gilbert social media campaign to the growth area to generate excitement and tell the area's stories

Multi-family: encourage residential here, rather than discourage it

Incentivize: Encourage the market to make building improvements, maintain property and setbacks, and invest in additional/missing uses



About the Panel

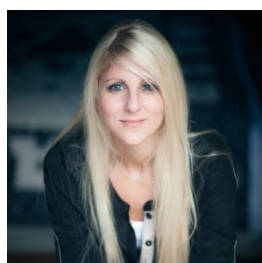


Amy Malloy

Managing Principal, Evolve Ventures LLC – Panel Moderator

Amy has over 13 years in commercial real estate, managing retail development and redevelopment projects throughout the southwest, including Scottsdale Fashion Square, Kierland Commons, Biltmore Fashion Park and Arrowhead Towne Center. Prior to co-founding Evolve, Amy held roles as a Vice President-Development for Pederson Group, a Senior Development Manager for Evergreen Devco, Inc., an Assistant Vice President for Macerich and a Business Advocate in the Economic Development department for the City of Apache Junction, AZ.

Amy holds a Master's in Public Administration from the University of Arizona, and a Bachelor of Arts from St. Olaf College in Northfield, MN. She is a member of the Urban Land Institute where she serves as Chair of the Arizona District Council's 2020 Trends Day Committee. In 2017, she received a scholarship from the National Women's Leadership Initiative for her involvement in ULI and was recognized by the Phoenix Business Journal as one of the Top 50 Women in Business. A third-generation Arizonan, Amy lives in the west valley with her husband John and their two children.



Rory Carder

Director of Workplace, Gensler

Rory Carder brings over 20 years of experience to Gensler with a strong background in interior design and business operations. As a seasoned designer she has worked on approximately 8 million square feet of interior projects and led multiple teams throughout every stage of the design process.

Serving as a Studio Director for the Gensler Phoenix office, Rory manages a team of 20 designers and oversees the design conceptualization process, client relationships and operations management. She has played an integral role in pushing forward the 'little g' initiative which offers the resources of big 'G' to smaller, high-growth clients looking for more affordable design solutions.

Her philosophy is simple; "I believe one should exude genuine passion for their profession; anything less is superficial. To this end I use my passion for design and leadership to mentor others to shine in their distinctive way," says Carder.

Rory plays an active role in the community with her continued involvement with Young President's Organization (YPO), NAIOP, ULI and has been featured as one of the 'Most Influential Women in Commercial Real Estate' in AZ|RE 2014. Though she keeps busy collaborating with multiple project teams and mentoring young leaders, her most important role is being a mother to her 10-year-old daughter.

Dean Chambers, PLA, ASLA

Senior Landscape Architect, J2 Engineering & Design

Dean is a registered landscape architect and holds BS in Landscape Architecture and Geography. With a passion for building better communities through innovative planning and design he has served as director of landscape architecture and planning for the offices of Cella Barr/Stantec and EDAW and is now a Senior Landscape Architect with J2 Design in Phoenix Arizona as well as a Faculty Associate at Arizona State University's Herberger Institute's Design School. He served as Trustee for the American Society of Landscape Architects (ASLA) along with Arizona Chapter President and has been recognized as "Educator of the Year" and "Landscape Architect of the Year" by the Arizona Chapter of ASLA.

Dean has been active in delivering award winning landmark projects and signature designs in Arizona and throughout the west including: Downtown Chandler Arizona Ave., Phoenix Convention Center Site Master Plan, Gilbert 202 Drainage/Open Space Master Plan, Paradise Valley Bike and Pedestrian Plan, Steel Indian School Park, Apache Junction Active Transportation Master Plan, Florence Street Downtown Casa Grande, Fiesta District Revitalization, McCormick Stillman Railroad Park, Cave Creek Recreation Area, Downtown Tolleson Revitalization Plan, SR 188 Tonto Forest, Arizona Welcome Centers, Apache Junction Downtown Flatiron Park, Downtown Phoenix Streetscape and Mesa's Stadium Connector.



Denise Christenson, MRED

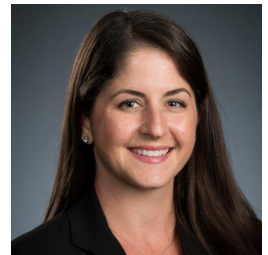
Senior Project & Transaction Associate, University Realty

Ms. Christensen joined University Realty in 2018 with more than a decade of experience in research and analytics, brokerage, and development of commercial real estate. She earned her B.S. in Global Business with an emphasis in finance from Arizona State University.

In 2015, Ms. Christensen graduated at the top of her class from the transdisciplinary W. P. Carey Master of Real Estate Development (MRED) program at Arizona State University.

Ms. Christensen is an Arizona Real Estate licensee. She is an active member of the Urban Land Institute Arizona District Council, participating as Chair of ULI NEXT Arizona, an UrbanPlan Volunteer, and is an active supporter of the MRED Alumni Chapter.

University Realty, LLC is a subsidiary of ASU Enterprise Partners, an independent nonprofit organization dedicated to generating resources for the benefit of Arizona State University.



Charley Freericks

Senior Vice President, Catellus Development Corporation

Charley Freericks is Senior Vice President, Catellus Development Corporation leading Catellus development activities in Arizona. Catellus is master developer of the Novus Innovation Corridor, a 330-acre redevelopment of Arizona State University's Athletic District. Novus is adjacent to ASU's Tempe Campus, converting older and obsolete athletic venues into a vibrant, pedestrian oriented, mixed-use commercial development, while working with ASU to relocate athletic venues to new, innovative, state of the art facilities in a master-planned Athletic Village within Novus.

Freericks is also founder and principal of Freestone Holdings, LLC, an Arizona-based real estate investment, development, and advisory firm. With over 30 years in the industry, he has participated in the full spectrum of development, focusing on large-scale community development, with an emphasis on commercial/mixed-use environments.

For nearly two decades, Freericks was an executive with Scottsdale based DMB Associates, Inc., serving as president from 2012 to 2016. Prior to DMB, he served as president of Talley Realty Group, the real estate development and finance division of Talley Industries, Inc. (NYSE), where he held executive roles, including president, from 1989 to 1996. His background in the land use



and real estate development industry includes serving as senior marketing consultant for Grubb & Ellis commercial brokerage services in Phoenix.

Throughout his career, Freericks has been actively engaged in Arizona non-profit organizations that enhance the community and business environment. He is a Full Member of the Urban Land Institute (ULI) and has been a ULI member since 1985. Freericks currently serves as the Governance Chair of the ULI Arizona District Council. His national ULI involvement includes membership on several Product Councils: Environmental Council, Recreational Development Council, Small Scale Development Council, and the Community Development Council. Locally, Freericks has held a variety of leadership roles within the ULI Arizona District Council, including: inaugural chair of the Young Leaders Group, YLG Partnership Forum (PF) mentoring program from 2006-2010; PF mentor from 2006-2015; PF mentor emeritus from 2015 to present; Trends Day vice chair from 2014-2016; Vice-Chair and Chair for Mission Advancement; and Chair of the ULI Arizona District Council.

Freericks is chairman emeritus of Fighter Country Partnership and Fighter Country Foundation, the premier community support organizations for Luke Air Force Base in Glendale, Arizona. He currently serves on the board of the Arizona Community Foundation, an organization whose mission is to lead, serve, and collaborate to mobilize enduring philanthropy for a better Arizona. He past chair of Friends & Supporters of Troop 30, a charter organization for Scouting. Additionally, Freericks is a former board member and past chair of Valley Partnership, a local non-profit real estate industry organization which advocates responsible development; former board member of the Arizona Zoological Society; and, a former board member and past chair of the Arizona Advisory Board of the Trust for Public Land.

Originally from Fairbanks, Alaska, Mr. Freericks now resides in Scottsdale, Arizona with Cathy, his wife of 35 years with whom he has two young adult children. He holds undergraduate and master's degrees in Business Administration from Arizona State University.



Carolyn Oberholtzer

Partner, Bergin, Frakes, Smalley & Oberholtzer PLLC

Carolyn practices in the fields of land use and municipal law, and handles zoning, due diligence, development agreements and regulatory issues within municipalities and counties throughout the state. Carolyn served as Assistant City/Town Attorney for Avondale and Fountain Hills, Arizona from 2002-2004. Since her time with the municipalities, she has handled the rezoning of thousands of acres spanning many jurisdictions – including the negotiation of complex pre-annexation development and incentive agreements and the creation of special taxing districts to finance project infrastructure – for some of the largest master-planned communities and commercial projects in the state.

Carolyn earned her J.D. from Arizona State University College of Law, where she was a Pedrick Scholar, and bachelor's degree from the University of Southern California, where she graduated from the Annenberg School of Communications with honors.

Carolyn is committed to the local community through several charitable organizations and is an active member of numerous industry groups. Carolyn is Secretary of the Board of Directors for Valley Partnership; is Urban Plan Committee Chair for Urban Land Institute Arizona District Council and a Mentor in the ULI Arizona Women's Leadership Initiative; Past Chair, The Ronan Thompson Foundation, a public charity devoted to pediatric cancer research and awareness; a Blue Blazer Squadron Volunteer, supporting the men, women and families of Luke Air Force Base, and 2012 Class of Honorary Commanders at Luke Air Force Base.

Carolyn is a third-generation Arizonan from Tucson and is an avid University of Arizona basketball fan.

Jackie Orcutt

Senior Vice President, CBRE

Jackie Orcutt is a Senior Vice President in CBRE's Industrial & Logistics group. She specializes in institutional landlord and buyer representation, industrial and back office leasing and sales. Jackie brings a unique balance of management and brokerage experience, using a values-based approach to client relations and transactions.

Jackie is also an active and influential member of the business and real estate communities. Jackie has been named to AZ Business magazine's list of Top 20 Most Influential Women in Arizona (2014), and in AZRE magazine's 40 Under 40 (2013). An active member of the SIOR AZ Chapter, Jackie also sits as a Director on the 2019 Global Board of Directors for CREW (Commercial Real Estate Women). A top industrial broker in the metro Phoenix market, Jackie has completed more than 13.7 million sq. ft. of transactions valued at over \$679 million in the last seven years alone. Jackie was named as a top producer in the Phoenix CBRE office for 2018, and previously with Cushman & Wakefield, she was recognized as the firm's Rising Star at their national industrial conference in 2013.



Jessica Sarkissian

Principal / Owner, UPFRONT Planning & Entitlements, LLC

Jessica Sarkissian is a land planner with over 16 years of experience in Arizona, particularly the South East Valley. She received her bachelor's from the University of Arizona and her master's from Northern Arizona University. She is a member of the American Institute of Certified Planners and currently is President of the Arizona Chapter. Jessica brings a unique background with experience in public and private sector planning. She specializes in comprehensive and entitlement planning, public engagement and participation, design and site plan review, public outreach, code amendments and lobbying.

Her work on the public and private sides of development enable her to provide a unique view of the development process. This view enables her to see the implications of a new code, plan or policy from all sides as the applicant, the reviewer, the public official, and the enforcer of the code to understand what will and will not work as a project moves through the process. She has worked successfully with engineering firms, architects and land use attorneys to provide open communication and efficiency with successful results between the public and the client. Currently, Jessica sits on the City of Mesa Planning and Zoning Board and is Regional Commissioner to the AYSO 1079 Soccer Region in East Mesa. Previously she was a City of Mesa Board of Adjustment member as well as a Town of Gilbert Planning Commissioner and Zoning Hearing Officer where she lived from 2003-2012 in Power Ranch.



Stanton Shafer

Chief Operating Officer, Holualoa Companies

Stanton Shafer serves as Chief Operating Officer of Holualoa Capital Management. His role with the company is primarily engaged in the company's operations, focusing on the asset management of the company's six million square foot portfolio of national and international properties, including office, industrial, retail, hotel and multifamily properties.

Shafer's background includes 22 years as a Capital Markets broker with Cassidy Turley BRE Commercial, joining the company in 1989 when it was Grubb and Ellis. During those two decades he completed sales of nearly \$1.5 billion in assets and was selected as the NAIOP-AZ Investment Broker of the Year. Prior to his career as a real estate broker, Shafer spent 10 years as a practicing real estate attorney. Stan's education background includes an economics degree with distinction from Iowa State University and a Juris Doctors Degree, Magna Cum Laude from Arizona State University.



ULI Arizona Technical Assistance Panel



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