

City of Maricopa

ULI AzTAP

September 27, 2018

About ULI

ULI ARIZONA DISTRICT COUNCIL

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

thriving communities worldwide.

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

ABOUT ULI TAPS

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

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

Communities gain valuable insight and ideas from highly qualified industry professionals who volunteer their time. Professionals who bring their expertise to bear also get a better understanding of the unique development challenges facing communities. The interaction between panel experts, local communities, and residents strengthens the community fabric and builds opportunities for strong public and private sector collaboration to promote thriving Arizona communities. The focus and scope of issues defined by the local sponsoring community make each TAP unique. Past ULI Arizona TAP reports are available to view and download at www.arizona.uli.org.

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AzTAP was initiated by the ULI Arizona District Council in 2003 as an extension of the time-tested national ULI Advisory Services Program that was established in 1947 with proven success for its comprehensive, pragmatic approach to solving land use challenges. TAP interdisciplinary panel

ULI Az TAP Panel

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TAP Focus & Purpose

Focus:

Refine and clarify the types of development most appropriate to the The City of Maricopa City Center.

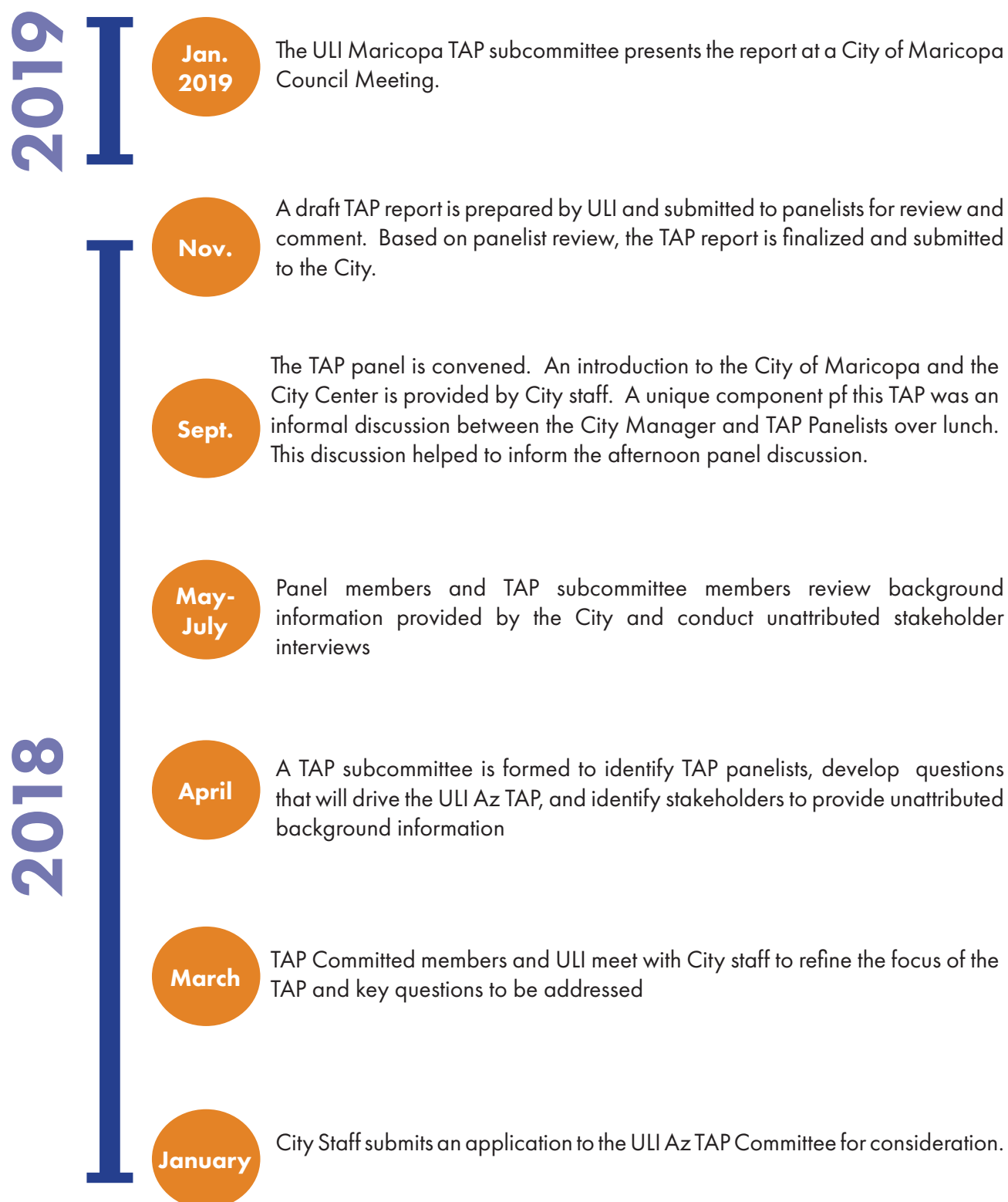
Purpose:

The City of Maricopa is focused on development of the 140 acre City Center parcel for use as a future governmental center with City Hall and the primary Police Station occupying the site. This ULI Az TAP will provide thoughtful direction to the City for future development of the City Center.



Urban Land Institute Arizona Technical Assistance Panel Members

ULI Az TAP Process



About Maricopa

Figure 1: City of Maricopa Region



Region

The City of Maricopa is located approximately 30 miles south of Phoenix Sky Harbor Airport. It is bounded on the north and north east by the Gila River Indian Community and the south west and south by Casa Grande, Arizona. Interstate 17, the primary north-south route between Phoenix and Tucson is located about 10 miles east of the City limits and is accessible from the north edge of the city via Maricopa and Casa Blanca roads and from the south edge of the City via the Maricopa Casa Grande Highway through the City of Casa Grande (about 15 miles).

The northwest portion of the City of Casa Grande (the largest city in Pinal County) borders the southeastern edge of the City and the southern end of the City of Goodyear Planning Area borders the City of Maricopa Planning Area to the west. (Figure 1: City of Maricopa Region).

Just south of the City, along SR 387 within the Ak Chin Indian Community is the Ultrastar MultiTainment Center and Harrah's Ak Chin Casino. This development includes a movie theater, family entertainment center and restaurant. Additional development, including a motel and commercial areas are planned.

History

One of the newest cities and oldest and most historic communities in Arizona, the City of Maricopa was incorporated in 2003. Maricopa dates back to the early 1800's, when it was known as Maricopa Wells. In 1879, Maricopa Wells moved eight miles south to become a junction for the Southern Pacific and Maricopa and Phoenix Railroads.



Historic Maricopa Station (above) and the new City of Maricopa Amtrak Station (below)(below). The restored California Zephyr Dome Car serves as a ticket office and waiting area. Historic Photo: www.CarrTracks.com.

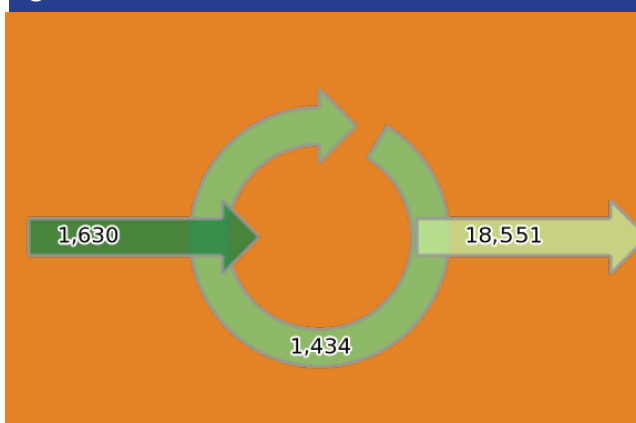


Maricopa Today

Now the 2nd fastest growing city in Arizona with over 50,000 residents, the City is focused on its future. Residents are young (almost 1/3 of the population is between the ages of 25 and 44 years old), educated (almost 90% have a high school degree or other higher education and 25% of residents over 25 years of age hold a Bachelor's or higher level degree). Residents are committed to the City – over 77% have lived in Maricopa for over five years. The City is continuing to attract new residents, with residential building permits increasing 78% from 2017 to 2018.

Maricopa residents are pioneers. Over 90% of City residents travel north to other jurisdictions in the Phoenix Metropolitan Region to work. (Figure 2: Commuter Inflow and Outflow).

Figure 2: Commuter Inflow and Outflow



The City is primarily accessible from the Phoenix Metropolitan area via S.R. 347, and from Casa Grande by the Maricopa Casa Grande Highway (MCGH). SR 347 is main road through the City and crosses the Southern Pacific Railroad tracks at grade at the southern edge of the City. Rush hour commuter flows and over 60 trains per day results in severe congestion along this roadway. To help improve access to and through the community, the SR347 overpass will begin construction last year (2017) and will help to reduce congestion through Maricopa and improve regional accessibility.

Most community services and commercial development are located along the SR 347 and at its intersection with the CGMH.

The City's largest employer is retail (department stores and schools), followed by government and employees associated with automotive testing grounds.

Recent civic investments include the Copper Sky Recreation Complex and City Center Complex. To promote economic development, the City has invested in the Estrella Gin Business Park (the first business park in the City) and the Maricopa Center for Entrepreneurship. Volkswagen and Nissan both operate proving grounds and testing facilities in the City that employ high-wage professionals. Banner, Dignity, and Sun Life Family Health all operate health care centers within the City.

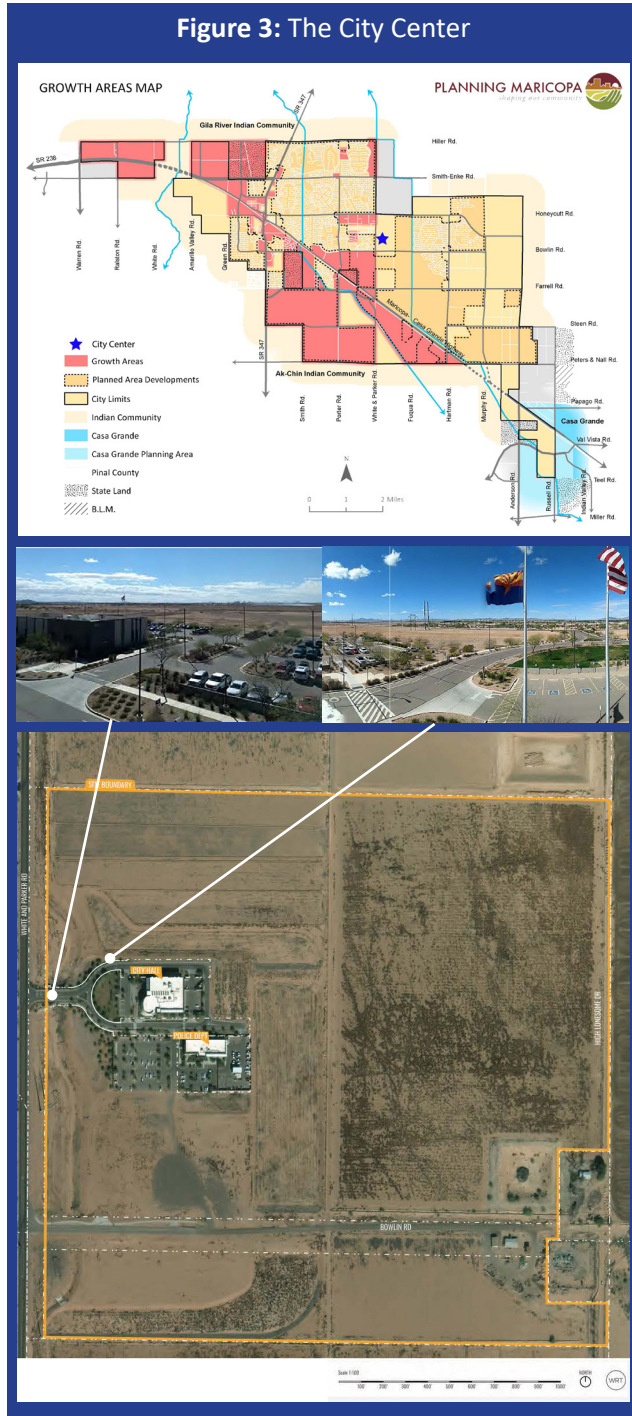
TRUE STORY:

I was in a plaza in Italy and talking with a priest. When he learned I was from Arizona, he asked if I knew where the City of Maricopa was. When I told him I did, he said, "it is my dream to go to Maricopa one day"

-Panelist Brett Hopper

The City Center

Figure 3: The City Center



In XYYY the City of Maricopa acquired the 140-acre City Center site. The City Center is located on the east side of White and Parker Road approximately ¼ mile north of Bowlin Road. The most direct access from the north side of Maricopa to the City Center is via SR 347, east to Honeycutt Road, and south on White and Parker Road. From the south, White and Parker Road intersects with SR 347 just south of Farrell Road. Privately owned land, which is currently planned for residential development as part of a Master Planned Communities, surrounds the City Center.

The area west and north of the City Center site consists of mostly developed Master Planned Communities. Central Arizona College is located southwest of the City Center at the southwest corner of White and Parker and Bowlin Roads.

The vacant land immediately surrounding the City Center is owned by several large landowners and is not developed. Developing Master Planned Communities Rancho Mirage and Tortosa are located about one mile east of the city Center. The University of Arizona owns 2,100 acres and operates the Maricopa Agricultural Research Center through the College of Agriculture & Life Sciences one mile north of the City Center to the City limits.

The City Center is generally located in the geographic center of Maricopa. The City's Planning area extends south and west of the Ak Chin Community and at buildout, the City Center will be located in the northwest portion of the city.

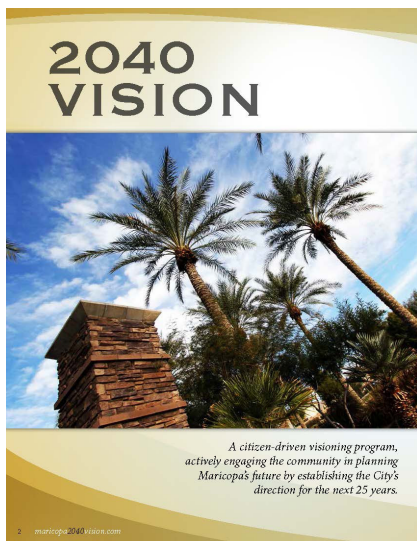
The 80,000 square foot City Complex which includes the City Hall and administrative offices and a 12,000 square foot police station, were constructed on the in 2013 and are the only buildings currently on the site.

Background Research

Prior the ULI Az TAP, the TAP subcommittee and panelists conduct a variety of research including visiting the project site and meeting with City staff, interviewing project stakeholders, and reviewing studies and reports.

Studies and Reports

The City of Maricopa provided several reports and studies to panelists prior to the TAP. These are summarized below.

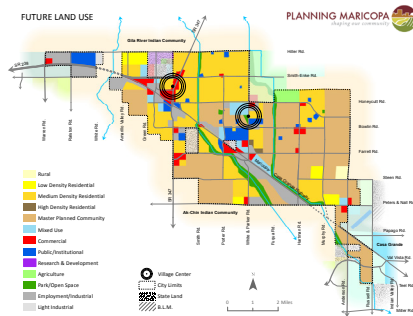


City of Maricopa 2040 Vision: Proud History, Prosperous Future

The 2040 Vision plan was developed through a citizen-driven process in 2015. The plan identifies six areas of strategic importance to the city.

- Well Planned Quality Growth and Development
- Economic Development
- Community Resources and Quality of Life Amenities
- Safe and Livable Community
- Community Pride, Spirit and Relationships
- Fiscal Policies and Management

The Vision does not specifically mention the City Center, and includes a vision and specific goals addressing each strategic area.



Planning Maricopa: City of Maricopa General Plan 2016

The General Plan was ratified by voters in November 2016. It designates the City Center a Village Center planned to introduce pedestrian-friendly spaces and encourage transit ridership. The Plan describes Village centers as, “higher intensity locations within a distinct geographic area along transit corridors and are a cluster of community oriented neighborhood character areas with local commercial, office, and mixed use spaces. These centers should contain public gathering spaces with civic uses, such as schools, libraries, and parks and have a distinct identity and village theme. Uses will be integrated to the maximum extent possible in order to encourage a pedestrian-oriented design and transit ridership. The future Village Centers will be served by a robust transit system and provide a variety of housing types appealing to a broad demographic. The Village Center development pattern offers a more sustainable land use strategy, a strong sense of community, pedestrian oriented commercial nodes, mixed-uses, employment, entertainment, and local services. It also appeals to people who cannot or prefer not to drive as a primary means of transportation, such as the Senior population and younger generations.”

According to the General Plan, characteristics of Village Centers include:

- Higher intensity development
- Adjacent or/and internal transit corridors
- Clustered community-oriented neighborhood character areas with local commercial, office, and mixed use spaces
- Public gathering spaces with civic uses, such as schools, libraries, and parks
- A distinct identity and village theme.
- Integrated land uses that encourage a pedestrian-oriented design and transit ridership.

The City Center is envisioned to be anchored by the City Hall and civic uses that are integrated with mixed uses, office employment, and large public gathering spaces.

The Housing Needs Assessment and Housing Plan was completed in August 2018. The Assessment identified the opportunity to develop a larger mix of housing that currently offered within the City so that young adults, seniors, persons living alone and local workers have access to housing that meets their needs. To explore how this opportunity could be implemented, the Assessment and Plan process culminated in a March 2018 charrette to examine the potential for developing a Village Center, that includes a mix of high density housing and other amenities at the City Center site. The City Center site was chosen because participants believed that the market for high density housing was weak, and using city owned land could reduce development costs, making Maricopa a more competitive location for housing. The plan for the City Center developed through the charrette proposes over 1,800 townhome, attached/quad, and multifamily units, over 130,000 square feet of ground floor retail space, 24 acres of open space, and 450,000 square feet of civic uses. The first development phase recommended in the Plan is the outside the floodplain south of the existing City Hall and includes between 500 and 800 housing unit, 130,000 square feet of ground floor retail and 63,000 square feet of office/civic space. Specific goals for the City Center (and other Village Centers) that established by the Plan include:

- [illegible]

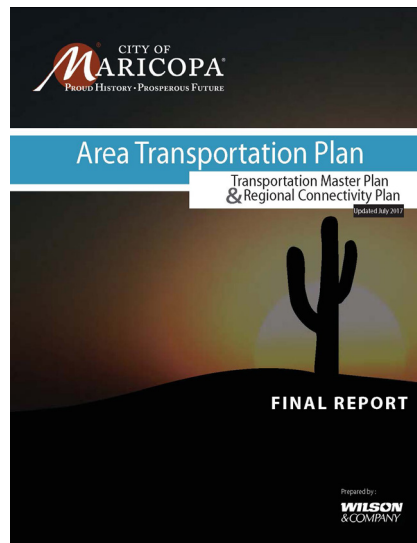


Economic Development Strategy for the City of Maricopa (2017)



This strategy includes an assessment of city strengths, opportunities and weakness relevant to economic development. The Strategy includes several recommendations to support sustainable economic development including addressing infrastructure constraints and investing in infrastructure including “investigating public-private partnerships and other best practices to identify potential funding sources to develop the City owned land adjacent to the City Center or an office complex”.

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3104 E. Camelback Road, Suite 1000
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March 31, 2017



City of Maricopa Area Transportation Master Plan & Regional Connectivity Plan (July 2017 update)

The Area Transportation Plan specifies policies, projects, and programs necessary to maintain manage, and improve the community’s transportation system. The plan is based on a 146% population increase within the Metropolitan Planning Area between 2014 and 2040. By 2040, the plan anticipates between 750 to 1,000 employees and between 1,500 and 2,000 housing units in the City Center Area. Recommendations relevant to the City Center include Widening White & Parker Road between the Maricopa Casa Grande Highway (MCGH) (SR 238) and Smith Enke Road in 2030. The Plan additionally recommends that White and Parker Road between Smith Enke Road and the MCGH be designed as a Complete Street. The Plan also recommends funding for a trail along the Santa Cruz Wash, which is located on the east side of the City Center north of Bowlin Road.

Stakeholder Interviews



Non-attributable interviews with stakeholders were conducted by ULI Az TAP panelists and subcommittee members prior to convening the TAP Panel. The Maricopa City Center Az TAP included nine interviews with individuals representing large employers, community institutions, local businesses, City administration, and economic development. The interviews did not follow a pre-determined format, and the conversations varied depending on the sub-committee member and/or panelist conducting the interview. Maricopa ULI Az TAP stakeholder interviewees represent three broad categories, education, community service providers, local business and employers (large and small), and City staff. The insights and ideas they provided fall into three general topic areas; Economic Development and Partnerships, Civic Institutions and Community Leadership, and What is Needed and Opportunities.

On the day of the ULI Az TAP, the Panel also asked questions of the Staff as it developed its recommendations. The Stakeholder comments are summarized on the following page.



Market

- There is the opportunity to build a hotel (build off the attraction of the casino and golf course)
- Housing options/services for young professionals/singles/students would:
 - Increase the City's appeal to potential employers
 - Help employers recruit employees
 - Help boost City revenues by capturing "after hours" local spending because people would spend in Maricopa instead of other communities on weekends and after the work day (because they live here).
- Housing diversity (apartments) for:
 - Young professionals, service and single employees who can't yet afford a house.
 - Students at Central Arizona College (CAC). Some potential students did not enroll (even with a two year scholarship) because of a lack of housing and lifestyle options.
- Lifestyle amenities for younger and older demographics.
- More shopping/retail options for residents and visitors (many shop online).
- Chandler and Gilbert school districts offer a larger variety of programs and classes: Parents want their children to be able to access those offerings and leave the community.



Transportation/ Infrastructure

"We need to improve City infrastructure and we need to attract higher wage jobs"

- SR 347 is the most desirable place to develop in the city. It is difficult to develop on it because ADOT regulations add cost.
- We need to stay flexible as we plan and recognize that City infrastructure challenges, while significant, are not insurmountable.
- Shovel-ready sites are important to corporate recruitment.
- Better/more options besides SR 347 to get into and out of the City.
- More trails throughout the City are important.

"The City does not have the infrastructure in place to attract companies, but they have the population...I have to send companies to Casa Grande which did the hard work of putting in infrastructure over many years but doesn't have the population. As a result, people from Maricopa drive to work in Casa Grande!"



Economy/Workforce

"We need sustainable employment for our residents."

- Jobs are critical to Maricopa's transitioning from a bedroom community.
- We need to provide basic services first, and then grow with a variety of specialties and services.
- Central Arizona College (CAC) offers a two year
- There is a good supply of upper level management that lives here, but they work in other communities.
- Copper Sky Multi-generational Center and city parks and recreation programs are an asset.
- More corporate recruitment.
- We need retention systems to make Maricopa more than just an entry level housing market and to attract people in all phases of their life.



Vision/Design

"Maricopa is a microcosm of Arizona...There is this attitude that we have this new place and let's build something great together!"

- The City's vision is good, and more people need to be connected to it.

PANEL DISCUSSION

CITY CENTER ASSESSMENT



Population/Demographics

- **P**eople who live and work here are modern day “trail blazers”
- **T**he City’s demographics are impressive...people who are working here are homeowners, people are moving here and staying.
- **M**aricopa’s single most important challenge is making sure young families here move up and don’t move out.

“How do you ultimately create purpose to drive the soul and mission of the City Center so it is authentic. ”

-Panelist Kristopher Takas

Vision/Design



- **T**he existing City Center Plan is good and solid. It’s time to take it to the next level and ask what is the soul of the City Center? What does Maricopa being a place of the future look like? How do you ultimately create purpose to drive the soul and mission of the City Center so it is authentic. Once that is done, the City can describe it and design it.

“Everything is new...it’s a blank slate. You can make it what you want. ”

-Panelist Brett Hopper

- **T**hink about the future and don’t give away land now that

you might need in the future. Recognize that in some areas of the City Center, it might be better to wait until the City's population increases to 300,000+/-.

- **The City Center** needs to respond to community - what Maricopa thinks it is, what it thinks it needs, and what it really needs. And then design it and stick with it. This has worked in other areas that has evolved over time like Eastmark, and Verrado.
- **The entrance off White and Parker Road** may not be the image the City wants for its City Center (the power lines are not visually appealing). Consider another entrance to the site. There is good architecture at the Casa Grande Community College that can help establish the City Centers' Image.
- **140 Acres** (the City Center) is about 24 blocks. That's a little big for a city of 150,000, but a little small for a city of 300,000. Consider providing guidance to adjacent properties that may be part of the City Center in the far future.
- **Maricopa** needs to determine who is the City Center user.
- **Incorporate shared parking**

Market

- **Maricopa** needs to continue to grow to build investor confidence
- **Maricopa** has the ability to grow east and west where other jurisdictions in the region do not
- **Maricopa** is close to Phoenix and close to growth

"When I went to Trammel Crow and we sold finished lots to homebuilders...the first place I came was Maricopa. I did it because it was a great place. And now you are seeing homebuilding come back to Maricopa because it's a great place to be."

-Panelist Brett Hopper



Housing

- **While** a couple of distinct neighborhoods could be built in the City Center, once you build for sale housing, it's there forever. Apartments are hard to tear down. It makes it hard for places in the City Center to evolve as the City grows.
- **In terms of housing**, Maricopa has a better product than Casa Grande
- **With regards to multi-family**, ask, "Why would I drive to Maricopa to live in an apartment?"

Employment

- **T**here is a market for industrial. However, there are a lack of shovel-ready sites to attract this type of development.
- **O**ffice is a “heavy lift.” Office development needs a signature product to give confidence to others to make an investment.
- **T**he City needs a hotel - that could be one big success that begins to prove the market.

Retail

- **“M**arkets looks for where market is.” Rooftops are important to attracting other product (office and retail) into this marketplace.
- **A**sking retail to go in first is a big risk.
- **I**t’s critical to have the right location for and the right mix for vertical retail/residential development. These are difficult projects to finance.
- **S**ome developers will only go to areas where specific types of development already exist (i.e., the market is proven).



City Center/City of Maricopa Image

- **T**he City’s agricultural roots and desert setting is an asset
- **M**any see Maricopa as little town you drive through on your way to somewhere else. A discussion of the potential of and market for employment in Maricopa requires a change in the perception.
- **A** city can have different areas - neighborhoods. The City Center should be unique and different from other parts of the City.



Transportation/Infrastructure

- **S.R. 347** is a challenge and needs to be addressed.
- **B**eing north of the railroad tracks is an asset to the City Center.
- **T**he City needs to figure out how to get people off S.R. 347 and to the City Center.
- **W**hen it comes to financing infrastructure, there are many options. It’s all about what control the City is willing to relinquish.
- **I**f development is desired in a remote location, it needs to be incentivized. In Verrado (Peoria) a community facilities district (CFD) was used to incentivize development.



City Administration

- **M**aricopa has good leadership and good city processes.
- **C**hampions to sell the City's story are critical. Gilbert worked with its merchants to deliver the message of increased sales per square foot and then things began to happen.



Partners

- **U**niversity of Arizona and Central Arizona College can be tremendous partners around water.
- **T**he land to the south of the City Center is critical to how it develops. Who owns what land is irrelevant. Who partners with whom to develop it matters.



Economy/Workforce

- **T**he development momentum is along S.R. 347 and needs to be extended to the City Center.
- **T**he S.R. 347 is the City's engine...Consider what a strong City Center would need to provide to make it better?
- **T**here are a lot of home-based businesses, how does the City capitalize on and grow them to support the City's workforce?

OPTIONS FOR DEVELOPMENT

PHASING/INFRASTRUCTURE

- **M**aricopa needs to figure out what the donut is and not the hole (City Center). Maybe something could happen and then get replaced in 50-60 years.
- **R**egardless of the scale of the first phase of the City Center, it needs to be a place that is complete from day one, and a place people will return to. Most infrastructure is floodplain. City could say to developers we will pay for streets, parking, and open spaces so project is really amenitized and you just have to do residential....

"Take your time and do it the right way."

Panelist Kristopher Takas

- **I**t's possible to get private sector to pay for infrastructure costs over time. In Queen Creek landowners chose to pay debit off over time so future landowners would pay their share.

STRENGTHENING WORKFORCE

- **C**onsider partnering with Central Arizona College and University of Arizona around agriculture and water - water is a growing issue.
- **W**ork with existing employers and other partners (such as School District, CACC and U of A) to launch programs to strengthen the work force. Develop a pipeline for employee skills?
- **R**estaurants and bars that are often an integral component of downtown retail have unique staffing needs (such as front and back of house). The City should consider training people for the types of establishments it wants to attract.

DESIGN

- **D**on't use design as a first step: Start with people and places or users and institutions. There needs to be a story behind the architecture. Ask:
 - **W**hat makes Maricopa Authentic? How does it fit into the region?
 - **"W**hat makes this project different, why is Maricopa different, and why is Maricopa a good place for investment"
- **T**ell a story that's real and that creates an urgency to be part of it.

Consistent leadership that adheres to the vision is critical

-Panelist Amanda Elliott

- **T**hink about the City Center in terms of what a city of 300,000+ would need and then decide on the elements of a City Center and make sure space is reserved for them. Include libraries, museums, civic spaces, and other civic buildings.

MARKET

Retail

- **L**everaging adjacent residential development in the surrounding areas to attract retail uses could be a good approach.

Industrial

- **A**nderson Road near south of the railroad tracks near the Ak Chin industrial park is an opportunity to provide shovel-ready sites.

Housing

- **P**artner with adjacent development to incentivize housing and retail development that will draw people to the City Center. Use the land in the City Center that is identified for high density for civic buildings and uses.
- **S**tudy the Casino and see what demand there may be for housing.

PROCESSES

- **I**ncentivize time (i.e. parking and square footage). This helps to take out the uncertainty for "pioneers."
- **K**ee what's working and create a consistent process. Whatever approach you take, keep with it and don't waver. If the development community believes the process is uncertain, they won't come here.
- **C**onsistent leadership is critical - Gilbert has been working on its Downtown Plan for 30 years.

Recommendations

Development Strategies

Tell An Authentic Story

- **M**ake sure the story of the City Center is authentic, supported by the community, and supports the architecture.
- **E**nlist businesses, the development community, and partners to tell the story of the City Center, the City of Maricopa, and its' development processes.

"Plant a seed. Seeds Grow"
-Panelist Manjela Vaz

Program The City Center to Establish It As A Place

- **P**rogram for today and for the people that live and work in Maricopa in 20-30 years.
- **C**reate interim uses and events that help tell the City Center story and establish it's image.
- **C**ontrol the environment. Places like Verrado and Keirland are defined and planned to sell as much product as possible. Parking areas are future building pads that allow for growth.
- **U**se the existing Administrative Building to get residents in the habit of coming here for civic events.
- **K**eep the area immediately south of the Current City Administration building for civic/cultural uses.
- **M**aricopa is a family-oriented City. People will go anywhere to watch their kids. Team up with schools for concerts or dance programs. Think about connecting to community health.
- **P**ut an overlay on the area so the development community can understand what the City wants. Define a building envelope for the City Center.
- **E**ven if a developer is zeroing out ground floor retail on it's pro-forma, these spaces can still be activated through programming.

Start Small To Reduce Market “Risk”

- **D**eveloping the City Center is part of city building. The City Center is not a civic campus - it is planned to be a downtown. With a future City population of more than 500K Maricopa will be similar to Baltimore, Albuquerque Fresno, or Kansas City. Maricopa needs to ask itself what a city that size deserves and recognize that its not going to be built overnight...but over 50-100 years. Pick a few buildings that are a reasonable first bite and decide how to start and create a synergy that will sustain itself while other areas of the City Center develop.
- **C**reate an Improvement District where the City is a partner.
- **P**artner with Surrounding Landowners to Provide the “Market” for the City Center

Mix of Uses

- **U**se the City owned land programmed for higher density for civic buildings. Encourage housing and multifamily development on surrounding private land.
- **B**e selfish about what the City needs and make sure the plan reserves enough land for those uses. Think about a museum, library, and civic spaces.
- **F**ocus on employers that don’t need to locate on a highway.
- **D**on’t focus on attracting retail development: It will follow the market.

Implementation Strategies

Reach More Respondents to an RFP By:

- **C**onsider working with ASU to do a charrette around the City Center.
- **C**onsider a Master Developer competition focused around “main street” (the area south of the City Administration Building/Police/Parking) where part of the competition is to come up with a deal structure for short and long term development.

Increase Exposure/Engagement with Brokerage Community

- **W**ork with the development community to tell the City’s story (about the development process) so developers who are not familiar with the City can get comfortable with building here.
- **W**orking closely with developers and be open to new and creative approaches.
- **B**ring economic development and planning together to work with the developer.

Stick With the Plan, Be Consistent, and Create Sound Processes

- **M**ost downtowns take at least a generation to be successful.
- **C**onsider flexible zoning and parking ratios.
- **E**stablish clear development standards and design guidelines that are used as guidelines and not policy.

Create Partnerships

- **W**ork with adjacent landowners and ask them what needs to be done to accelerate development?
- **P**artner with developers for infrastructure. For example, the Town of Queen Creek created an Improvement District to split the \$65 million cost to underground Ellsworth Road under the Railroad Tracks.
- **M**ake sure that there is a return on public investment.

Smart Phasing

- **S**tart small and don’t over extend. Each phase has to work on its own

“Who owns what is irrelevant. Who partners with whom matters.”

-Panelist Christine McKnight

NEXT STEPS

Create A Vision

Decide on a clear vision for the City Center that is authentic to Maricopa and supported by the community. Sustain the vision through consistent on-site programming that is compatible with and supports the vision.

Design to the Vision.

This way, the City Center will be authentic and original. This may entail reworking the existing City Center Plan to focus on land uses for employment.

Start small and Break it Down

When implementing the plan, start with manageable projects that can be self sustaining. Make sure they are successful. Consider starting implementation of the plan with the Main Street.

Incentivize What The City Wants

Create policies that support and implement the plan. be consistent with regards to city processes.

Find partners for Implementation and take a role.

Consider partnerships for design, phasing, implementation strategies, and for infrastructure.

Make The City Center A Priority

Prioritize development of the City Center in terms of planning, design, capital improvements that help to make the site "shovel ready" and enhance visibility and access.