



**THE SOCIETY OF  
ST. VINCENT DE PAUL**

**Watkins Campus**

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## Executive Summary

### **In the face of Arizona's housing crisis, St. Vincent de Paul (SVdP) offers hope as an established leader in addressing the needs of the State's homeless**

**population.** Through unwavering dedication and innovative strategies, SVdP provides support and assistance to those in need. With careful consideration of the opportunities and limits of its Watkins Campus, SVdP can move its work forward focusing on land use optimization, infrastructure enhancement, strategic community engagement, implementation support, and funding strategies.

**Land Use Optimization:** SVdP recognizes the importance of optimizing land use to maximize resources efficiently. By repurposing spaces such as abandoned right of way, stormwater retention areas, and parking lots for mission-based uses, SVdP can expand its shelter and housing facilities. This innovative approach not only addresses the immediate need for housing but also fosters a sense of community and empowerment among individuals striving to rebuild their lives.

**Infrastructure Enhancement:** Improving connectivity and infrastructure is vital for promoting sustainable development and ensuring accessibility to essential services. SVdP's initiatives include implementing shuttle services, expanding alternative transportation options, and enhancing wayfinding systems. Active engagement in city committees further strengthens connectivity efforts, fostering collaboration between SVdP and local authorities to address transit challenges effectively.

**Strategic Community Engagement:** SVdP places great emphasis on strategic community engagement and communication. By collaborating with adjacent property owners, organizations like LISC, and local authorities, SVdP ensures that its initiatives align with community needs and expectations. This collaborative approach fosters trust and solidarity, enabling SVdP to tailor its services to suit the diverse needs of the community.

**Implementation Support:** Successful implementation of strategic plans requires continuous training, dedicated project management, and clear role delineation. SVdP invests in equipping stakeholders with necessary skills and resources to execute its initiatives effectively. By fostering a culture of accountability and professionalism, SVdP can drive meaningful change and achieve its long-term goals.

**Funding Strategies:** SVdP's development efforts rely on robust funding strategies to sustain its mission. Articulating a compelling vision, collaborating with funding partners, and exploring grant opportunities are key components of SVdP's funding approach. By combining strategic

# FEED. CLOTHE. HOUSE. HEAL.

planning with effective networking, SVdP can secure the necessary resources to realize its vision and address community needs effectively.

## SUMMARY OF KEY ACTION ITEMS:

- » Explore higher density land use to maximize space efficiency.
- » Evaluate campus and services for optimal real estate usage.
- » Develop a clear long-term plan aligned with SVdP's mission.
- » Engage stakeholders and city officials for support and input.
- » Prioritize expanding housing services and community building.
- » Ensure housing initiatives include wrap-around services.
- » Analyze other cities for insights and engage with them for support.

In conclusion, SVdP's strategic approach to tackling homelessness in Arizona exemplifies its commitment to serving the community with compassion and innovation. By optimizing land use, enhancing infrastructure, engaging with stakeholders, providing implementation support, and implementing effective funding strategies, SVdP empowers individuals to rebuild their lives and create a brighter future for themselves and their communities. As SVdP continues its efforts, it will undoubtedly leave a lasting impact on the homeless population in Arizona, inspiring hope and fostering positive change.





# 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.

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### 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*

##### **Heather Personne**

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

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##### **Debra Z. Sydenham, FAICP**

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## ABOUT ULI AzTAPS

The ULI Arizona Technical Assistance Panel (AzTAP) Program is a service offered by ULI Arizona to assist Arizona municipalities, counties, regions, and nonprofits in the preliminary study of complex land use planning, development, and redevelopment issues. Drawing from a seasoned professional membership base, 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 AzTAP unique, so the approach is intentionally flexible to tailor it to the specific needs presented. Past ULI Arizona TAP reports are available to view and download at [www.arizona.uli.org](http://www.arizona.uli.org).

# St. Vincent de Paul AzTAP Panelists

## Amy St. Peter – MODERATOR

Deputy Executive Director, Maricopa Association of Governments

## Dean Chambers

Urban Designer/Planner, Lokahi Group

## Marc Eichenbaum

Special Assistant to the Mayor for Homelessness Initiatives, City of Houston, TX

## Lysistrata “Lyssa” Hall

Founder, Cloud Hall Creative Solutions

## John Juarez

Senior Community Development Loan Officer, NewWest Community Capital

## Joe Keeper

Director of Real Estate Development, Native American Connections

## Carlos Murrieta

Co-Founder/Principal, Merge Architecture





## ULI AzTAP COMMITTEE

### *Committee Leadership*

**Angie Grendahl, MRED**, Committee Chair; Director of Development, The Athens Group

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**Liz Lonetti**, Committee Vice Chair; Designer, Espiritu Loci

**Lance Ross**, Committee Emeritus; President, Ross Property Advisers

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**Rina Rien**, Executive Director, Pinal Partnership

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# Acknowledgments

A dedicated team from St. Vincent de Paul was instrumental in making this AzTAP a reality. ULI Arizona gratefully acknowledges the SVdP Team for their enthusiasm, support and commitment throughout this process.

In addition, ULI AzTAP Committee members conducted interviews with stakeholders to help the panelists learn about the experiences, needs and opportunities on and around the St. Vincent de Paul campus. We extend our gratitude as we recognize the stakeholders listed below for providing input.



## SVdP Team

**Shannon Clancy**,  
Chief Executive Officer

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Officer

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**Christina Fernbach**, Board  
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**Alexis Rhodes**, Development  
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## Stakeholders

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**Jeff Baran**, Assistant Vice  
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**Jessica Berg**, Chief Program  
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THE URBAN CULTURE DESIGN PROJECT



# **AzTAP Assignment**

## Location of Study Area

The Boundary of St. Vincent de Paul's Watkins Campus is I-17 Access Road to the North, Watkins to the South, South 5th Avenue to the West and South 3rd Avenue to the East.

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



## Project Understanding

**St. Vincent de Paul is expanding their ownership within these parameters from recent land**

**acquisitions.** The campus is currently separated by 3rd Drive. As St. Vincent de Paul continues to grow, they are considering key elements for a new campus plan program that considers current and future programming as well as newly acquired land. SVdP identified the questions below as important for the AzTAP Panel to answer:

1. How Does SVdP vacate 3rd Drive to close the campus?
2. How does SVdP best utilize the land for shelter and housing?
3. What options are most viable to finance quickly?



# **Panel Discussion**

...a staggering reality: approximately 9,500 individuals were experiencing homelessness, with nearly half of them lacking shelter on any given day.

Food Service for Homeless at Watkins Campus



**In the heart of Phoenix, Arizona, where homelessness continues to affect thousands across the state, a hope shines through the efforts of St. Vincent de Paul (SVdP), an organization that plays an essential and pivotal role in assisting the homeless population in Arizona.**

The recent Maricopa County Point In Time (PIT) count, conducted just a week before this AzTAP took place, revealed a staggering reality: approximately 9,500 individuals were experiencing homelessness, with nearly half of them lacking shelter on any given day. These numbers underscore the urgent need for comprehensive support and intervention.

SVdP stands against the tide of homelessness, providing crucial services to those in need. With over 28,000 individuals receiving assistance annually, SVdP's impact reverberates throughout the community. However, it is clear the magnitude of the challenge demands more; it necessitates alternative funding sources and strategic allocation of resources. As Arizona continues to grapple with the housing crisis, SVdP leads at the forefront, advocating for broader safety nets and innovative solutions.

The stark reality illuminated by the PIT count underscores the urgency of the situation. For every 19 individuals entering the system seeking help, only 10 find housing, leaving many to languish in the cycle of homelessness or risk falling back into it. This sobering statistic highlights the need for a more robust support system for the critical role played by SVdP.

Moreover, the housing market's exorbitant costs have exacerbated the problem, pricing out essential workers such as first responders and educators. SVdP's efforts extend beyond mere shelter provision; they implement a holistic approach aimed at empowering individuals to regain stability and self-sufficiency. By offering transitional and permanent housing solutions, SVdP addresses the root causes of homelessness, paving the way for lasting change.

SVdP's success is measured in transformed lives. With an impressive 95% success rate in moving individuals from transitional to permanent housing, SVdP exemplifies effectiveness and efficiency in tackling homelessness. This remarkable achievement speaks volumes about the organization's commitment and dedication to its mission: Feed. Clothe. House. Heal.

Furthermore, SVdP's emphasis on community engagement and relationship-building has been instrumental in overcoming obstacles and garnering support for its expansion endeavors. By cultivating trust and fostering collaboration, SVdP has alleviated neighborhood concerns and gained the confidence of funders and stakeholders alike.

The Continuum of Care (COC) framework, facilitated by organizations like the Maricopa Association of Governments (MAG), plays a crucial role in coordinating regional planning efforts and securing federal funding



for initiatives aimed at addressing homelessness. SVdP's involvement in the COC underscores its status as a trusted partner in the fight against homelessness, ensuring that resources are effectively utilized to maximize impact.

St. Vincent de Paul's unwavering dedication and tireless efforts have made a profound impact on the homeless population in Arizona. As Arizona grapples with the housing crisis, SVdP stands as a leader, offering support to those in need. Through strategic partnerships, innovative solutions, and a steadfast commitment to its mission, SVdP continues to pave the way towards a future where homelessness can be resolved.

The ULI AzTAP Panel reviewed and discussed SVdP's intention to expand its campus and grow its services. The discussion covered land use planning and design, infrastructure and community connectivity, wayfinding and circulation, future development and redevelopment, community engagement, implementation support and funding.

# 1

## Land Use, Planning & Design

**Land use, planning, and design are critical components in the ongoing discussion surrounding the closure and re-visioning of 3rd Drive at St.**

**Vincent de Paul's Downtown Phoenix Campus.** This discussion transcends mere street closure; it's an exploration of reshaping urban infrastructure to tackle pressing societal issues like housing, transportation, and community connectivity. As the SVdP team weighs the advantages and disadvantages of this proposal, it's imperative to delve into how optimizing land use can transform the campus environment to address homelessness effectively. This section explores the potential benefits of street closure, including enhanced safety, community engagement, and resource optimization, while also acknowledging challenges such as parking constraints, infrastructure considerations, and community opposition. By integrating innovative approaches, fostering collaboration, and prioritizing their mission, SVdP aims to help those experiencing homelessness in Arizona, illustrating the intricate interplay between land use, planning, and societal impact.

### REIMAGINING 3RD DRIVE: ADVANTAGES AND DISADVANTAGES OF STREET CLOSURE

**SVdP needs to thoughtfully evaluate the idea of reshaping the urban form to consider if it will successfully address critical issues such as housing, transportation, and campus connectivity. The**

...thoughtfully  
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of reshaping the  
urban form...

## following potential advantages and disadvantages of this proposed endeavor should be considered.

### *Potential Advantages of Closing 3rd Street:*

- » **Enhanced Safety and Accessibility:** Closing 3rd Drive could significantly improve safety and accessibility on the campus, particularly for pedestrians and cyclists, if proper equipment is in place. With anticipated crossings of approximately 1,500 individuals moving from transitional housing to onsite services, ensuring safe passage becomes paramount. Traffic calming measures such as raised crossing platforms can create a safer environment, reducing the risk of accidents and improving overall mobility.
- » **Integration of Services and Facilities:** Closing the street presents an opportunity to integrate dining and housing facilities seamlessly. By fostering a cohesive campus environment, individuals experiencing homelessness can access essential services more efficiently. This integration can streamline operations and enhance the overall effectiveness of support systems.
- » **Community Engagement and Inclusivity:** Re-envisioning 3rd Drive as a pedestrian-friendly space fosters community engagement and inclusivity. By creating inviting public spaces, such as outdoor dining areas or green spaces, the campus can become a hub for social interaction and support networks. This sense of community belonging is essential for individuals transitioning out of homelessness, fostering a supportive environment conducive to their well-being.
- » **Cost Savings and Resource Optimization:** Transitioning 3rd Drive into a hybrid space for pedestrians and cyclists can lead to cost savings and resource optimization. By avoiding costly infrastructure upgrades to meet new street design standards, resources can be redirected towards essential services and housing initiatives. Additionally, incorporating bicycle and auto repair services can promote permanent transportation solutions, facilitating access to jobs and housing opportunities.
- » **Strategic Partnerships and Collaborations:** Closing the street opens doors for strategic partnerships and collaborations with external stakeholders. Exploring shared parking agreements with neighboring businesses or leasing agreements can alleviate parking concerns while fostering mutually beneficial relationships. Moreover, engaging with city officials and urban planners can pave the way for innovative pilot projects and urban revitalization efforts.



Careful Consideration of Safety and Accessibility as it Applies to Urban Form



Comprehensive Understanding of Existing Infrastructure is Important

### *Potential Disadvantages of Closing 3rd Street:*

- » **Parking Constraints and Logistics:** One of the primary concerns associated with street closure is the impact on parking availability. 3rd Drive currently provides parking, and closing it would necessitate finding alternative parking arrangements. This poses logistical challenges, especially considering the need to accommodate staff, volunteers, and visitors.
- » **Infrastructure and Utility Considerations:** Closing the street requires careful consideration of existing infrastructure and utilities. Redirecting water and sewer lines, managing power lines, and maintaining access to public utilities present logistical hurdles that must be addressed. Balancing the need for street closure with the maintenance of essential services is crucial.
- » **Community Opposition and Resistance:** Street closure initiatives often face opposition from community members and stakeholders. Concerns regarding access, traffic flow, walkability, and property values may lead to resistance against the proposed changes. Addressing these concerns through community engagement and transparent communication is essential to garnering support for the initiative.
- » **Regulatory and Legal Requirements:** Closing a public street involves navigating regulatory and legal requirements, which can be time-consuming and complex. Compliance with zoning ordinances, environmental regulations, and property rights must be ensured to avoid potential legal challenges. Engaging with city officials and legal experts early in the planning process can mitigate legal risks and streamline the implementation process.
- » **Impact on Campus Dynamics and Identity:** Altering the campus layout through street closure may impact its dynamics and identity. Consideration must be given to preserving the campus' character while accommodating necessary changes. Balancing functionality with aesthetics is essential to maintaining a cohesive and inviting campus environment.
- » **Creation of a Super Block in an Existing Neighborhood:** If SVdP intends to be a closed campus to create the perception of safety for the residents and workers, they may create a burden for surrounding community members that walk and bike. Super Blocks, or very large commercial or residential or mixed-use city blocks that bar through-traffic (creating huge perimeters for pedestrians to navigate), are bad for connectivity and circulation.

In conclusion, the closure and re-visioning of 3rd Drive present both opportunities and challenges for addressing homelessness and enhancing campus infrastructure. While the advantages include perception of improved safety, community engagement, and resource optimization, potential disadvantages such as parking constraints, infrastructure

considerations, reduced neighborhood walkability, and community opposition must be carefully navigated. By fostering collaborative partnerships, engaging stakeholders, and prioritizing their mission, the vision for a transformed campus environment can be realized.

If SVdP decides to shut down 3rd Street, several crucial steps must be taken to ensure a smooth transition and minimize any negative impact on the surrounding community. SVdP can engage in negotiations with the City to offer various “in-kind” donations that benefit the public. One such donation could involve providing free or discounted access to facilities or services on the SVdP campus for local residents or community groups. Additionally, SVdP could offer educational or vocational training programs to uplift disadvantaged community members. By focusing on initiatives that address homelessness and encampments, SVdP aligns its goals with the City’s interests, facilitating more productive negotiations.

Secondly, SVdP should initiate more discussions regarding the development of Watkins into a smart vehicular and pedestrian-friendly solution. This involves collaborating with city planners and transportation authorities to integrate smart technology into traffic management systems. By investing in pedestrian-friendly infrastructure, such as sidewalks and bike lanes, SVdP demonstrates its commitment to promoting safer and more sustainable modes of transportation within the community.

Furthermore, conducting a parking study becomes imperative to assess current needs and future requirements for the SVdP campus and its surrounding district. This study would involve analyzing existing parking infrastructure, surveying stakeholders to understand preferences and challenges, and developing recommendations for optimizing parking resources. By addressing parking concerns proactively, SVdP can mitigate potential disruptions to the surrounding area and enhance accessibility for employees, visitors, and residents.

Moreover, early conversations with the City are essential to establishing a collaborative and mutually beneficial relationship. SVdP should present its plans and proposals for shutting down 3rd Street, soliciting feedback from city officials and stakeholders. These discussions can help address regulatory requirements, zoning considerations, and potential concerns, fostering transparency and cooperation throughout the process.

Lastly, SVdP should discuss potential options or agreements with the City regarding the entrance to the campus. Rather than focusing solely on ownership and maintenance, SVdP can explore shared infrastructure improvements and funding arrangements. By seeking input from local residents and businesses, SVdP ensures that any agreements align with community needs and priorities, fostering a sense of inclusivity and collaboration.

Watkins Campus Storage Warehouse



## OPTIMIZING LAND USE FOR SHELTER AND HOUSING

**As St. Vincent de Paul (SVdP) explores the possibilities of utilizing its land for shelter and housing, it is necessary to consider various factors such as connectivity, infrastructure, transportation options, and community engagement. By incorporating innovative approaches, SVdP can maximize the effectiveness of its land use strategy.**



Construction at Watkins Campus

***Reimagining Parking Spaces and Infrastructure:*** One of the key considerations in optimizing land use is reevaluating existing parking areas and infrastructure. Reconsidering the space allocated for parking, similar to the Culdesac model in Tempe, highlights the importance of balancing parking needs with open space benefits. Eliminating the need for vehicle parking by providing alternative mobility uses as evidenced at Culdesac may be a useful model for SVdP. By reassessing the necessity of parking spaces and potentially repurposing some areas for housing or shelter facilities, SVdP can make efficient use of its land resources.

***Focus on Density and Continuum of Housing:*** SVdP will benefit from increased density of its buildings and the diversification of building structures to provide a continuum of housing options. By showing a full continuum of housing, a better story for funding partners is created. To do this, SVdP needs to expand its approach. Moving beyond transitional housing to include more permanent solutions is essential, especially in addressing the challenge of finding suitable units for individuals to move into. Incorporating multi-supportive housing options, such as single resident occupancy (SRO) units, can accommodate varying needs while fostering a sense of community and stability. Creating amenities like the private sector will allow SVdP's campus to move away from its current institutional character and feel more like a traditional residential community. It will be important to reposition and update existing structures while introducing new ground-up housing contributions. Once again, the importance of a comprehensive parking analysis cannot be over emphasized.

“There’s a Difference Between Responding to Homelessness and Reducing Homelessness.”

-MARC EICHENBAUM





SVdP Campus Tour

### *Exploring Pad-Ready Sites and Project-Based Vouchers:*

Creating pad-ready sites for housing development aligns with the goal of streamlining the development process and providing long-term solutions for homelessness. These sites can offer flexibility and scalability, allowing SVdP to adapt to changing needs and demographics over time. As fully entitled land in the Phoenix Metro area becomes more difficult to find, having pad-ready sites available opens up options for cash flows as well as tax benefits that return to SVdP. SVdP should investigate opportunities to create separate parcels within the campus that are fully approved and entitled through the City for residential users. Having this approval allows the end user to progress their onsite design quickly and reduce their overall City process greatly. This could attract potential long-term ground lease opportunities for affordable housing where SVdP maintains ownership of the land but can generate income for ongoing development and business programs. It also allows SVdP to quickly respond to one-time grants or donations to build new projects. Additionally, leveraging project-based vouchers can facilitate access to affordable housing options and support individuals in securing stable accommodations.

### *Integrating Educational and Community Components:*

Incorporating educational components into the programming highlights the holistic approach needed in addressing homelessness. By integrating educational opportunities, vocational training with local partners, and community engagement initiatives into housing programs, SVdP can empower individuals to rebuild their lives and contribute positively to society. Moreover, reimagining the layout of the campus to prioritize community spaces over parking areas can foster a sense of unity and belonging among residents.

***Navigating Zoning Regulations and Community Input:*** The discussion surrounding Planned Unit Development (PUD) offers insights into the complexities of navigating zoning regulations and community input. There are risks. While PUDs provide flexibility and control over land use decisions, they also entail significant resources of time and financial investments without a guaranteed City approval. SVdP must carefully weigh the benefits and drawbacks of pursuing a PUD approach, considering factors such as neighborhood dynamics, stakeholder engagement, and long-term sustainability.

### **Pros:**

- » Flexibility, Options, and Control: A PUD provides more flexibility in terms of zoning regulations, allowing SVdP to have more control over parking requirements, densities, and land uses. This flexibility can enable the organization to tailor the development to its specific needs and goals.
- » Looser Site Plan: With a PUD, there is more flexibility in designing the site plan, allowing for greater customization and adaptation to the organization's requirements and objectives.





Watkins Campus Kitchen

#### Cons:

- » **Time and Cost Constraints:** Developing a PUD can be time-consuming and costly. Consideration should be given to the resources required for the entitlement process and the potential impact on project timelines and budgets.
- » **Community Engagement Challenges:** Rezoning hearings for a PUD can attract significant community attention and input. Engaging with neighbors and stakeholders to address concerns and garner support may require substantial effort and resources.
- » **Potential Amendments in the Future:** If the organization envisions different pathways for the project in the future, such as changes in land use or development plans, amendments to the PUD may be necessary. This can involve additional time, effort, and expenses.

Overall, whether a PUD is suitable for this project depends on factors such as the organization's willingness to invest resources in the entitlement process, the level of community engagement required, and the desired level of flexibility and control over the development. If the organization has the time and resources to navigate the complexities of the process, a PUD could offer significant benefits in terms of flexibility and customization. However, if time and budget constraints are significant considerations, alternative approaches may need to be explored.

In conclusion, optimizing land use for shelter and housing at SVdP requires a multifaceted approach that integrates innovative solutions, community collaboration, and strategic planning. By embracing density, diversification, and flexibility, SVdP can create inclusive housing environments that empower individuals to thrive and rebuild their lives with dignity and support. Through proactive engagement with stakeholders, thoughtful design considerations, and a commitment to social impact, SVdP can serve as a model for addressing homelessness in the Phoenix community.

## 2

## Infrastructure & Community Connectivity

**Connectivity and infrastructure are vital components of creating a thriving and inclusive community at St. Vincent de Paul (SVdP).** This is a transit-dependent population. Many possibilities exist to improve transportation access and mobility options for current and future residents. By incorporating innovative solutions and collaborating with city agencies, SVdP can enhance



Both physical and visual connectivity must be considered.

## Enhancing Connectivity and Infrastructure

connectivity and promote sustainable development on its land.

The potential housing options to the east of the campus, coupled with the potential for a future light rail station, highlight the importance of forward-thinking urban planning. By strategically positioning housing developments near transit hubs, SVdP can improve accessibility and connectivity for residents while supporting the growth and development of surrounding areas.

A small shuttle service to light rail stations and bus stops could be a way to address the crucial first mile-last mile challenge faced by many transit-dependent individuals. This initiative can provide residents with reliable transportation options, reducing barriers to accessing essential services and employment opportunities.

SVdP could also benefit from seeking input from the professional and political experts responsible for the Culdesac development in Tempe, AZ. This project is located along a light rail transit corridor and provides rental housing and office/retail space along with residential amenities for tenants that do not use personal vehicles for transportation. Culdesac could be used as a market-rate housing rental benchmark by which SVdP can compare its housing mission.

It is important to conduct a needs analysis to determine the accessibility requirements of SVdP's tenants to provide inclusivity for transportation planning efforts. Understanding who qualifies for accessible Valley Metro benefits is crucial to the transportation solution. By identifying the transportation needs of individuals with mobility impairments and integrating accessible transit options into the master plan, SVdP can ensure that all residents have equal access to transportation services.

Alternative transportation options such as dial-a-ride and taxi cab voucher programs reflect the need for flexibility and cost-effectiveness in meeting diverse transportation needs. By offering a range of transportation options, SVdP can accommodate the varying needs and preferences of its residents while maximizing efficiency and reducing costs.

Multi-family housing with no parking facilities aligns with the goal of promoting sustainable transportation practices and reducing reliance on private vehicles. By prioritizing transit-oriented development and encouraging non-vehicular modes of transportation such as scooters and bikes, SVdP can create vibrant, walkable communities that minimize environmental impact and enhance quality of life. Integrating an educational component for the different transit options can contribute to the residents successfully making autonomous transportation decisions.

Active engagement in city committees focused on transportation and transit underscores the importance of advocacy and collaboration in shaping transportation policies and initiatives. By participating in ongoing city planning efforts and leveraging partnerships with city agencies, SVdP

can align its transportation goals with broader community development objectives and maximize resources and expertise.

Connections with ongoing city initiatives such as the Rio Reimagined and 3rd Street Connector underscore the importance of collaboration and coordination in advancing transportation infrastructure projects. By aligning its efforts with citywide initiatives, SVdP can leverage resources and expertise to enhance connectivity and promote sustainable development.

In conclusion, by prioritizing connectivity and infrastructure improvements, SVdP can create a more inclusive, accessible, and sustainable community for its residents. Through strategic planning, innovative solutions, and active engagement with stakeholders and city partners, SVdP can build a transportation network that meets the diverse needs of its residents, enhances community well-being, and fosters economic opportunities for all.

### 3

## Wayfinding & Circulation

**Navigating St. Vincent de Paul's Watkins campus can be a confusing task, both for residents and visitors alike.**

However, amidst the complexities lie opportunities to revamp wayfinding systems and circulation patterns to create a more intuitive and welcoming environment. Insights from various stakeholders shed light on key considerations and potential strategies for improving navigation and enhancing the overall experience within and around the SVdP campus.

Wayfinding emerges as a critical aspect of campus design and functionality. Good wayfinding relies on intuitive design and visual cues that guide individuals seamlessly through the space. It's about creating a natural flow where individuals can instinctively find their way without the need for maps or signs. However, achieving this level of intuitiveness requires careful planning and design considerations.

One of the primary challenges identified is the need to reconcile legacy elements with evolving goals and visions for the campus. The existing layout, characterized by large parking lots and disparate buildings, presents barriers to effective wayfinding and circulation. Good circulation is often undermined by bad design choices, such as the placement of parking lots in the middle of the campus, disrupting visual connections and complicating navigation. There are opportunities to rethink the importance of parking placement as it relates to the circulation goals within the campus.

To address these challenges, a range of solutions aimed at optimizing

Navigating the  
Path: Enhancing  
Wayfinding and  
Circulation at  
SVdP



space utilization, improving aesthetics, and enhancing functionality should be considered. For example, reimagine 3rd Drive as a central spine, serving as the main entrance, alleviating security concerns associated with the current layout. Integrating pedestrian-friendly features and establishing designated pathways can further enhance accessibility and promote a sense of cohesion within the campus.

Furthermore, the integration of public art emerges as a key strategy for enriching the campus environment and fostering a sense of identity and community. It is important to incorporate art elements into the design process from the outset, rather than treating them as an afterthought. By leveraging public art initiatives, SVdP can transform underutilized spaces into vibrant cultural hubs that reflect the diverse interests and experiences of its residents. Engaging the residents to be part of the art projects will contribute to the overall sense of belonging and community pride.

In addition to physical enhancements, reevaluating the campus' overarching purpose and functionality is important. For example, if prioritizing housing as the primary land use, a shift towards vertical development to maximize space efficiency might become important. By consolidating services and facilities based on client needs and usage patterns, SVdP can optimize resource allocation and create a more cohesive and streamlined campus experience.

Ultimately, the effort to enhance wayfinding and circulation at SVdP requires a holistic approach that integrates design innovation, community engagement, and strategic planning. By prioritizing user-centric design principles and leveraging collaborative partnerships, SVdP can navigate towards a future where every individual feels empowered to navigate their path with confidence and ease within the vibrant tapestry of the SVdP community.

## 4

## Development & Redevelopment

Future  
Development and  
Redevelopment

**The future development and redevelopment of St. Vincent de Paul's Watkins Campus hold immense potential for optimizing resources, enhancing services, and better serving the community's needs.**

Several key themes are clear, pointing towards a strategic vision that prioritizes efficiency, effectiveness, and collaboration.

At the heart of the conversation lies the question of optimal site utilization. The idea of consolidating services or relocating certain components to adjacent properties gains traction, fueled by considerations of operational efficiency and cost-effectiveness. By carefully assessing the functional purpose of each site and considering



the broader context of SVdP's operations throughout Arizona, stakeholders aim to identify opportunities for streamlining operations and maximizing impact.

The emphasis on housing emerges as a central tenet of SVdP's future vision for its Watkins campus location. Drawing inspiration from successful models like those in Houston, the importance of prioritizing permanent housing solutions over temporary fixes becomes clear. By investing in supportive housing initiatives and leveraging existing federal funds, SVdP can make significant strides in addressing homelessness and providing long-term stability for vulnerable populations.

Furthermore, creating welcoming, inclusive environments that promote accessibility and community integration is an important aspect of future development. Addressing security concerns and reimagining fencing and access control measures can help foster a sense of openness and fluidity within the campus, enhancing the overall experience for residents, visitors, and staff alike.

Collaboration could be a cornerstone of SVdP's future development strategy, whereby SVdP would continue to foster closer alignment with city agencies, housing developers, and community organizations. By forging partnerships and leveraging collective resources, SVdP can amplify its impact and drive systemic change in addressing homelessness and poverty.

Many strategies can be applied by SVdP including mission-driven campus zoning to transit studies and agency leadership involvement. Each recommendation reflects a commitment to innovation, efficiency, and community engagement, laying the groundwork for a future. Strategies may include:

- » **Master Planning and Long-term Vision:** Develop a master plan for the campus that aligns with SVdP's long-term vision and growth objectives, considering factors such as housing demand and community development plans.
- » **Utilization of North Side for Visibility and Access:** Explore opportunities to utilize the north side of the campus for improved visibility from the freeway and eventual access to park amenities on the river, as well as transit options.
- » **Evaluation of Farm Location and Potential Alternatives:** Assess the viability of maintaining the therapeutic farm near the freeway or consider relocating it to better serve the community and avoid potential drawbacks.
- » **Consideration of Real Estate Development:** Explore the potential for real estate development on the campus, including the possibility of utilizing existing spaces more effectively or acquiring additional land for expansion.
- » **Addressing Functional Needs:** Identify functional needs, such as



Strategically  
Position SVdP for  
Future Success:  
Investing Time  
and Resources  
Wisely

the need to modernize the kitchen facilities to accommodate the growing demand for services and ensure operational efficiency.

- » **Focus on Housing and Sense of Place:** Prioritize housing initiatives and the creation of a sense of place within the community, fostering a welcoming environment and providing opportunities for individuals to serve and be served.
- » **Strategic Zoning Considerations:** Make strategic decisions regarding zoning and land use, considering the potential trade-offs and implications of different options, and evaluating the feasibility of a phased approach to development. Does it make sense to have zones servicing the different pillars of Feed. Clothe. House. Heal. allowing the offsite support services on the perimeter of the campus?
- » **Optimizing Campus Density and Land Use:** Evaluate the current campus layout and consider opportunities to optimize density and land use, potentially relocating certain facilities or services offsite while maintaining service levels.
- » **Incorporating Transitional Housing:** Shift focus towards transitional housing initiatives, recognizing the need for both short-term and long-term housing solutions for individuals experiencing homelessness.

In essence, the future development and redevelopment of SVdP's Watkins campus holds the promise of creating more than just physical spaces but vibrant, thriving communities where individuals can find support, dignity, and opportunity. By embracing a strategic vision rooted in collaboration, innovation, and social impact, SVdP can chart a course towards a brighter, more inclusive future for all.

## 5

## Strategic Community Engagement & Communication

**In the pursuit of long-term success, organizations must invest significant time and resources into strategic planning and positioning.** This is especially true for organizations like St. Vincent de Paul that operate within dynamic and evolving community landscapes. It is useful to outline the importance of investing in SVdP's strategic positioning for future success.

First and foremost, community engagement emerges as a crucial component in SVdP's strategic planning efforts. There is need to tread lightly but engage effectively with adjacent property owners through an advisory council. This approach not only fosters collaboration but also ensures that SVdP's initiatives align with the community's needs and expectations. Furthermore, engaging with organizations like LISC can

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provide valuable context on the South Phoenix community, enabling SVdP to tailor its strategies accordingly.

It is important to consider clarity in communication and engagement efforts. By clearly defining the purpose and expectations of participation, SVdP can effectively mobilize stakeholders and garner support for its initiatives. Moreover, engaging with local authorities and planning commissions, such as the Village Planning Commission and the district councilmember, ensures alignment with regulatory requirements and community development plans.

It is recommended that SVdP prioritize strategic planning and campus master planning processes. These initiatives provide clarity and direction for SVdP's capital improvement and fundraising endeavors. By developing a comprehensive campus plan, SVdP can articulate its vision for future growth and development, potentially leading to the crafting of a Planned Unit Development (PUD). Additionally, focusing on incremental improvements, such as converting the Mayflower Building and implementing street calming measures, demonstrates a commitment to addressing immediate community needs while laying the groundwork for long-term success.

Successful strategies employed at projects like at Star of Hope in Houston and Haven for Hope in San Antonio highlight the importance of leveraging SVdP's resources strategically. By understanding the value proposition offered to stakeholders, SVdP can negotiate effectively and achieve mutually beneficial outcomes. For instance, trading high-density housing for eliminating encampments aligns with SVdP's mission while addressing community concerns.

Furthermore, SVdP must adopt an evidence-based, data-driven approach to decision-making, prioritizing initiatives that have a tangible impact on reducing homelessness and improving community well-being. By focusing on supportive housing initiatives and leveraging existing federal funds efficiently, SVdP can maximize its impact and drive positive outcomes for the community.

Other communication strategies that may benefit SVdP's efforts to grow, expand, and re-vision include:

- Partnership with the City and Service Expansion: Strengthen the partnership with the City to serve a broader range of vulnerable populations, potentially expanding services to include more transitional and permanent housing options.
- Community Engagement and Transformation: Foster community engagement and transformation by creating spaces for individuals from diverse backgrounds to come together, interact, and find a sense of purpose and belonging.

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SVdP Dining Hall

- Continued Advocacy and Collaboration: Advocate for policy changes and collaborate with elected officials and community leaders to overcome barriers to housing development and streamline the approval process for future projects.
- Increasing Community Engagement: Increase community engagement efforts to garner support for housing initiatives and campus development projects, emphasizing the positive impact on the community and the organization's mission.
- Negotiating Stakeholder Relations: Engage in negotiations with stakeholders to ensure alignment with the organization's goals and objectives, while being mindful of potential political implications and zoning issues.
- Maintaining Positive Relationships and Public Perception: Continue to foster positive relationships with stakeholders and the community, maintaining transparency and communication to mitigate any potential challenges or opposition.
- Engagement with Stakeholders and Partners: Continue to engage with stakeholders, including government officials, developers, and funding sources, to garner support and explore potential collaborations and funding opportunities.

In conclusion, investing time and resources in strategic planning and positioning is essential for SVdP to navigate the complexities of its operating environment successfully. By engaging with stakeholders, clarifying objectives, and prioritizing impactful initiatives, SVdP can strengthen its position and effectively address the evolving needs of the South Phoenix community. Through strategic foresight and decisive action, SVdP can pave the way for a sustainable and impactful future.

## 6 Implementation Support

**Implementing a strategic development plan requires careful planning, coordination, and allocation of resources.** First and foremost, continuous training for both the Board and staff emerges as a critical component. Ensuring consistent communication aligned with the organization's goals is paramount. This training ensures that all stakeholders are equipped with the necessary skills and knowledge to effectively execute the strategic plan.

Additionally, the appointment of a dedicated project manager is essential for driving implementation forward. A point person empowered to disseminate information, make decisions, and oversee the strategic planning process is critical. This individual serves as a linchpin in coordinating various activities and ensuring alignment with the organization's objectives.



Kitchen - Existing Facilities

Building the  
Foundation  
for Successful  
Implementation:  
Key Components  
for Supporting  
a Strategic  
Development Plan

Furthermore, maintaining a focus on impact and need is paramount. Resources need to be leveraged to address critical needs effectively. By prioritizing initiatives that have a tangible impact on the community, organizations like SVdP can maximize their efforts and drive meaningful change.

Identifying clear roles and responsibilities for planning and architecture groups is also crucial. Delineating the roles of different stakeholders involved in conceptual design and planning processes will be helpful in efficiently moving forward. This clarity ensures effective collaboration and prevents duplication of efforts, ultimately streamlining the implementation process.

Moreover, conducting a strategic review of regional services versus campus service planning is essential. The importance of assessing logistical considerations to optimize service delivery, such as the placement of food box programs to better support housing and on-campus services, cannot be underestimated. This strategic evaluation enables organizations to allocate resources efficiently and align service delivery with community needs.

Finally, ensuring adequate resources and support for implementation is paramount. This includes dedicating financial resources, clarifying processes and procedures, and providing ongoing support to stakeholders. By establishing a robust framework for implementation, organizations can navigate challenges effectively and achieve their strategic objectives.

In conclusion, successful implementation of a strategic development plan requires a multifaceted approach that encompasses training, leadership, clarity of roles, strategic evaluation, and resource allocation. By addressing these key components, organizations like SVdP can position themselves for success and drive positive change in their communities.

## 7 Funding

**St. Vincent de Paul is embarking on a journey to grow its mission of serving the community.** However, such ambitious projects require robust funding strategies and access to various resources to ensure successful implementation. It will be important to move forward with development plans with a funding strategy in place.

A strategic plan and a compelling vision for the campus development will reveal a well-defined story that outlines the organization's goals and objectives that can attract potential funders and donors. By articulating where funders fit into the vision, SVdP can demonstrate the impact



SVdP and ULI Teams

of their contributions, which may include repayment sources such as fundraising efforts. This approach leverages SVdP's track record in fundraising to secure financing without solely relying on government funding.

A thorough assessment of properties to determine their highest and best use is valuable. This approach involves evaluating zoning regulations, amenities, and operational costs to identify optimal development opportunities. Collaborating with funding partners, such as LISC can provide access to planning grants and guidance on campus master planning. Additionally, dedicated staff involvement across SVdP departments ensures alignment with project objectives and efficient utilization of resources.

SVdP could be a potential recipient of governmental funding sources, including New Market Tax Credits, entitlement grants, and Continuum of Care dollars. While SVdP may initially be hesitant to pursue governmental funding, these resources can significantly expand financing options. Effective storytelling, emphasizing the societal problems addressed by the project, strengthens the case for support, particularly when engaging funders. However, SVdP must navigate potential challenges, such as religious considerations and eligibility criteria for certain funding streams.

Leveraging networking opportunities, such as the Arizona Housing Coalition Conference, to connect with various government and private financing sources can be productive. This approach facilitates direct engagement with potential funders and expands SVdP's access to diverse funding opportunities. Additionally, exploring grant opportunities with organizations like the Vitalyst Health Foundation can further supplement funding for specific project components.

Conducting a comprehensive analysis of community needs, available resources, and engagement strategies to inform SVdP's development approach has many benefits. By adopting a more strategic and data-driven approach, SVdP can address funding gaps and pursue opportunities for incremental growth. Despite challenges in navigating federal funding processes, SVdP's evolving approach presents opportunities for increased federal support, especially in response to the changing landscape post-pandemic.

As SVdP grows its program to accommodate record levels of homelessness in Arizona, leveraging a diverse range of funding strategies and resources is crucial for success. By combining strategic planning, property assessment, partnerships, governmental funding exploration, networking, and grant opportunities, SVdP can secure the necessary financing to realize its vision of a vibrant and impactful campus development. Moreover, a continued commitment to adaptability and strategic analysis will ensure that SVdP effectively addresses community needs and maximizes its impact in the years to come.



# **Key Action Items**

# A Strategic Roadmap

## Priorities and Next Steps

St. Vincent de Paul is at a pivotal juncture in its growth journey, poised to expand its campus to better serve the community. To navigate this transformation effectively, SVdP must prioritize key initiatives and next steps that align with its mission and long-term vision. Drawing insights from stakeholders and experts, this report outlines strategic priorities and actionable steps for SVdP's growth plan.

## CONSIDERATION OF HIGHER DENSITY AND CAMPUS CONFIGURATION:

SVdP should explore higher density land use to maximize the efficient utilization of open space. This may involve reimagining the layout of the campus and potentially abandoning 3rd Drive to create pedestrian-friendly connections between different functions on the East and West sides of the campus.

## STRATEGIC PLANNING AND LONG-TERM VISION:

A strategic plan and long-term vision for SVdP's Watkins Campus are important for optimizing resource allocation, enhancing efficiency, clarifying strategic direction, and remaining responsive to community needs. By conducting a comprehensive evaluation of current operations, reviewing real estate usage, and developing a clear long-term plan aligned with its mission and core pillars, SVdP can ensure its continued effectiveness and impact in serving those in need.

A comprehensive evaluation of SVdP's Watkins campus and services is necessary to ensure optimal resource allocation and effectiveness. By assessing whether all services should continue to be concentrated on the existing site or if certain functions could be relocated to other areas in Arizona, SVdP can better serve its target population and community needs. This evaluation enables SVdP to identify any inefficiencies or redundancies in its current operations and make informed decisions about resource reallocation or consolidation.

Moreover, developing a clear long-term plan aligned with SVdP's mission and core pillars is essential for guiding future decision-making and resource allocation. By determining whether the Watkins campus should focus solely on housing or encompass all four services, SVdP can clarify its strategic direction and priorities. This long-term vision provides a roadmap for the organization to follow and ensures that its efforts are aligned with its overarching goals and objectives.



# A Strategic Roadmap

(Continued)

## REAL ESTATE DEVELOPMENT PLAN

A strategic review of real estate usage is essential to optimize space efficiency and align with SVdP's mission and core pillars. By evaluating how space is currently utilized and exploring opportunities to reconfigure the campus layout, SVdP can maximize its impact and ensure long-term sustainability. For example, relocating functions like warehousing to better serve the organization's mission may free up space for other critical services or programs, enhancing the overall effectiveness of the campus. Exploring opportunities to reconfigure the campus layout to better serve the mission and community needs is crucial for adapting to changing demographics, trends, and challenges.

## ENGAGEMENT WITH STAKEHOLDERS AND CITY OFFICIALS:

Engaging stakeholders, including city officials and neighbors, is vital for garnering support and gathering input for the campus' future development. SVdP should explore partnerships with the City to align expansion plans with broader community goals and regulations, leveraging potential incentives or support for the project.

## ADDRESSING HOUSING NEEDS AND COMMUNITY BUILDING:

Given the growing demand for housing, SVdP should prioritize expanding its housing services. This may involve incorporating midrise buildings or partnering with other organizations to address the housing crisis effectively. Additionally, emphasizing community building and creating spaces for people to come together can foster connections and partnerships to support SVdP's mission effectively.

## INTEGRATION OF WRAP-AROUND SERVICES:

SVdP must ensure that housing initiatives are accompanied by wrap-around services and partnerships to address the diverse needs of individuals and families. Prioritizing prevention efforts and private partnerships can enhance the effectiveness of SVdP's services and support network, ultimately empowering individuals to thrive.

## COMPARATIVE ANALYSIS AND CITY ENGAGEMENT:

Comparing similarities and differences between Phoenix and other cities can provide valuable insights and identify best practices for SVdP's growth plan. Enhanced engagement with cities can help advocate for SVdP's mission and pursue partnerships and opportunities for growth that align with community needs and aspirations.



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