



Table of Contents

3 Executive Summary

5 Preface

6 About the Urban Land Institute

8 Chandler AzTAP Panelists

10 Acknowledgments

11 AzTAP Assignment

12 Study Area Focus

14 About the City of Chandler

15 Respecting Study Area Context

17 Panel Discussion

18 Market Evolution

29 Cultural / Institutional Factors

34 Residential Market

39 Commercial Market

43 Land Use Planning and Design

47 Connectivity and Infrastructure

55 Key Action Items

56 Engagement and Implementation

58 Priorities and Next Steps

60 Stakeholder Input

61 Stakeholder Interviews

66 Appendix

Interactive Document

This document features hyperlinks to locations both within the document and to outside resources. Look for the following interactive symbols:



Back to Table of Contents



Hyperlinked Information

Text

Hyperlinked Information

Executive Summary

The City of Chandler engaged ULI Arizona to convene an Arizona technical assistance panel (AzTAP) of multidisciplinary land use and real estate experts. The panel was tasked with analyzing development opportunities in the city's planning area southeast of downtown to assist Chandler with ideas to inform an upcoming area master plan update. The principal question considered was -- *how will the City guide and manage evolving growth paradigms in the area?* There are numerous infrastructure needs in the study area so the panel discussed how this might impact the financing of development projects for historic preservation, adaptive reuse, and mixed income housing. The panel looked at how the city's codes could be enhanced to achieve its goals and different ways to curate an authentic, creative place for the important legacy neighborhoods who live here.

Following review of background materials, stakeholder interviews, a study area tour, and a one-day workshop, the panelists developed a series of recommendations that are specific to the area's unique mixture of land uses, infrastructure, and community needs. The panel emphasized the call to harness the history of the place as the cornerstone for leveraging opportunities. Other key takeaways from these recommendations are to have flexible policies that encourage unique, smaller developments with few assemblages, especially for missing middle housing projects and adaptive reuse, and to acknowledge that one size does not fit all. Investment strategies need to focus on equitable development and growing the collective assets of the neighborhood to capture value for local priorities and residents. This summary report provides guidance to help the city of Chandler as it develops a well thought out vision that is shared by all stakeholders, residents, and business owners to meaningful guide future decisions over time.

NOTABLE PANEL IDEAS

- Adaptive reuse policies need to be flexible with a suite of incentives and separating other infill policies could prevent overly broad application.
- There is a need to focus on the edges, specifically city-owned properties and underutilized land, to create gravitational pulls throughout the area.
- Organizing strategies around a micro-niche economy of arts and culture, that includes live-work and incubation retail will distinguish the area. This could be accomplished through an EcoDistrict or a Maker District to spark collaborative neighborhood scale approaches and priorities.
- Missing middle housing and gentle density will provide unique



The City does not have to go it alone. There may be willingness from profit and non-profit partners and unconventional funding sources that emerge.

residential options, including horizontal mixed use and coalescing nearby developments to leverage and amenitize each other.

- Plans and policies should be updated as soon as possible with a focus on promoting an engaging urban form to protect the fabric of the neighborhood and to provide certainty in the development approval process which ultimately will attract innovators.
- Activating spaces, especially the alleys as the connective tissue, even temporarily through demonstrations projects, will build neighborhood pride and partnerships and set this area apart from other areas via a unique street rhythm.
- Reevaluating the most effective multi-modal design direction for Washington Street amidst changing market conditions and even considering the role of Delaware Street as a potential backload should be considered.
- Green infrastructure, connecting the parks, adding commercial paseos, east-west bikeway connectivity and developing a system of protected bike lanes and mobility hubs will grow a local sharing economy and advance city goals to create a walkable downtown area with connected neighborhoods.

The panel sees tremendous potential in the southside study area as a vibrant place that people are drawn to. Its rich history is an honor to be nurtured for culture, pioneers, craftspeople, artists, and entrepreneurs. The eclectic form and function of the historic streetscape is different from elsewhere in Chandler and its identity as a distinctive place will enliven creative spaces for people to come together, to make and to thrive. But maintaining its special funk and grit will require careful approaches, political will, public and private partnerships, and providing the flexibility to experiment to harness the canvas of opportunities evolving this gem of an area.



Preface

About the Urban Land Institute

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 shape the future of the built environment for transformative impact in communities worldwide.

The mission of the Urban Land Institute is to shape the future of the built environment for transformative impact in communities worldwide.

ULI ARIZONA DISTRICT COUNCIL

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.

ULI Arizona Leadership

Mark Winkleman

President, MGS Realty Partners, Inc.
Chair, ULI Arizona District Council

Heather Personne

Managing Principal, Evolve Ventures, LLC
Vice Chair, ULI Arizona District Council

Steve Lindley

Executive Director – Capital Markets, Cushman & Wakefield-US
Treasurer, ULI Arizona District Council

ULI Arizona Staff

Debra Z. Sydenham, FAICP

Executive Director

Kristen Keener Busby, AICP

Director

Gerri Lipp

Director

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 non-profits 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 on our [website](#).

Chandler AzTAP Panelists



**Mark Davis,
Panel Moderator**

Founder & CEO, 48
Development Company



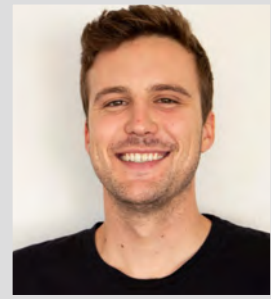
Ximena Atterbury

Senior Urban Designer/
Planner, JACOBS



Jason Boyer

CEO and President,
Boyer Vertical



Kell Duncan

Owner/Operator,
The Churchill Phx;
Development Consultant



Pam Giss

Principal, Launch
Development Finance
Advisors – Southwest/
Mountain Regions



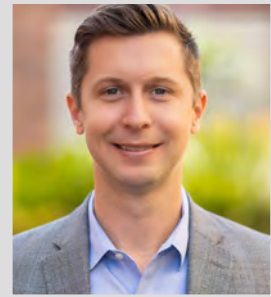
Robert (Bob) Graham

Principal Architect,
Motley Design Group



Juanita Hardy

Managing Principal,
Tiger Management
Consulting Group, LLC



Nate Sonoskey

Development Manager,
True North Studio

Special thanks to Panel Day special contributors Liz Lonetti, Designer at Espiritu Loci and Jon Vlaming, Community Development Director at the City of Eloy.

ULI AzTAP COMMITTEE

Committee Leadership

Mark Davis, Committee Chair;
Owner, 48 Development Company

Cameron Carter, Committee Vice
Chair; Partner, Rose Law Group

Angie Grendahl, MRED,
Committee Vice Chair; Director of
Development, Thompson Thrift
Development

Lance Ross, Committee Emeritus;
President, Ross Property Advisers

Committee Members

Jamie Blakeman, PE, Principal
Owner | Traffic Engineer, Lokahi
Group

Allyson Brooke Shaw,
Environmental Scientist, Western
Technologies, Inc.

Natalia Chavez, Development
Analyst, Dominion

Lea Cheshareck, Business
Development, Spectrum
Engineers

Doug Craig, PLA, Vice President,
RVi Planning + Landscape
Architecture

David Davis, FAICP, Principal, Dale
Gardon Design

Leslie Dornfeld, FAICP, Principal,
PLAN-et

Denise Dunlop, Landscape
Architect

Anders Engnell, Director of Urban
Planning, Culdesac

Melissa Johnson, Director
of Business Development &
Marketing, Danson Construction

Benjamin Hernandez, MRED,
Analyst, Seven League Ventures

Tom Hester, Principal | Integrated
Planning and Design, Jacobs

Jay Hicks, PLA, ASLA, Principal
Partner, Dig Studio

Gabriel Jaramillo, Director of
Healthy Communities, Vitalyst
Health Foundation

Liz Lonetti, Designer, Espiritu Loci

Amy Malloy, Managing Principal,
Evolve Ventures

Deanne Miachika, Sales Manager,
Managing Member, Real Estate
Intelligent Marketing

Debbie Parkins, Project Engineer/
Business Development, Western
Technologies, Inc.

Kate Perrin, Principal/Owner, KP
Consulting

Kim Poole, Vice President,
Economic Development, Clayco

Jon Prystasz, Senior Development
Manager, Evergreen Devco

Rina Rien, Executive Director,
Pinal Partnership

Colleen Ruiz, PE, Principal,
Stantec

Judie Scalise, Principal ESI
Corporation

Brooke Vink, Business
Development Manager, Wood/
Patel

Jon Vlaming, Community
Development Director, City of Eloy

Jacob Zonn, Director of Land
Development, Becker Boards

Acknowledgments

A robust team from the City were instrumental in making this AzTAP a success. ULI Arizona gratefully acknowledges the Chandler Downtown Redevelopment and Cultural team as the devoted leads for this project, in addition to the following individuals who serve the City of Chandler as professional staff for being superb partners and for their enthusiasm and commitment. ULI Arizona is grateful to the Chandler City Council for their dedication of leadership and support.

City of Chandler Partners

Dana Alvidrez, PE, PTOE,
City Transportation Engineer

Jason Crampton, Senior
Transportation Planner

David De La Torre,
Planning Manager

John Knudson, PE,
Public Works and Utilities Director

Kevin Mayo, Planning
Administrator

Kim Moyers, Cultural
Development Director

Mickey Ohland, Park
Development & Operations
Manager

John Carter Owens, MUEP, MPP,
Downtown Redevelopment
Specialist

Leah Powell, Neighborhood
Resources Director

Gina Ishida-Raybourn, PE,
Utilities Engineering Manager

Tadd Wille, Assistant City
Manager

Joshua Wright, City Manager

Mayor and City Council

Kevin Hartke, Mayor

Terry Roe, Vice Mayor

Christine Ellis, Councilmember

OD Harris, Councilmember

René Lopez, Councilmember

Matt Orlando, Councilmember

Mark Stewart, Councilmember

Report Designer

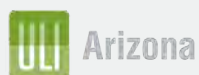
Katie Harris, Owner
Cultivate Growth Partners



www.cultivategrowth.net

Report Author

Kristen Busby, Director
ULI Arizona





AzTAP Assignment

Study Area Focus

As Downtown Chandler grows, the City is exploring land use and development opportunities in the southeast section of the Downtown area to honor its heritage and distinct sense of place.

The study area is bounded by Frye Road to the North, Pecos Road to the South, the Union Pacific Railroad tracks to the East, and Palm Lane to the West. This area is where the City expects continued development activity, as available land and building stock becomes more limited in the Downtown Core north of Frye Road. Within Downtown South, the area to the East of Arizona Avenue has seen tangible development interest.

The ULI Arizona Technical Assistance Program (AzTAP) Panel was composed of real estate professionals, historic preservation specialists, architects, designers, and finance and planning experts – all of whom brought a wide range of perspectives to the AzTAP assignment. The AzTAP panelists offered many insights and advice in response to the City of Chandler's questions about how to address the study area, also referred to as "South Village" in the southeast portion of Downtown Chandler.

The AzTAP convened a "mini-think tank" of professionals to provide advice on essential land use and development questions.



Study Area

KEY TOPICS

AzTAP Panel discussion was guided by carefully crafted questions on the topics of:

Market Conditions and Potential

Land Use, Planning & Design

Connectivity and Infrastructure

Development Strategies

Engagement and Implementation

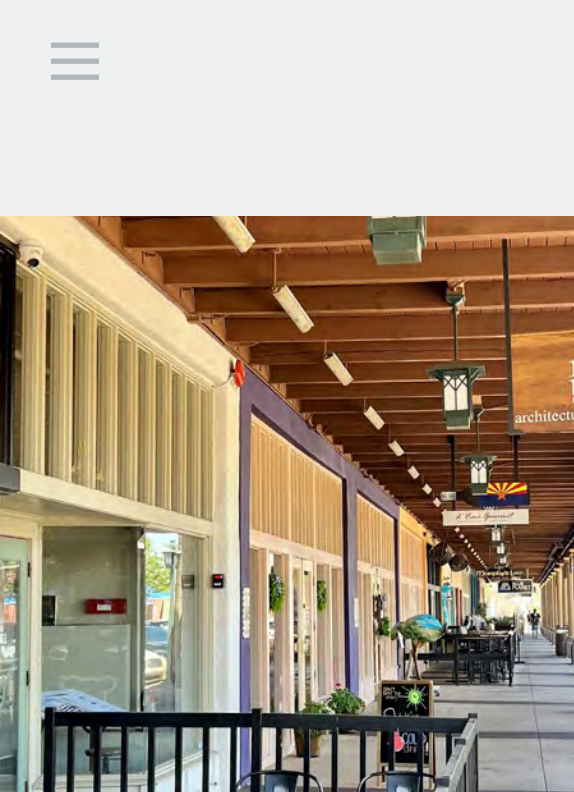
Priorities and Next Steps

See the [Appendix](#) at the back of this document for the full set of questions.

Growth of Downtown Chandler had been robust and its headwinds have been extending southeast in the study area. The City is landlocked with no expansion options beyond its boundaries. The principal question is: ***how will the City guide and manage this growth?*** Displacement and loss of historical context is a pervasive issue in most growing urban areas today, but it need not be the story of the study area if addressed proactively and with thoughtful intention as the City is trying to do.

The AzTAP Panel encouraged the City to continue honing the vision for the study area – looking five, ten, thirty years into the future. A well thought out vision shared and created by all stakeholders – including the City, study area residents, business owners, developers, etc. – will meaningfully guide future decisions.





About the City of Chandler

The city of Chandler, Arizona was founded by Dr. A.J. Chandler in 1912 when one of the most advanced irrigation systems in the country was built, converting dry desert into farmable land. While its historical roots run deep in agriculture, Chandler today has grown to become the state's fourth largest city with a population of more than 282,000. The city of Chandler is in the southeast metropolitan valley of Maricopa County and is recognized for being one of the fastest growing technology and manufacturing hubs in the nation, attracting many families and young professionals. Schools in Chandler are highly rated, and the city was named in the top 100 best for young people five times.

Because nearly all of Chandler's roughly 66 square miles have been developed, the City is focused on its next life cycle of sustainable land use to support its high quality of life. They are making targeted infrastructure investments and working on planning and economic development initiatives to facilitate the creation of vibrant spaces, neighborhoods, and jobs that people are attracted to and that persuade them to stay.

DOWNTOWN AND HISTORIC SQUARE BOOMING

The Downtown and Historic Square are immediately adjacent to the study area and are realizing the fruits of success after a "slow burn of 20 years of planning and investment." Storefronts have been restored to a modern version of their original turn-of-the-century look, and new parks, restaurants, retail, housing, and family-friendly events have sparked an "easy to wander around" vitality in the core of the city. Downtown Chandler has become one of the Valley's most popular destinations to eat, drink and hang out – and now to live. As a result, business has been booming. During the AzTAP Panel study area tour, it was noted that the Downtown did not lose a single restaurant during the extended shutdown of the pandemic and is experiencing the lowest retail vacancy rate in over a decade. A revamped Dr. A.J. Chandler Park and a new walking path along the historic canal are among the crown jewels.



Commonwealth Path

Respecting Study Area Context

The study area has a proud history and important stories involving diverse cultures.

The study area is among the oldest and most diverse areas in the city of Chandler. It was populated in the early 1900s by Hispanics migrating from Mexico and likely South and Central America in search of a better life. In later years (1930s/1940s), the study area was populated by African Americans fleeing a repressive Deep South during The Great Migration. Both communities contributed to the city's growth and development. The neighborhood has historically been working class; in its earliest days it was home to laborers that worked for the agricultural enterprises that made up much of the city at the time.

Like most urban neighborhoods, the study area has suffered from historical redlining policies and lower levels of investment, especially when compared to surrounding areas that have experienced substantial investment and growth. As Chandler grew beyond its historic core, capital flowed to new areas, leaving neighborhoods in need of redevelopment.

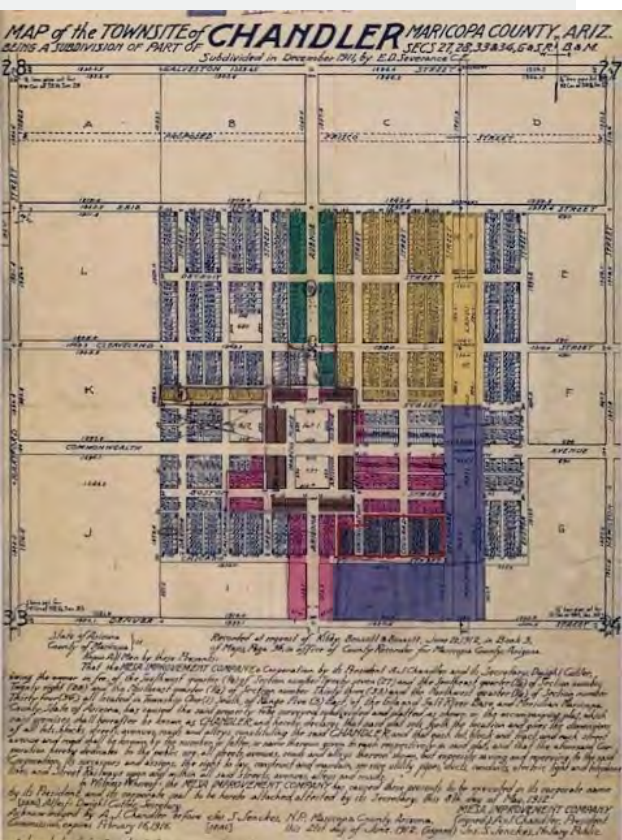
Despite economic limitations, notable figures have emerged from the community, such as N.J. Harris, the first African American to live in Chandler and the owner of the historic Bar-B-Q Pit (his granddaughter, Glen LaVon Woods is one of the stakeholders interviewed for the AzTAP), Coy Payne, the city's first African-American mayor, and Zora Folley, who fought in the ring against Muhammad Ali for the heavyweight title (1967) and later served as Chandler's first African American City Councilmember (1972).

TODAY THE DEVELOPMENT PARADIGM IS SHIFTING

Growth is hot in Downtown Chandler, and development is pushing into Downtown South. On the southeast corner of Frye Road and Arizona Avenue, the Shops on Frye added 9,000 square feet and three buildings in 2021, with part of the project leased to Black Rock Coffee, which includes a drive-thru. The Downtown South area features historic homes in various conditions, two parks – Winn Park and Harris Park, a recently constructed multifamily complex – Olympus Steelyard, and numerous religious institutions. The area also has many vacant lots, old auto-oriented uses and buildings that are smaller in scale.

The challenge is the area is governed by an area plan that is near the end of its life-cycle that focused on large-scale development, assemblage required development, and alley abandonment. As development activity trends toward single-parcel development with fewer assemblages, the plan is not supporting these types of projects. Opportunities for adaptive reuse of historic buildings and small-scale redevelopment could fill the

The study area is among the oldest and most diverse areas in the City of Chandler.



Historical redline map for study area, located in the Chandler Historical Museum

The question largely revolves around whether to keep infrastructure within the alleys or to relocate it to roadways.

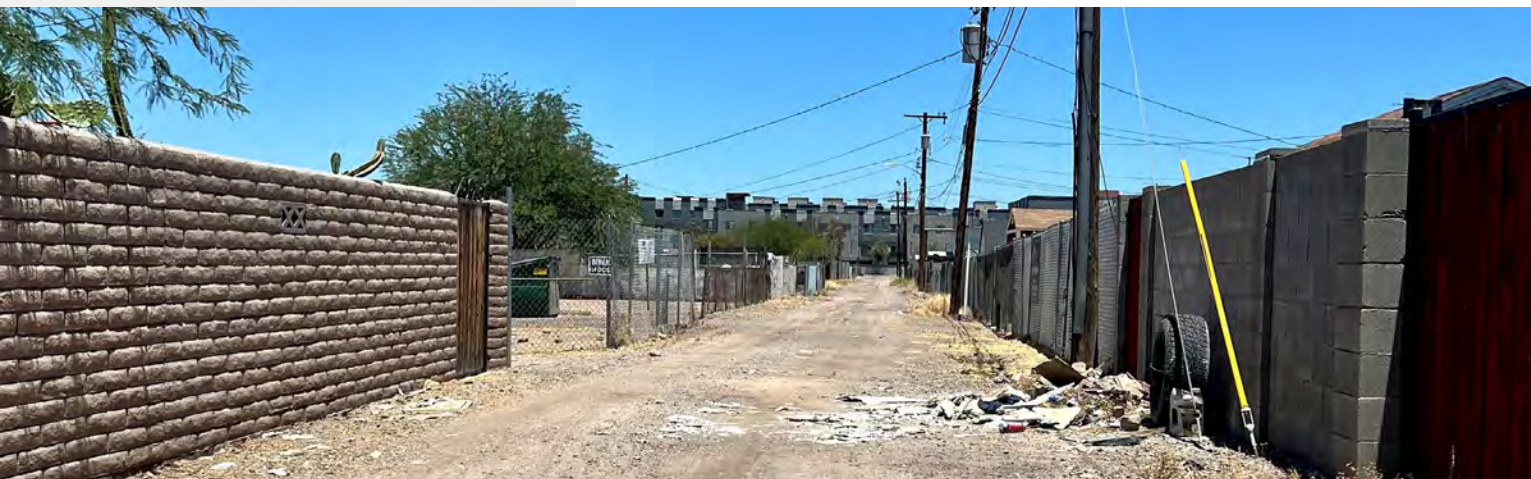
holes of the streetscape and create new vitality for the neighborhoods. The City is also looking for ways to enhance street connectivity and prioritize pedestrian and alternative transportation modes to enhance the success of its walkable downtown environment.

CRITICAL INFRASTRUCTURE IMPROVEMENTS ARE NEEDED

To accommodate growth, the City must have adequate infrastructure for development. Updating it is a top priority but also a big cost for the City. Major capital improvement dollars are needed, and this must be planned in advance. Most of the sewer and water lines in the study area are very old (1950s and earlier) and are located primarily in the alleys. Sewer lines can be a mixed bag of shallow pipes, and some areas have flows running in different directions because original lines ran north, and some relief lines that were added in the 1980s run south. Some are encased in concrete and the underground is mostly choked with other utilities.

The question largely revolves around whether to keep infrastructure within alleys or to relocate it to roadways. Arizona infrastructure service rules require the lines be designed at least 6 feet apart, and the alleys are too narrow. Typically large development pays for infrastructure, so to accommodate smaller-scale development, the City needs to identify new creative strategies to pay for it. It is uncertain whether some of the old infrastructure even has capacity, and it is typically not feasible for the smaller projects to pay for the kind of upgrades required.

The northwest area of Downtown is in a relatively good position to address infrastructure because it created a plan with funding. The City is working now to develop similar infrastructure plans with identified funding for the other areas, including the study area.



Alley in study area

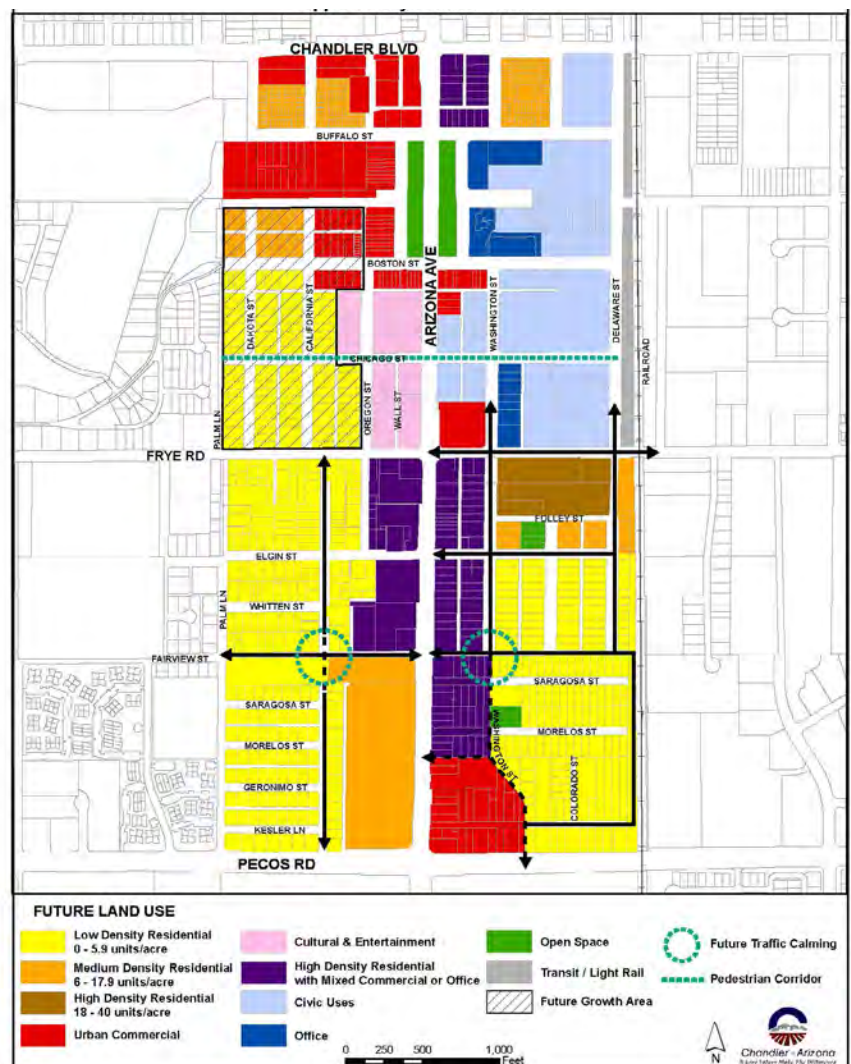


Panel Discussion

Market Evolution

The market is signaling need for a new vision.

Downtown Chandler and nearby areas are in a state of evolution. New businesses, new developments, and redevelopment projects continue to take root in the City's oldest and most historic areas, creating an ever-changing and dynamic area of study that is ripe for an updated vision and plan. The South Arizona Avenue Corridor Area Plan addresses redevelopment for "Downtown South" but was adopted in 2006. The old plan focuses on large lot assemblage to extend the scale of development and density planned for the Downtown core. The intent was to create an eastern border for the redevelopment area that would be largely residential, and the western edge would be multi-story larger redevelopment projects. Big blocks (see purple area highlighted below) along both sides of Arizona Avenue were envisioned for large new multi-use development (largely tear down) and the alleys were intended to go away.



South Arizona Avenue Corridor Area Plan

The City's goal is to have a more sustainable and robust program that breathes new life into existing buildings but is not overly prescriptive and stifling.

However, market winds are trending in different directions today. South of Frye Road, the development interest is in adaptive reuse and smaller, infill projects. The City is working on a new vision and plan to guide and support this type of development pattern and to understand the nuances of small-scale development proportionate with infrastructure improvement needs. The plan will lay out strategies to honor the rich history and support the residents who live there, to activate the alleys, to build a pedestrian streetscape, and to strengthen connectivity.

The City is modernizing codes to accommodate new development paradigms, but the imperative is also figuring out how to pay for the required infrastructure improvements. City requirements now encourage whole blocks being developed at one time which makes it easier to plan and pay for infrastructure. Small-scale development on the other hand simply cannot bear the weight of the burden of the infrastructure improvements that need to take place.

As the City examines creative ways to support small-scale infill and adaptive reuse, they are updating their [Adaptive Reuse Program](#) and creating a new Area Plan. The adaptive reuse program in place today has helped the City navigate through some outdated planning regulations. The City's goal is to have a more sustainable and robust program that breathes new life into existing buildings but is not overly prescriptive and stifling.



Adaptive reuse of auto-oriented business

To support their efforts, the City sought advice from outside ULI industry experts about where the market is going in relation to historic buildings, parks, legacy neighborhoods, future land uses, what infrastructure is needed, and how the City and private sector can partner to be successful. The following summarize the various strategies that were discussed during the AzTAP to help the City prioritize and lay groundwork.

MARKET IDEAS

1

Determine what the neighborhoods want first.

- » Build consensus with the neighborhoods to determine what is important to them and which bright features should be enhanced. Let their priorities and needs direct where to focus. If the neighbors say preserve the history of this place, then it is a clear place to start.

“

This is still a pioneering area. There's a granularity that exists and that's where the focus should be.”

— JASON BOYER

- » Consider which features in the Downtown area could be blended contextually here with the priorities of the neighborhoods, such as places to sit and eat, and nice places to walk. Amenities in Downtown are walking distance now, but Downtown South area residents are not frequent patrons of them. It will be important to find out what type of infill projects could meet their respective needs in balance with luring new people to the market here.
- » Be mindful of “pre-determining and generalizing labels,” such as saying there is going to be a “fill in the blank” area here, without talking to the residents and business owners first. For example, the City of Phoenix thought the warehouse district was the “tech district” but later found many tech companies preferring locations in Roosevelt with the artists and in other live-work areas.

2

Focus on equitable development and place-keeping to prevent displacement.

- » As the City and the private sector invest dollars in the neighborhood, look for wealth-building strategies that will help the residents be able to stay in place through full or partial ownership of homes, commercial properties, and businesses. The injection of capital into communities creates opportunities and challenges for the individuals, families, and small businesses. By growing the collective assets of the neighborhood, it helps them capture return on investment and will deploy value and resources to support local priorities and purposes.



Real Estate and Community Investment

Cooperatives are similar to consumer co-ops in which groups of community residents pool resources to purchase community-owned real estate. A commercial real estate investment co-op is for-profit and allows residents to collectively invest in real estate, securing space for small businesses and other cooperatively controlled uses. Investment co-ops can help residents build equity and wealth via shared ownership in commercial real estate and provide small business owners with space and opportunities they would not have otherwise.

A Closer Look

EQUITABLE DEVELOPMENT

The National Association for Latino Community Asset Builders (NALCAB) defines equitable neighborhood development as policies and practices that reflect the following principles:

- » Ensure transparency and public accountability in decision making
- » Promote public participation that addresses disparities in access for different populations, includes community organizing efforts, and incorporates education for all stakeholders
- » Value and balance both the experiences of community members and technical expertise
- » Ensure that public policy and public-sector investment advance a public interest
- » Advance economic security and mobility for low- and moderate-income communities by increasing access to affordable housing, transportation options, good jobs, high-quality education, resources for healthy living, and opportunities for wealth creation
- » Be data-driven
- » Respect local history and culture
- » Acknowledge and address legacies of racial/ethnic inequality
- » Promote resiliency for the built environment and for vulnerable populations
- » Connect to broader planning efforts, including those related to housing, transportation, economic development, and health.

PLACE-KEEPING

Place-keeping has a dual meaning. It is another word for “authentic placemaking” and it also refers to keeping people in place or displacement avoidance. It involves taking appropriate actions to ensure that the people who live in a place subject to investment and redevelopment can stay there, are not displaced, and enjoy the benefits and amenities that new development brings. This is especially important for residents who represent generations of early settlers to the study area.

Keeping people in place – as property values rise from new investments driving higher rents and property taxes – includes provisions for affordable housing for those who rent, especially renters in the low-income range between \$16K and \$35K median annual household income, and assistance for homeowners to close gaps in property tax resources.

The City owns a large tract of land with affordable houses in the study area that could be significantly expanded. Panelists recommended the City explore expansion, densification (ADUs at rear of property), and reuse of City-owned properties for affordable housing and that the City consider mixed-income housing vs exclusively affordable housing in its planning decisions.

Please see the Fayetteville Street Durham Advisory Panel feature on the following page as an example of place-keeping recommendations that came out of a similar ULI Technical Advisory Panel.

Fayetteville Street Durham Advisory Panel

May 15-20, 2022



The Fayetteville Street Corridor is a spine through the middle of Durham, NC's Hayti neighborhood, the historical location of many of Durham's Black businesses and the hub of economic activity. In the current moment, there is unprecedented market demand for property in Durham, NC. The Fayetteville Street Corridor is feeling development pressure as

the demand for property outpaces supply. Homes are rapidly selling and/or renting at record levels. Impending change to the historic neighborhood is palpable. The Hayti Heritage Center asked ULI to explore opportunities for the redevelopment of the Fayetteville Street Corridor with a community-centered mindset. Some of the key ULI Advisory Services Panel recommendations were to focus on community-led engagement to create a shared vision for the future of Hayti and the Fayetteville Street Corridor; to create grants for legacy homeowners so they need not fear being displaced by community improvements and rising property values; to launch a grant and angel investment fund targeted for Black entrepreneurship and Black-led real estate development; to use historic preservation as an economic driver; and to maintain cultural identity through authentic and creative placemaking - *artfully curated retail, prominent historical markers, preservation of historic homes, and Hayti art & culture programming.*

3

Update Adaptive Reuse Program.

Examine a “push and pull approach” that is focused on the goals of adaptive reuse yet flexible enough to avoid being overly prescriptive.

- » Move forward updating the Adaptive Reuse Program to reward projects that aim to preserve the character of the area (beyond saving a wall). Expand applicability of Adaptive Reuse to Residential rather than only Commercial. Examine a “push and pull approach” that is focused on the goals of adaptive reuse and yet flexible enough to avoid being overly prescriptive. A “scalpel of incentives” could make sense. Look for all the different ways to reward, such as parking reductions, reduced infrastructure requirements, permit fees, etc. Demonstrate what projects could be visually and educate on the various opportunities for incentives. A separate infill policy in combination with an updated adaptive reuse program could help prevent policies from being overly broad.
- » Right-size development fees. Leverage development to pay for certain improvements proportionately so that small-scale is feasible and feels encouraged to take shape here. Charge smaller projects smaller fees.

4

Get a suite of infrastructure tools in place.

- » Focus on getting the right tools in place to pay for infrastructure, to build a pedestrian streetscape, and to strengthen connectivity so that small and gritty can thrive.

“

If this is the pebble that needs to drop to start the next wave, then focus on this right away.”

— JASON BOYER

The City should consider relying on a variety of financing tools to address the infrastructure needs of the study area including revitalization districts, improvement districts, the City’s portion of the incremental sales and/or property tax generated by new development, development impact fees, and any state or federal grants (including leveraging the opportunity zone and infrastructure financing federal grants or loans). Unless a single developer redevelops the entire study site, the City will likely need multiple tools (see [Appendix](#) for more information about possible tools).

5

Recognize and respect history and attract artists.

Home of Coy Payne, Chandler's first African American mayor

- » Leverage existing buildings to be different and run with adaptive reuse full steam to fill a niche that is missing in other areas of the city. It is not only an efficient use of resources; it is a good economic development strategy.
- » Harness the historic buildings to be cultural cornerstones that highlight the heritage of the area. Do something very creative with the Winn School as a central attraction. Try to retain the first African American mayor Coy Payne's home by encouraging the owner through incentives; perhaps it could be a restaurant or a gathering space.
- » Illuminate history through the important people who were here since the city's inception. Shed light on their stories and view them through different lenses, the African American and Latino communities living here and their ancestors.
- » Tell the stories in unique and many ways - through historical markers and wayfinding, historic preservation, public art like murals, statues, etc., walking/self-guided tours enriched by augmented reality, geocaching adventures, artfully designed structures (engaging artists and architects in new development), public spaces/gathering spaces including galleries, theaters, and community centers, etc. This area could be an attraction for cultural tourists, elevate Downtown Chandler, and promote the local economy.
- » Encourage small creatives to curate the neighborhood to be a special place. Find ways to attract some grassroots art collectives or artist colonies like those who curate Roosevelt Row and Grand Avenue in Phoenix. There is a growing market for artisanal goods and experiences.

Harness the historic buildings to be cultural cornerstones that highlight the heritage of the area.

- » Organize very intentionally around arts and culture. Look at precedents in other developed centers in the western U.S., such as the [Denver RiNo District](#) which has a similar grittiness with historic neighborhoods.



The River North Art District in Denver (RiNo)

Where Art is Made



The RiNo district has an interesting blend of urban charm and unique industrial revival that makes it a great destination for visitors. Historic warehouses and factories are now house jazz bars, restaurants, brewpubs, art galleries, and working studios. RiNo boasts a diverse mix of creative businesses ranging from visual artists, designers and furniture

makers, to craft distillers and brewers, winemakers, creators of unique outdoor gear, and small-batch coffee roasters. The art definitely extends beyond gallery walls in this neighborhood, with its colorful and innovative street art murals in alleys and on buildings around almost every corner.

- » Consider an EcoDistrict or a Maker District approach. EcoDistricts guide city makers to take a collaborative, holistic, neighborhood-scale approach to community design to prioritize equity, resiliency, and climate protection in the planning process to achieve meaningful performance outcomes. Maker Districts encourage small-scale manufacturing in downtowns, main streets, and adjacent neighborhoods. They can best be described as a “cross between an artist colony, farmers market, woodworking shop, music festival, bakery, brewpub, and brainstorming session all happening in the same space” - Thomas Frey, Futurist.

6

Focus on the edges.

Train tracks looking south

- » Start on the edges and the market will lead as momentum builds. Identify a handful of small- to medium-scale developers who could play leading roles as catalysts through demonstration projects, helping the City anchor the four corners so that things start to fill in organically.
- » Find the cool opportunities that reach out and pull people in, such as extending the park to Arizona Avenue. Downtown South is a principal gateway with people arriving from the highway traveling south to north. Be mindful of what types of projects are at these locations as they set the tone and are the windows into the neighborhood and the Downtown. By anchoring an inviting project on a City-owned site, it's possible to create a gravitational pull down to Pecos Road.
- » Be proactive and do something fresh and exciting along Delaware Street at the railroad tracks – “it is screaming for a response.”
- » Highlight the remnant historic streetscape along Arizona Avenue showcasing the cool agricultural history that exists within.

7

Implement focused development strategies.

Bigger will come,
and property
values will rise,
but it will be on
the sweat equity
of the people who
live there now.

- » Leverage amenities that exist already in the neighborhood. Not all projects need to be “self-amenitizing” as they are/can be shared.
- » A broader parking strategy for the area is needed. A combined parking district approach could help entice as a carrot and not be a stick. It is a risk for projects to not have adjacent parking, but many developers are becoming more amenable to that. Reduced parking can also be a viable incentive strategy to factor in affordability and attainability provisions. Improved temporary surface lots could be an interim strategy before (if) additional garages are needed.
- » Focus on the pioneers. Bigger will come and property values will rise, but it will be on the sweat equity of people who live there now. The City making some key big moves will help expedite things.

Time equates
to money in the
development
world.

- » Give the development community clear expectations of what the neighborhood and the City want and what the City can do to help. Time equates to money in the development world. Responsiveness is critical; cut through as much of the red tape as possible.
- » Develop a creative package of many incentives – GPLET, density bonuses, fee waivers, improvements, City land, streamlined permitting, etc.
- » If not using all the City acquired right of way (ROW), use extra land for other development strategies. But preserving some ROW, it will allow the City to grow incrementally, “to grow up” as density and development happens.



Incremental Growth focuses on real estate projects

in walkable, human scaled neighborhoods and on an economy of means - small deals, small amounts of capital, small crews, services from small architecture and engineering shops, and small sites that make a difference in the neighborhood.



Grace Memorial Church



Light and Life Church

Cultural / Institutional Factors

Working to conserve the area's important history

The study area has much historical significance and many important people originated here, like the famous boxer Zora Folley and Coy Payne (May 22, 1929 – December 8, 2019), who served as the first African American Mayor of Chandler. While assets that were once considered centerpieces are gone – a grocer, a skating rink, and a bar that was a neighborhood hub – there are some buildings of significance that remain and should be preserved, including some of Chandler's earliest churches and the Winn School.

Two primary neighborhoods retain a strong and important presence today. One is largely Latino and the other African American. While the two neighborhoods traditionally functioned separately from each other, they have recently unified over a joint request to the City to honor their heritage through Historic Designation under the City's new [Historic Preservation Ordinance](#).

Historic Preservation and conservation can help retain the history of the community. Not every structure can be or perhaps should be retained. In fact, this would not be practical to support the City's growth and expansion needs. But there are likely buildings/homes/places with important historical significance that should be retained and preserved. These places can serve as memories and can help to tell the story about the people who lived here, how they lived, and how they contributed to the growth and development of Chandler.



Public outreach efforts

Recently, the City has been conducting outreach to create a South Village Conservation District to honor the historic context with banners, plaques, and signage, to bring attention to the rich heritage in these neighborhoods, and to promote the preservation of certain structures, like the Winn School and the old adobe Light and Life Church.

The historic Winn School (pictured below) is currently owned and occupied by the Salvation Army, which has started a campaign to move to a new location. They will likely donate the building back to the City for preservation efforts.

The District boundaries under consideration are Foley south to Pecos Road, east to the railroad tracks to Washington Street. The properties on Arizona Avenue are presently not included in the proposal.



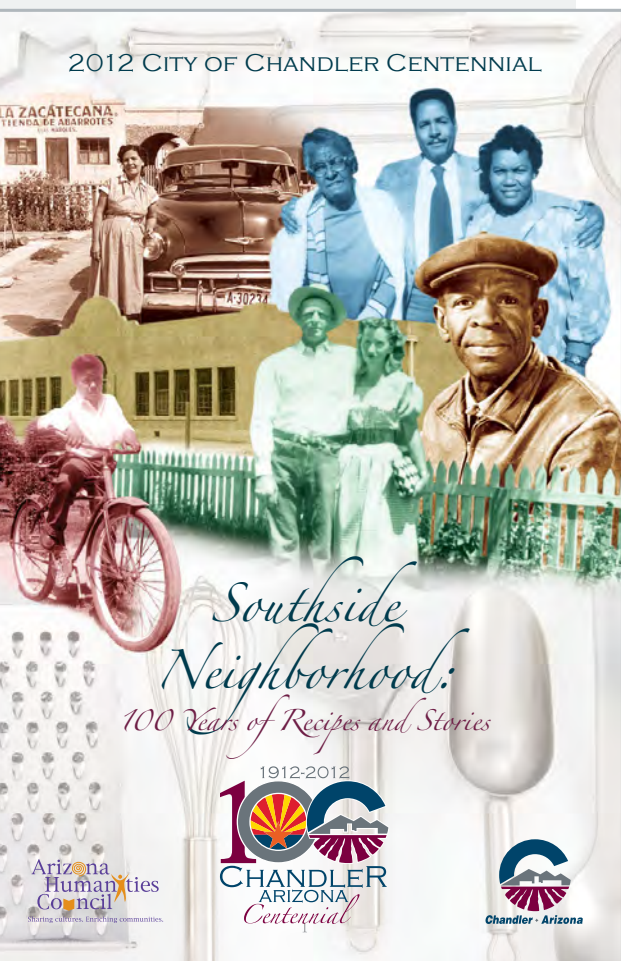
Salvation Army historic building

1

CULTURAL AND PLACE-KEEPING IDEAS

Expand Conservation District Reach.

- » Consider pushing the Historic Conservation District boundary out to the east side of Arizona Avenue and south of Foley to recognize the whole area and include unique commercial properties, not just residential ones. The District should have a “both/and” kind of approach. It recognizes an area and puts people on notice that there might be something unique here. It may not be eligible for national preservation funding or state tax credits, but the City could develop its own funding or grants to make available as incentives.
- » Encourage conservation of the urban form– the settlement pattern, the street layout, the setbacks, etc. The active management of these historic systems can enhance the area’s authenticity and has the potential to generate multiple compounding benefits for the people who live here, especially historically marginalized people and communities.
- » Pursue the Winn School for National Registry Designation. It does not necessarily save it, but puts it on the radar as a very important and legitimate building. Listing it in writing signals its significance.
- » Encourage the owners of the old adobe Light and Life Church to reopen the windows and the front porch. If they are returned to their original designs, then the church could become an eligible building for other heritage resources. This is an opportunity for the City to use their own designation through the Conservation District and encourage efforts through incentives.
- » Pursue local designation of some important homes through the Conservation District, but understand that there are limited examples with distinct history remaining. Generally, heritage of the neighborhood resides with the key people who hail from here, and the sense of street pattern and character.
- » Preserve the feeling, if not the actual function, of the street pattern through the design of new development. If Washington extends through, then be very intentional that it does not look the same. Make it obvious that this was not part of the original form.
- » Look into conducting a good historic survey of the area. The Chandler Museum has done a fantastic job with some [oral stories and cookbooks](#) already. These are great beginnings of “databases” to preserve the heritage that should be continued and built upon.



Collection of Recipes and Stories of the Southside Neighborhood, composed by the Chandler Museum

2

Animate the public realm through art and authentic place-keeping.

Leverage the creativity of the people.

- » Protect the cultural identity and authenticity through place-keeping strategies, such as creating makerspaces to attract pioneers and artists who work to uplift and keep the cultural identity. Encourage galleries where the community can see themselves in the art and performance spaces. Authentic place-keeping is placemaking that lifts the history and culture of place. A place already exists here – it does not have to be made.
- » Leverage the creativity of the people. The return on investment is evident in Downtown already via the walkability and the vibrancy of people gathering there. Focus on simple moves that will extend energy and imagination to Downtown South. Plan and manage expectations so people come together through consensus building.
- » Focus on the most important asset - the people who are living there now. They should benefit from investment, and small business should be a focus. There is a tremendous desire for small and affordable space because people are priced out before they can become community activators. By preserving space that is affordable and approachable for makers and artists, it will happen organically. This may not be readily tangible, but the investment return will be realized later.

Artist Engagement can be an effective lever, as artists are often seen as the cultural ambassadors of place – telling compelling stories about the history and culture of place through their creative sensibilities. Artists are often trusted by the community, especially in communities where they live and/or grew up. The City should investigate more to identify artists from various disciplines who live in the study area, including visual artists, performing artists, chefs, musicians, poets, writers, etc. and engage artists in authentic placemaking, community engagement, and design of new development, working in concert with developers and architects.

“Take what the deep end gives you. You can carefully plan out, but you might be disappointed.”

— KELL DUNCAN

- » Be intentional about authentic placemaking intentional and the role the City can play in guiding development without displacement to preserve the cultural heritage.
- » Host a Placekeeping Workshop with the neighborhood to find out what makes it special. Use an empty lot and make it a community event. The community will reveal new lenses of possibilities; it's not always obvious, especially with diversity of cultures.

Historic West End – Charlotte, NC



This area is at risk of losing its history and culture as the City of Charlotte expands and new investment dollars flock in, sparking gentrification and risking displacement. The City of Charlotte is playing a proactive role to preserve the West End's history and culture,

expressed in The **City of Charlotte 2040 Comprehensive Plan**.

Two recent City-led initiatives include the \$6M **Five Points Plaza**, a park across the street from the historically black Johnson C Smith University, and **The Ritz at Washington Heights**, a park on the site of a movie house that served African Americans during the Jim Crow era. Both parks are adorned with artist designed markers that celebrate African American history and culture.

Residential Market

The character of housing and urban form here is rare.



Example of residential character
in eastern study area

There is pride of ownership; people likely just doing the best they can with limited resources.

Downtown South developed over 100 years ago because Dr. A.J. Chandler had an ambitious plan that was well ahead of his time. He bought 80 acres of land from the federal government south of Mesa in the Salt River Valley and was instrumental in building an early system of canals in what was then an arid desert. By the turn of the century, Dr. Chandler owned an 18,000-acre ranch that he subdivided to create the first townsite map. The original Winn Subdivision provided a low-income purchase opportunity for Hispanic people to buy property. This seeded the neighborhood and there were no deed restrictions and no zoning. In the 1940s, Dr. A.J. Chandler purchased property for his chauffeur to keep him close by. N.J. Harris (the namesake of the beloved study area park) was the City's first African American resident and the area later subdivided to primarily to provide working class housing.

While the core of many historical homes remains, there have also been many improvements layered after several generations of infill over time that make them ineligible for National Historic Preservation designation. While uneven, there are many homes lovingly kept with brightly displayed flowers in pots, neatly organized home fronts, some with dirt packed yards (vs lawns or gravel), but tidy and organized. There is pride of ownership; people likely just doing the best they can with limited resources. Most houses just do not resemble homes of their eras, yet their layout, setbacks, location and street pattern contribute to a very unique character and sense of place that is rather different from other areas of the city and the region.

Like most areas today, there is a severe shortage of affordable housing, especially senior housing, so there are huge waiting lists. Many stakeholders suggested improving and offering affordable housing to keep people in the neighborhood. MLS data shows home prices doubling and there is nothing available for rent or sale. Some scattered-site subsidized housing managed by the City exists within the study area, and there is a stretch of homes built by Habitat for Humanity along Delaware Street near the railroad tracks. The City is embarking on its first Rental Assistance Demonstration (RAD) project (portable vouchers), and they are thinking outside the box on as many options as possible to increase housing affordability, such as tiny homes or micro-estates and expanding the community land trust partnership with Newtown CDC that started in 2008.

Today, there are over 1,000 residential multifamily units in varying stages of development in Downtown Chandler and nearby areas. Interest in multifamily has exploded, but the neighborhoods have concerns about compatibility. There is also mounting interest to develop "missing middle" type housing, especially "plexes," and 4-plexes specifically, but they would require alley access that the codes do not currently allow.



Example of residential character
in western study area

The character of single family residential on the western side of Arizona Avenue has a different feel than the homes in the southeast area. On the western side, there is a concentration of rentals without the same historical references and significance. Families are generational, but the area overall is still more than 50% rental properties. Ownership varies from homeowners to investors, and, except for the City of Chandler, few landowners own more than one or two parcels.

In 2016, The Olympus Steelyard (previously Alta Steelyard) was the first multifamily apartment complex to be developed in the northeast section of the study area along Washington (301 units with rents today ranging from approximately \$1,600 per month for a 1 bed / 1 bath unit to just shy of \$2,000 for a 2 bed / 2 bath unit.). Unfortunately, N.J. Harris Park near the Steelyard used to have playground equipment and a full-size basketball court cherished by the neighborhood, but an earlier development agreement for the Steelyard changed the park design and left a half size basketball court. The City has been working diligently with the neighborhood on solutions and is in the process of adding back playground equipment with shade structures.



Multi-family in study area



N.J. Harris Park



Current half-court basketball amenity

1

RESIDENTIAL IDEAS

Lead with a multi-pronged approach to promote quality housing; invest resources to both revitalize existing stock and to acquire land to build new.

- » In a City-led rehab model, residents would be assisted by improvement programs that could be developed and/or expanded to help them remain in their homes. Resources are needed to address home repairs and give an initial lift to help owners get started. Evident neighborhood pride will attract pioneers who will take risk and build momentum of the private market to invest here.
- » In the redevelopment model, the City should be the driver of preserving affordability, using planning incentives and leveraging vacant parcels. An important dynamic is strategically identifying tracts of land that could be set aside for affordable use and using City-owned land as levers.
- » Look forward three different development cycles and make a strategic decision about how to preserve the single family neighborhoods, with a longer view about where the city is headed, because it is landlocked. The neighborhoods need to be involved in solving for this to strategically plan for the long-term growth while preserving the important cultural elements.



Pride of ownership in study area

Look for opportunities to build partnerships with the private and non-profit sectors.

2

Leverage partnerships to increase affordability.

- » Continue issuing RFPs to promote more affordable development and look for opportunities to build partnerships with the private and non-profit sectors, so the City is not bearing the burden of solving for affordability alone.
- » Leverage the many area churches to also help with affordable housing. They are underutilized partners whose missions align with helping residents deal with housing security.

3

Focus on mixed income housing options.

- » Concentrate on opportunities for mixed income housing – people of different incomes living together is proven to be a more sustainable model, driving the best outcomes for equitable revitalization. The health and equity benefits of de-concentrating poverty through mixed income is evident and is a strategic lever for improved physical infrastructure, community design, jobs, financial support, community cohesion, mental well-being, education, and more.

4

Allow “missing middle” housing everywhere if possible.

- » Focus on “gentle density” or “missing middle” housing to complement the single family neighborhoods, and transition to the greater density planned for the Downtown core. The scale and heights of “missing middle” housing types – side-by-side, stacked duplexes, triplexes, four-plexes, and townhouses – can help minimize resistance to increased density and help promote walkable neighborhoods.



Cottage Homes



Side-by-Side Duplex



Stacked Triplex



Multiplex

5

Go smaller and add density.

- » Examine opportunities to go even smaller in housing designs, like the [Tempe Micro-Estates](#).
- » Also allow [Accessory Dwelling Units \(ADUs\)](#): “granny flats, in-law units, coach houses, guest houses, casitas, etc.” and [Accessory Commercial Units \(ACUs\)](#): small commercial units that are accessory to the principal residential use on the site.



Tempe Micro-Estates

Commercial Market

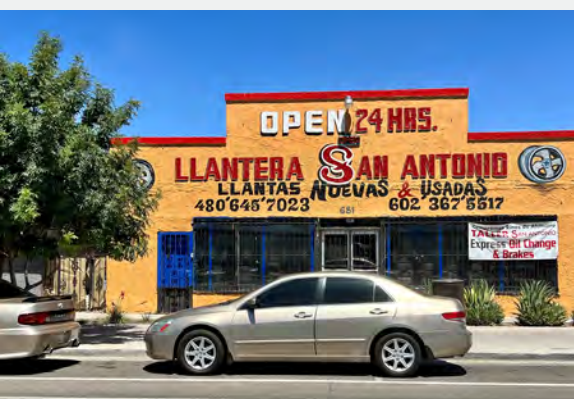
Commercial interest is pressing south from Downtown.

With vacancy low in the Downtown and Historic Square, commercial development pressure is traveling south into the study area, with a preference for smaller infill projects and adaptive reuse. While commercial activities are now largely located along Arizona Avenue, there is an interesting assortment of uses. Arizona Avenue is a historic state highway, so auto-oriented uses and vacant properties increase significantly along Arizona south of Elgin. The physical condition of the older structures varies, but generally follows a north to south gradient. Ownership and uses will change as owners pass down property to children who are deciding to sell.

On-street parking is available for businesses along Arizona Avenue, with some providing their own parking, either accessed via the alley or from the street. Loading and commercial vehicles associated with the businesses typically access from the alley. The nearest grocery is Walmart that anchors a large commercial center south of the area.



Auto-oriented uses along Arizona Avenue



Commercial shopping center south of the study area

Nurture the undercurrent that is evolving the area.

1 COMMERCIAL IDEAS

Embrace Mixed-Use.

- » Nurture the undercurrent that is evolving the area to include a mix of retail, arts and makerspaces, and creative office. There is development pressure to focus on adding more housing which should be a priority, but housing alone will not make the area successful.
- » Encourage mixed-use – even horizontal mixed use could be cool – and do not shy away from density that benefits the community, such as makerspaces, retailers, and coffee shops usable by the neighborhoods. A denser product toward the back of projects might be viable design strategy while encouraging active, interesting, and engaging streetscapes in the front. Greater density also helps achieve greater affordability.



The Churchill

Located in the heart of Roosevelt Row, Downtown Phoenix's Artist's District, The Churchill is a locally and sustainability focused community gathering and retail space that hosts artisan pop-ups, community events, and continuous non-profit fundraisers. The Churchill was built from shipping containers with the purpose of providing affordable opportunities for small local businesses and as part of the commitment to sustainability. Local business tenants complete at least four hours of community service each month as part of their "social rent."

A weekly celebration of local artisans and community is held on the sidewalks outside of The Churchill. The wide sidewalks and on-street and angled parking adjacent to the project provide space for the "Sidewalk Saturdays" market. Because The Churchill met certain environmentally-friendly design and performance elements, the project was provided with additional zoning entitlements like parking reductions using the **City of Phoenix Sustainability Bonus System**.





Remains of the Old Train Depot today

- » Explore how to reuse the warehouses – they are unique opportunities to do something interesting and different.
- » Do something cool with the Chandler Train Station, “Old Central Station” – create something there with the train route and square in middle; perhaps create a path along the train tracks.
- » Ask the neighborhood before pursuing adaptive reuse for churches. They are institutional anchors and area hubs for resources.
- » Help transition adaptive reuse through incentives along Arizona Avenue so that the underutilized spaces can be redeveloped into something cool.



Old Train Depot

2

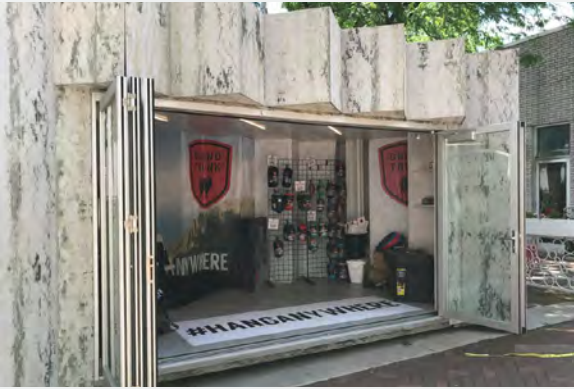
Be nimble for live-work opportunities.

- » Allow live-work in the study area, as it is immediately adjacent to the central core and will help promote a pedestrian oriented development framework. Look at blending flex space with multi-family and retail where the angled street parking on Washington already sets a tone for this type of development.

3

Support incubation retail.

- » Concentrate on creation-type retail that are makerspaces for the neighborhood. Perhaps the City leads with a project - obtains a building, does the tenant improvements, and leases it out or enters into an arrangement that encourages co-working spaces for builders and creators.
- » Support the micro-economy by allowing Accessory Commercial Units (ACUs) on every corner of the “quadrant” (including Accessory Dwelling Units [ADUs]). ACUs are great incubators for small businesses, the same with food trucks. Food trucks are generally well supported by the City already but other types of vending tip different requirements. Survey home-based businesses to see what exist and how they could be better supported.
- » Look at adding local neighborhood food pop-ups and groceries, like bodegas or something similar to the old Carneceria that was on Arizona Avenue. Allow street vending and consider them around selective alleyways. Adopt City special event requirements that encourage adding murals and art near food trucks and engaging local artists.
- » Spur development through strategic ownership. The City has made investments that have paid off, so do not rule out acquiring more properties. This may need to be done to stimulate the market in specific cases. Be careful of doing it too often though – it is important to strike a balance so you attract the right developers to participate.



Boombox - Vacant parking lots activated by pop-up stores in remodeled shipping containers help bridge the gap between “startup and storefront” (Chicago, IL)



The Pemberton PHX is a food, beverage, retail and art collective located at the historical Sarah H. Pemberton house (Downtown Phoenix)



Barnone is a community for skilled craftsmen to make and sell their handcrafted goods (Gilbert, AZ)

Land Use Planning and Design

The City is making creative planning adjustments to support smarter growth.

With theoretical build-out in sight, the City of Chandler is being strategic to harness market trends to maximize available land in the central core. They are working on several planning solutions that will add compatible density and preserve history in infill areas. In Downtown South, they are modernizing the zoning and regulatory framework and creating a new area master plan to replace the old one conceived nearly 20 years ago.

The current Planned Area Development (PAD) process is designed for big parcel development, not small, fine grain development. However, the next phases of policy considerations aim to be favorable for adaptive reuse and will focus and guide small-scale infill development. The City is also working on important studies to upgrade critical infrastructure, and community outreach to recognize and honor Southside Village's history and heritage through a Historic Conservation District is well underway. The City is seeking to understand which land use policies and tools will support revitalization and investment goals and which should be prioritized.

1

LAND USE PLANNING AND DESIGN IDEAS

Focus on context-responsive infill for small-scale and “missing middle.”

- » Respect the fabric of the established neighborhoods, updating plans as soon as possible to allow compatible small-scale development. Current regulations do not allow commercial on the first floor with for-rent housing above, yet this product is a market opportunity. The unknown of approvals is time and money and is just too cumbersome, causing many developers to go to other areas where it is inherently easier to move forward.
- » Update planning and development codes to allow “missing middle” housing to generate density that is “house-scale” within walkable neighborhoods. People can walk by and not realize the house is a triplex rather than a single family detached house because of the “gentle densities.” Revise zoning ordinance standards – allowable densities, setback requirements, etc. as necessary, and remove barriers.

Common Zoning Challenges Faced by “Small”

REZONING

Rezoning can add months of delay to positively disruptive and interesting mixed uses (food trucks, pop-up retail, co-housing) that do not fit neatly into categories. Allowing them to happen requires creativity in how codes are interpreted. Creating new zone districts and overlays allow a greater mix of uses and reduces the need for variances. The districts can align open space, setbacks, and minimum lot sizes to reflect valued historic patterns.

INCOMPATIBLE DEVELOPMENT STANDARDS

Small is often about repurposing, and development standards are largely written for a “clean slate” (setbacks, parking, minimum unit size, safety, and open space) and can be financially or functionally infeasible. Cities should remove the arbitrary nature of nonconforming standards. Increasing the length of time by which nonconforming uses can remain in place (amortization period) can encourage investment in businesses or buildings that are worthy of keeping.

USE LIMITATIONS

Most zoning segregates urban neighborhoods by land use. This makes it difficult to convert older structures and mix uses. Some cities are experimenting with form-based codes to focus on the physical character of buildings and how they relate to streets and public spaces.

PROCESS COMPLEXITY

Zoning approvals in many cities has become highly transactional, requiring time-consuming one-off solutions for each project. Cities should remove key barriers that prevent change of use in existing vacant and underused buildings. By establishing provisions within zoning codes for appropriate and compatible “sister uses,” it can ease transition, create more certainty, and reduce red tape.

Credit: Jim Heid, *Building Small: A Toolkit for Real Estate Entrepreneurs, Civic Leaders, and Great Communities*

“We are in a time when the value of cities is taking on new meaning, due in part to the transformative and creative power of smaller developments.”

— JIM HEID

2


Create a special planning district or zoning overlay.

- » Start by identifying the assets already here and what else is needed to fulfill neighborhood goals. Creating an overlay or special planning district with incentives is a simple, strategic zoning move that will help tie things together and motivate the market.

3

Consider form-based zoning.

- » Examine the opportunity to use form-based zoning versus traditional use-based zoning. Use-based zoning sets limits before there are ideas of what could really go into reviving a place. Form-based zoning allows incubator spaces to happen easier because it removes the constraints. While there is not currently form-based zoning in Chandler now, perhaps a demonstration project could show the value of this approach.



GROUND-FLOOR USE	CAFÉ ZONE	PEDESTRIAN ZONE	LANDSCAPE + FURNITURE ZONE	PARKING + PLANTER ZONE	SHARED TRAVEL ZONE
MULTI-FAMILY RESIDENTIAL	Not Applicable See Appendix A.5 Private Frontage Guidelines.	6' - 8'	6' - 8' Tree wells; Street furniture to be provided per Section 6;	8' parallel	See Section 3.3 for Street Type Standards.
COMMERCIAL	Where Applicable; 6' - 12' Additionally, See Appendix A.5 Private Frontage Guidelines.	7' - 10'	See Section 3.5 for Street Landscape Standards.	16' - 18' head-in diagonal OR 8' parallel Parking Lane Planters (optional)	

Example of form-based zoning

4

Activate vacant and underutilized parcels.

- » Activate, even temporarily or short-term, the City-owned lots now, especially by getting rid of razor wire, fencing, etc. This will help develop the visible pride in the area and emulate the benefits of the public and private sector and owners working together. “City investment helps neighbor investment;” it is easier to build trust and partnerships.



Razor wire fence in study area

5

Focus on an engaging urban form – the street rhythm and building designs.

- » Emphasize development design that welcomes the public versus buildings that have their backs to the neighborhood. Provide visual interest and a human-scaled level of detail. Street-level is where engagement development should be focused. While big master-blocked projects are not what the neighborhoods want, larger buildings can still be impactful to a neighborhood if they are designed and programmed well.

6

Be flexible.

- » Focus on requirements that invigorate but ensure flexibility to allow for unforeseen opportunities, such as backloading off the back and stacking in alleys. In some instances, the relief valves make sense (i.e. Blackrock Coffee). But balance flexibility with caution to encourage a blend of local, regional, and national brands. National chain development is usually there to stay and the City has done a good job curating unique, local businesses in Downtown that give people a reason to walk across the street.

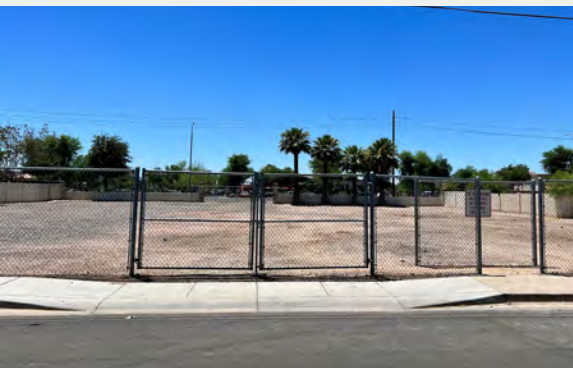
Activate, even temporarily or short-term, the City-owned lots now.

Connectivity and Infrastructure

The City has been focusing on a Washington Street extension.

More than 15 years ago, it was realistic to think developers were going to assemble more properties, so the City started taking steps to extend Washington Street to be a reliever to Arizona Avenue. Washington Street has its current terminus at Fairview Street, so the original plan was to extend south to Pecos Road. A considerable amount of land has been assembled for the right of way. If Washington punches through, Winn Park will need to be relocated and improved. Connectivity of parks is a big piece of the City's overall placemaking strategy, so excess ROW could also be used for additional park improvements and/or for other creative development.

The challenge is identifying a road design that provides easy connectivity, prioritizes pedestrians and alternative transportation, supports land uses that add to a walkable downtown environment, and minimizes auto traffic within this area of the neighborhood. The mismatched alignments of Washington Street present difficult geometry where Washington meets Morelos. Some configurations under consideration involve having Morelos end in a cul-de-sac using reversing "S" curves to connect or having two "T" intersections. If Washington is extended, then finding a creative solution for this intersection will be important.



Washington Street looking south to the potential punch-through to Pecos Road



Winn Park



Black Rock Coffee alley-staged drive-thru

DETERMINING WHAT TO DO WITH THE ALLEYS

The original vision was to move everything out of the alleys and abandon them. Now the City realizes that the creative use of alleys could be character-defining and could give the area its own contextual feel and shape, a niche of its own. The idea of activating alleyways has been embraced as an urbanist strategy across the globe to reclaim public space for cities and to create more interconnected pedestrian networks. As more infill comes in, the City is under pressure to confirm what to do with the alleys and to start planning accordingly.

Infrastructure in the alleys desperately needs to be updated to handle growth, whether large-or small-scale. The City is reassessing its original abandonment strategy to keep the alleys and make them pedestrian friendly for adaptive reuse. However, there are important questions that need to be answered such as how to pay for infrastructure relocation and whether a flexible, hybrid strategy should be explored. For example, the City recently allowed Black Rock Coffee to use the alley as staging for the drive-thru, and there have been developers interested in doing 4-plexes, but they would need alley access. Keeping the alleyways will also require code changes to allow them to be a conducive for a friendly, walkable environment.



Alley activation in Sacramento, CA

1

CONNECTIVITY AND INFRASTRUCTURE IDEAS**Concentrate on connectivity *for the neighborhood*.**

- » Make neighborhood preservation a priority and ensure connectivity options cater to the people who live here and people who want to learn more about the neighborhood.
- » Focus on opportunities that connect people together, but the options need to encourage low traffic volumes through the neighborhoods. Extending Washington should bring neighborhoods together.

“

Have opportunity to bring neighborhoods together in a meaningful way.”

— JUANITA HARDY

- » Protect neighborhoods using residential permit parking. For example, in the Phoenix Roosevelt Row neighborhood, permit parking is enforced largely by a complaint driven model, except in October when there is strict towing enforcement due to the numerous events and activities.
- » Look at connecting the two parks and adding nearby live/work and makerspaces so the center is an amalgam of recreation, maker culture and a local sharing economy. Focus on green connectivity and infrastructure – i.e. paseos.

Monroe Street Market Artist Studios

(Washington, DC) features a mix of restaurants, shops and apartments, plus 27 artist studios linking the Arts Walk – a seasonal arts market – and the Edgewood Arts Building – a 3,000 sf flexible art space. The artist work studios are located on the ground floor, rear patios open right up to the bike trail, and glass garage doors let in lots of natural light.



2

Focus on pedestrian oriented design.

- » Make the neighborhood as pedestrian and bike friendly as possible and keep on-street parking.
- » Add more trees and shade at property lines.
- » Add protected bike lanes on Arizona Avenue and consider a protected bike lane along Frye Road from the canal.
- » Accommodate micro-mobility and create a system of mobility hubs along Arizona Avenue where people can connect and access multiple modes of transportation – buses, scooters, bikes, etc.



Example of two-way protected bikeway
Central Bikeway Study | VTA



Example of one-way protected bikeway
Central Bikeway Study | VTA

3

Reconsider the Washington Street extension.

- » Re-evaluate Washington St. punch through concepts to ensure they support the area's vision and changing market conditions. An extension will need to mitigate drawing in too much traffic to preserve the sense of the neighborhood and its character and form. If Washington is not extended, the City could look for opportunities to do a pedestrian paseo or visionary mixed-use, mixed-income project in the ROW area.
- » Examine not having full ingress/egress if Washington Street is extended – for example, neighborhood exit only onto Pecos and no entry would prevent cut-through traffic on this residential scaled local road.
- » Evaluate extending Delaware as a backload option along the railroad tracks, relieving Washington from handling commuter traffic.
- » Add east-west connectivity on the half-mile streets in the northern section for bikeway connectivity. This could help with stacking and serve as alternate connections into the neighborhoods.



Washington Street looking south to the potential extension to Pecos Road

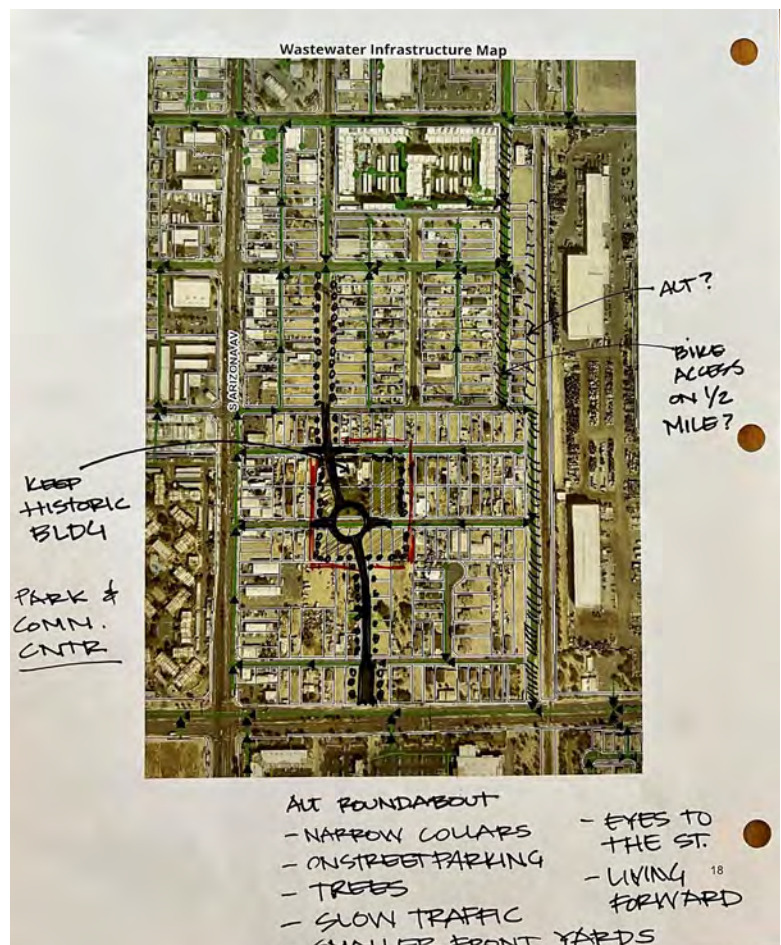


Delaware Street looking north along railroad tracks

A park with a historic community center at the heart of this study area will stitch together the neighborhood fabric.

- » Reconsider the “S curve cul-de-sac” idea and instead focus on “connected roundabouts around a park plaza” concept. A park with a historic community center at the heart of this study area will stitch together the neighborhood fabric. A roundabout in the park where Washington and Morales intersect could solve the geometric difficulties at that intersection while keeping traffic moving at safer slower speeds, especially if bulb-outs are used at the intersections, necking down and minimizing the length of pavement to be crossed for pedestrians.

Traffic can be further slowed by allowing on-street parking, including a street tree program and pulling architecture forward (reducing the front yard setbacks). The streets in the park can be closed, especially if there is secondary access along the railroad tracks, creating a central space for neighborhood festivals (perhaps a jazz fest celebrating local history). If an overlay of permitted uses allows home-based business to thrive in this area, then the Washington connection could evolve to be a First Friday type affair with pedestrians walking and regular festivities.



Connected roundabout around plaza concept by Liz Lonetti

4

Leverage the alleyways as the **connective tissue** for activated streets and art, entertainment, culture, and gathering.

- » Improve and maintain the alleys as part of the neighborhood fabric. Focus on adding a human scale with lighting, and activating personalized enhancements such as murals. Provide shade with correct landscaping, specially paved to make them more comfortable to walk through.

The alleys could support restaurants, places to sit and eat, and nice places to walk. Add mural walls and art and name them. The Pinnacle Prevention program to pedestrianize Wall Street (featured on the following page) is a model to learn from and to adapt to other alleyways moving forward.



Alley in Study Area



Activated Alley Concept by Panelist Ximena Atterbury

- » Use the alleys to provide for “missing middle” housing – more “plexes.”
- » Activate the alleys and embrace them as a mechanism to help backload properties. Parking off alley on property could accommodate a lot of flexible use. Consider more demonstration projects to alleviate access concerns. After delivery service hours, people can bring out moveable furniture, set up tables/chairs and shops can serve people.

Waking Up Wall St: Creating a Cool Pedestrian Thoroughfare in Downtown Chandler



This project is engaging diverse stakeholders and community members to explore, demonstrate, jump-start, and showcase the implementation of a comprehensive alleyway activation approach that is unique to Maricopa County’s hot, desert environment.

The approaches developed through this project can be applied throughout metropolitan Phoenix, where there are many other alleys that could be used as year-round pedestrian corridors.



Key Action Items

Engagement and Implementation

Engagement Best Practices

COMMUNITY ENGAGEMENT

Community engagement involves connecting with members of the study area (residents and businesses) in a deep and genuine way. It will be important to engage community members as stakeholders in the formulation of the vision, understand their wants and needs, and gain deeper insights into their culture and history. Community input, reflected in the vision and subsequent planning decisions, will help to build trust. A community engagement effort may not be easy, but if done in a well-intentioned way, it could build community buy-in and support and have a positive ripple effect in other ways, such as attracting philanthropic support to fund equity-promoting projects, gain developer entitlements, and shorten project development cycle times, thereby reducing project costs.

SUCCESS STORIES

11th Street Bridge Park, Washington DC

The bridge park over the Anacostia River will connect an affluent neighborhood west of the river to a less affluent, largely African American community east of the river. The project leader held over 200 community meetings before hiring the architect. The team developed an equity development plan and attracted funding exceeding initial park development funding, from a national foundation to implement the equity plan.



Downtown South, Raleigh, North Carolina

The developer, Kane Realty, has committed to developing the \$2B mixed-use sports and entertainment center and gateway to downtown Raleigh with the community, including a predominately white community to the site's south and a predominately black community to its east. The developer took proactive action, "walking the talk," hiring a communications and community engagement firm to affirm/demonstrate its commitment.

Engagement and Implementation

(Continued)

GUIDING PRINCIPLES FOR ENGAGEMENT AND IMPLEMENTATION

- » Engagement needs to feel genuine with transparency.
- » Timing and relationships are most important.
- ☐ Continue working with the neighborhoods to achieve neighborhood goals for the parks.
- ☐ Engage the community and involve them in creating a plan as a first step.
- ☐ Maintain strong, consistent communication to keep people informed about what is happening and where the process is.
- ☐ Engage the community in “interim activation” events so people are invested and get to know each other, such as food truck festivals on vacant lots once a month, picnics, community gardens, etc. These events might unexpectedly lead you to the next opportunities.
- ☐ Maintain early notification to people in the planning area. Chandler has an online interactive map that is very helpful.
- ☐ Demonstrating a clear vision will attract developers, and advocacy from the City as outreach to developers on what you’re looking for is important.
- ☐ Adopt a willingness to look at incentives on all projects – development agreements, transparency, and strong communication – this will help cultivate trusted advisors and advocates for good design.
- ☐ Think about RFP process through a very concerted effort and scale RFPs so smaller developers can be competitive and come to the table. For example, Detroit was hurting and now they are a national model for redevelopment. It started with stakeholder engagement - they developed priorities, convened think tanks, and they executed.
- ☐ Address safety issues with strong engagement from the community – neighborhood block watches, and taking back ownership of spaces from illicit activities through community activation events, such as movie nights in the park.
- ☐ Identify a champion for/from the neighborhood to keep things moving forward.

Priorities and Next Steps

The following are the recommendations of the Chandler AzTAP Panel.

- ☐ Host a series of resident engagement workshops to distill stakeholder priorities and to understand what's viable today, in 20 years, in 30 years, etc.
- ☐ Develop a long-term shared vision (community, developers, City) that solves for the big picture, especially in context of a landlocked City in a bigger metropolitan area.
- ☐ Think what would enhance the neighborhood south of Frye by adapting or extending amenities that exist north of Frye.
- ☐ Vet with the community ideas such as the punch-through street – Washington, Delaware, pedestrian paseos, more parks, cool development projects, etc.
- ☐ Create a strong, clear plan.
- ☐ Update zoning and add overlays to make the process easier.
- ☐ Continue working with the neighborhood on park improvements – adding playground equipment, shade, and improving the sports facilities.
- ☐ Communicate with developers to assess what is achievable and what partnerships are available to make things happen.
- ☐ Find the right people in the community to be champions.
- ☐ Acquire additional land to support an affordable and workforce housing strategy which addresses the spectrum of housing needs, including market, mixed income, subsidized affordable, and “missing middle.”
- ☐ Embrace density that helps the tax base but that is friendly and open to the neighborhood.
- ☐ Support pride of homeownership through a façade incentive program to help private owners upgrade and make improvements.
- ☐ If the community identifies a consensus priority, then use it as a lever to build momentum and attract champions.

Partnerships

The City does not have to go it alone. There may be willingness from profit and non-profit partners and unconventional funding sources (e.g. philanthropic) that emerge, especially from a focus on diversity, equity, and inclusion goals.



An example is the 11th Street Bridge Park project in Washington, DC. The project received \$50M in funding from LISC, a national foundation, to implement an equity development plan in conjunction with park development. This funding exceeded the initial \$43M raised to build the park.

Another example is Crosstown Concourse in Memphis, TN that had 18 funding partners, which helped raise the \$200M required to redevelop a defunct Sears Distribution plant in a midtown Memphis neighborhood. Both project leaders held hundreds of community engagement events in advance of project design. Public Private Partnerships (PPP) could be an important lever to transform the study area into a cultural district.



Stakeholder Input

Stakeholder Interviews

ULI AzTAP volunteer committee members conducted interviews with stakeholders to help the panelists learn about the experiences, needs, and opportunities of residents, business owners, and investors within Downtown South. This provided on-the-ground perspectives from people living and working in the area and their hopes for the future. The findings are summarized below.

	STRENGTHS	CHALLENGES	OPPORTUNITIES
SENSE OF PLACE	<p>Really becoming a walkable downtown area</p> <p>Rich history makes neighborhoods unique</p> <p>Locally owned businesses add nice charm</p>	<p>Daytime activity feels empty</p> <p>Activity stops at Frye</p>	<p>Embrace “Chandler Weird” and being funky concepts</p> <p>City Hall, Library, and Fire Station are major markers along Arizona Ave that could be leveraged to ignite more activity</p>
MARKETPLACE DEVELOPMENT	<p>Great job in the downtown with progressive vision</p> <p>City staff are proactive and support businesses</p> <p>High percentage of owners who are invested in community</p> <p>Downtown Chandler Community Partnership (DCCP)</p> <p>Paid ‘Navigators’ to support the area</p>	<p>Projects are met with excitement but get bogged down during plan reviews with requirements</p> <p>Area gets very little resources</p>	<p>Expand DCCP outside immediate downtown retail area from Frye to Pecos</p> <p>Develop the vision with clear direction of where things are headed</p> <p>More public private sector partnerships</p> <p>Façade grants</p> <p>Preserve/enhance small-scale character to attract local investors</p> <p>More neighborhood input to create the vision</p>

	STRENGTHS	CHALLENGES	OPPORTUNITIES
MARKETPLACE DEVELOPMENT (CONTINUED)			<p>Focus on weaving together the local businesses as the “amenities” for small-scale projects, instead of trying to have them all within a project – community oriented development</p> <p>Regular communication with neighborhoods and including them in new opportunities will help dispel fear</p> <p>Attract anchor employer to have a live, work, play community</p> <p>Leverage City-owned land and partner with local creative entrepreneurs</p> <p>Focus on this area being the gateway – a “welcoming front door” to the Downtown</p> <p>More infill to be catalysts</p> <p>Offer incentives for projects that meets certain criteria i.e. high quality design, affordability, infill form, adaptive reuse, etc.</p>

	STRENGTHS	CHALLENGES	OPPORTUNITIES
INFRASTRUCTURE		<p>Tendency to require major upgrades for even small projects</p> <p>Uncertainty about Washington extension – vacant land, fences</p> <p>Creating a cut-through could bring unnecessary traffic to the area if kept residential</p>	<p>Focus on proportionality in project requirements</p> <p>Safe and aesthetic pedestrian crossings</p> <p>Repaving neighborhood streets and repairing sidewalks</p> <p>Revisit 25-yr old plan <i>Chandler Tomorrow</i> that looked at the feasibility of opening Delaware Street as the connector, not Washington</p>
PLANNING	<p>Proactive and friendly staff</p> <p>Great neighborhood outreach</p>	<p>Zoning is old and restrictive and caters to large scale with all the requirements</p>	<p>Smaller setbacks and variances for more dense development</p> <p>Special-use overlay allowing for more mixed uses</p> <p>Honor history but don't be too restrictive</p>
RESIDENTIAL	<p>Existing pride of ownership</p>	<p>Affordability is rapidly diminishing</p> <p>Fear of displacement</p> <p>Threats of condemnation because of home conditions</p>	<p>Focus on housing affordability</p> <p>The trailer park on west side of Arizona Avenue could be good site for affordable housing</p> <p>Help people stay in neighborhood</p> <p>Mixed income multifamily</p>

	STRENGTHS	CHALLENGES	OPPORTUNITIES
RESIDENTIAL (CONTINUED)			<p>Transitional housing</p> <p>Allow ADUs</p> <p>“Missing middle” housing options</p>
RETAIL		<p>Adaptive Reuse program is not stringent enough to maintain the historic feeling of area</p>	<p>Revive previous programs encouraging creative business incubator spaces</p> <p>Boutique walkable grocery</p> <p>Create a vendor market like Sun Terra Market in Canada</p> <p>Streamlined and flexible pathway for creative adaptive reuse projects</p>
CULTURE	<p>People are very friendly; lots of camaraderie</p> <p>Good culture and supportive community for creatives</p> <p>Area is resilient and multigenerational</p> <p>Will work together for a common cause</p>	<p>Overcoming past friction between neighborhoods</p> <p>Lack of equity between neighborhood groups</p> <p>Connections aren't happening organically like they used to</p> <p>New people tend to be more closed off</p> <p>Loss of community from demolition like the Turner House</p>	<p>Historic preservation focus</p> <p>Build the brand and story</p> <p>Focus on local, not chains</p> <p>Music venue to expand culinary scene</p> <p>Sports area with concession stands perhaps even permanent spots for local businesses</p> <p>Motivate creatives to enliven the area through partnerships</p>

	STRENGTHS	CHALLENGES	OPPORTUNITIES
CULTURE (CONTINUED)			<p>Gathering places</p> <p>Restore full basketball court and playground equipment at Harris Park</p> <p>Address dog owners' use of Harris Park</p>
SAFETY	<p>Navigators assist with the people experiencing homelessness in the area</p> <p>Salvation Army assisting in Heat Relief Centers has helped reduce crime</p>	<p>Area known not to be that safe, especially at night</p> <p>Parks are creating unsafe atmospheres</p>	<p>Neighborhood block watches</p> <p>Designate neighborhood ambassadors to watch over the parks – keep them safe and picked up</p> <p>Multigenerational facility as community center that provides services</p> <p>Harris Park restoration making it more suitable for kids to play</p> <p>Find more ways to assist people experiencing homelessness</p>



Appendix



City of Chandler ULI AzTAP Panel Day Agenda

Downtown South

Tuesday, May 24, 2022

8:00am to 4:15pm

Chandler City Hall - 2nd floor (Training room)

175 S. Arizona Avenue Chandler, AZ

- | | |
|---------|--|
| 8:00am | Coffee Check-in
People gather and get settled |
| 8:15am | WELCOME, INTRODUCTIONS and ULI AzTAP Process Overview
Kim Moyers, Cultural Development Director, City of Chandler
Mark Davis, Founder & CEO, 48 Development Company, ULI AzTAP Panel Moderator |
| 8:30am | Review of City Issues Being Considered
John Carter Owens, Downtown Redevelopment Specialist, City of Chandler
David De La Torre, Planning Manager, City of Chandler
John Knudson, Public Works & Utilities Director |
| 9:00am | STUDY AREA BUS TOUR with PANEL |
| 10:15am | PANEL CONVENES to discuss Market Conditions and Potential <ul style="list-style-type: none"> • What are the area's key assets and competitive strengths? What are the anchors? What are the weaknesses? • How is this area distinct from Downtown and other areas of Chandler? • How can the different areas complement each other, yet remain unique? • In evaluating the uses within the area now, what additions would enhance the area – the mix, location, density, and phasing of residential, retail/commercial, cultural/institutional? <p><u>Housing</u></p> <ul style="list-style-type: none"> • What is driving housing product type in the area? • What opportunities exist to incorporate diverse housing types, including affordable and attainable housing, and where? • How can the older housing stock be integrated into a walkable, mixed activity area? • What is the right balance between repair and affordability incentives to preserve naturally occurring affordable housing (NOAH) properties in weak and strong markets? <ul style="list-style-type: none"> ○ In weak market areas, what types of maintenance and repairs are necessary – and at what price point – to ensure that NOAH property owners can keep their units in safe and stable condition? ○ In stronger market areas, what specific interventions are needed to preserve affordability for residents in NOAH units who are at risk of displacement as rents rise? How can NOAH preservation strategies mitigate the risk of displacement? • How could mixed income development be encouraged to support equitable revitalization? • How can homes that might be eligible for historic preservation restore important historic features to shape and brand a sense of place? |



Retail/Commercial

- What types of retail and commercial would be appropriate here and who are target tenants?
- How can small-scale, infill and adaptive reuse development be expanded and supported?
- How can maker and incubator spaces be encouraged and used as steppingstones to anchor development?
- How should work/live and live/work flex space be incorporated?

Cultural/Institutional

- Which cultural and institutional assets should be leveraged and/or expanded?
- How can the diverse cultural identity be enriched to support families who have lived here for generations?
- What amenities and public spaces will deepen the neighborhood connection?
- What public private partnerships with existing institutions can be leveraged to spark additional opportunities for arts and creative culture?
- How can art and creative placemaking/keeping animate the public realm, not just the physical but also the social, cultural, and economic identity?

11:15am

Land Use, Planning & Design discussion (with infrastructure concerns in mind)

- What trends are influencing land use within the area?
- What prominent themes/characteristics/specializations are shaping the character of place? How can they be defined and elevated to support priority land uses going forward?
- What design elements will enhance the overall sense of place, attraction, and cohesiveness of the area?
- How do proposed land uses differentiate and complement adjacent areas and what are the ways to address transitions between?
- Are there density and height targets that should be implemented? What architectural standards, guidelines, or street standards should be considered?
- How should alleys be incorporated into the design and character of the area to support a secondary vibrant public realm?
- Which land use goals should be prioritized and focused on first?
- How can goals be prioritized overtime to support existing and future improvements?
- What planning policies and zoning tools will promote revitalization and investment goals and which constrain opportunities? Which ones will encourage mixed use, walkable infill, and adaptive reuse?
- What strategies will support inclusive neighborhood placemaking/place keeping?
- What is the appropriate direction for land use along the Washington Street Corridor?
- What policies and strategies will remediate and restore historic structures and what types of use would be best suited to reuse some of the existing buildings?

12:15pm

WORKING LUNCH

Q & A with City Staff and AzTAP Committee Members



1:15pm

Connectivity and Infrastructure discussion

- What is the mobility network for the area and how should transportation routes and modes be maximized within and beyond the study area?
- What are the solutions for robust, multi-modal connectivity, and how should they be incorporated into an overall development framework to other parts of the city?
- What are the best long-term investments in public infrastructure and utilities?
- What parking strategies should be considered now and to support modal changes of the future?
- What is the most effective design direction for the Washington Street connection? Should it punch through to function as a neighborhood reliever to Arizona Avenue?
- What are the opportunities for future improvements to Washington Street and how can they be integrated to other streets and routes connecting the area?
- How do parks and open space fit into the overall vision and how could they be leveraged to benefit the neighborhood?
- How should the alleys be incorporated as part of an overall connectivity and infrastructure framework? Which existing alleys should become pedestrian activated like Wall Street?
- How do existing infrastructure concerns play in?

2:00pm

Development Strategies discussion

- What strategies can serve as catalysts to attract the desired investment and employers to the area?
- What will entice private capital to develop vacant and under-utilized land parcels?
- How can the city work with property owners to make improvements to structures, landscape edges, and signage? Are there “carrots” and/or “sticks” which have been found to be most successful?
- How can city-owned land be best leveraged?
- What transferable best practice examples for revitalizing similar areas should the city reference?
- What utilization of comparable Opportunity Zone designations are the most successful?
- What finance strategies and structures could be leveraged to attract or encourage new development or reinvestment?
- What historic preservation policies and state and federal incentives can be utilized to support development opportunities?
- What development strategies will help the city encourage positive health and sustainability outcomes?

3:00pm

Engagement and Implementation

- What strategies will encourage the broadest possible participation from residents and businesses? How can public engagement, trust and communication be improved?
- What are the best ways to build community understanding and support for neighborhood change and the evolving human/community/city aspirations?
- Are there ways to educate and define what smart development is and what it looks like to engage near term support for the long-term vision?



- Who are the key partners and funding/ resource programs to leverage?
- What are the top five priorities with the most potential?
- A Specific Plan is being developed for the area. What are short, middle, and long-term implementation strategies that should be recommended?
- How can art and creative placemaking/keeping be a catalyst for community engagement?

3:45pm

Review Priorities and Next steps

4:15pm

ADJOURN

The Urban Land Institute (ULI), founded in 1936, is a nonprofit research and education organization dedicated to shaping the future of the built environment for transformative impact in communities worldwide. The ULI Arizona Technical Assistance Program (AzTAP) was instituted to afford high-level land use and real estate executives an opportunity to help communities in Arizona with complex development and planning issues and opportunities. Please contact arizona@uli.org or 602.769.0886 to learn more about the AzTAP Program. Prior AzTAP community reports can be found online at www.arizona.uli.org.

ARIZONA INFRASTRUCTURE FINANCING OPPORTUNITIES (credit Launch Development Finance Advisors)



COMMUNITY FACILITIES DISTRICTS

In 1988, the Arizona legislature enacted the Community Facilities District (“CFD”) Act. The purpose of the Act was to create a new mechanism for the financing of public improvements for both the public and private sectors. The Act, which is like legislation in Florida, addressed a critical issue of how to have “growth-pay-for-growth” related to the public improvement burdens created by growth. The Act authorizes tax exempt special assessment, general obligation and/or revenue bonds to be issued and repaid with a mechanism that taxes or assesses the land benefiting by the new public improvements.

Eligible public infrastructure:

- water improvements
- sewer improvements
- flood control projects
- roadways
- public parking structures
- landscaping and lakes
- lighting and traffic control
- parks (and sites)
- recreational facilities (and sites)
- public buildings, fire facilities, police facilities, equipment vehicles and furnishings (and sites)
- pedestrian malls
- enhanced municipal services (in redevelopment areas only)

REVITALIZATION DISTRICTS

In 2011, the Arizona legislature enacted the Revitalization District (“RD”) Act. The purpose of the Act was to create a new mechanism for the financing of public improvements for both the public and private sectors. The Act, which is similar to legislation in Colorado, Texas and Florida, addressed a critical issue of how to have “growth-pay-for-growth” related to the public improvement burdens created by growth. The Act authorizes tax exempt special assessment and/or revenue bonds to be issued and repaid with a mechanism that assesses or charges the land benefiting by the new public improvements.

Eligible public infrastructure:

- water improvements
- sewer improvements
- flood control projects
- roadways
- public parking structures
- landscaping and lakes
- lighting and traffic control
- parks (and sites)
- recreational facilities (and sites)
- pedestrian malls
- land clearing activities and environmental remediation
- buildings, equipment vehicles and furnishings (and sites) related to the list above

Comparison of Arizona Special Taxing Districts

Description	Improvement District	Community Facilities District	Revitalization District
Eligible Public Improvements			
Roads	X	X	X
Water	X	X	X
Sewer	X	X	X
Drainage	X	X	X
Parking Facilities	X	X	X
Pedestrian Malls	X	X	X
Public Buildings/ Facilities	X	X	X
Land Remediation	-	-	X
Ability to Fund Private Improvements?	No	No	Yes
Bond Types			
General Obligation	-	X	-
Special Assessment	X	X	X
Revenue	-	X	X
Bond Term	25 years	25 years	30 years
Construction of Infrastructure Out of Bond Proceeds Allowed?	Yes	Yes	Yes
Construction (vs Reimbursement) of Infrastructure Typically Allowed?	Yes	No	Yes
Jurisdiction Responsible for Debt Obligations of the District?	Yes	No	No
Governance	Jurisdiction	Jurisdiction, Jurisdiction plus 2 landowner reps. or 5 Member City Council Appointed Board	3 Landowners
Administration	City Staff	City Staff or ThirdParty Professional Administrator	Third Party Professional Administrator
Public Bidding Required?	Yes	Yes	Yes



8390 E Via de Ventura
Suite F-110 #260
Scottsdale, AZ 85258

arizona@uli.org