Catalytic Development

George Washington University
Center for Real Estate and Urban Analysis
And
The Brookings Institution
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Jane Jacobs: Two models of urban development

“gradual money”
- Complex
- Diverse
- Incremental
- Inclusive

“cataclysmic money”
- Monolithic
- Institutional
- Sudden
- Eminent domain
Pre-WWII Urban
Post-WWII

Sub-urban
U.S. employment, percent share by industry

Fig 1. The conventional model of downtown redevelopment is contingent on urban entertainment for activation.
Fig 2. The catalytic model of walkable urban placemaking begins with employment.
Patient Equity
Downtown Detroit

- 2004: Campus Martius renovated
- 2005: YMCA reopens
- 2007: Phase I of Detroit Riverwalk opens
- 2010: Quicken Loans moves downtown
- 2013: Detroit declares bankruptcy
- 2015: Rocket Fiber goes live
- 2017: QLine light rail opens

Bedrock holdings: 63 acres
(15% of downtown; 27% of parcel area inside the People Mover loop)

431 parcel acres within downtown
Between 2010 and 2015:

*While increasing in Wayne County as a whole by 11.4% in the same time period*
Between 2010 and 2015:

Office vacancy down 6.5%

*<1% difference between downtown Detroit and Wayne County by 2015
Downtown Chattanooga

- River City Company projects
  1984: Jack Lupton founds Chattanooga Venture
  1986: Founding of River City Company
  1989: Phase I of Tennessee Riverpark opens
  1992: TN Aquarium and Ross’s Landing
  1992: Miller Plaza concert series begins
  1993: Riverset Apartments
  1993: Historic Trolley Barns are redeveloped
  1995: Kirkman School redevelopment into AT&T Field, the Creative Discovery Museum, IMAX Theater, and Residence Inn
  1997: Jon Kinsey elected mayor
  1997: The Bijou Theater
  2001: Bob Corker elected mayor
  2001: Brown and Battle Academies open
  2005: 21st Century Waterfront
  2009: Majestic 12 Theater
  2016: Tomorrow Building
  2013: The Block
Between 1990 and 2015:

Residential population
↑ 53%

*Hamilton County grew 22% in the same time period
Between 2007 and 2016:

Retail vacancy 8%
Between 2007 and 2016:

*Average retail rent per square foot in Hamilton County fell during the same time period

Retail rents increased by 72%
Downtown Cincinnati

- 2006: Fountain Square renovation
- 2006: 3CDC’s first OTR project
- 2008: Vine Street streetscaping
- 2012: Washington Park renovation
- 2012: 21c Museum Hotel
- 2012–2015: Mercier Commons Ph. 1–3
- 2015: 84.51° Headquarters
- 2016: Cincinnati Bell Connector streetcar line opens
- 2017: Ziegler Park renovation
- 2017: Music Hall renovation

3CDC projects
- $1.3 billion investment since 2004
- 320 homeless shelter beds
- 178 affordable housing units
- 162 historic buildings restored, including Music Hall
- 3 renovated civic spaces, including 2 parks
Between 2000 and 2015:

Median for-sale home $319%

*While increasing in Hamilton County as a whole by 27% in the same time period*
Between 2000 and 2015:

Retail rent
Per sq. ft.
107%

*Now outperforming average retail rents in Hamilton County by 37%
Between 2000 and 2015:

*While increasing in King County as a whole by 18% in the same time period*
Between 2000 and 2015:

10 million sq. ft. of new office

*This is 29% of all of the inventory added in all of King County during this time period*
Cambridge
Forest City

Cambridgeport/MIT

1. 1994 - 1997: 137 units of affordable rental housing
2. 1985: Sears & Roebuck shoe factory converted to biotech labs
3. 1990: Renovation of Kennedy Biscuit Factory into apartments
4. 2001 - 2003: Biotech boom
5. 2007: Le Maridien hotel, grocery store, and parking garage
6. 2017: New retail and office added

Forest City Holdings
MIT campus
Between 1980 and 2010:

884 units
25 p/acre
22% affordable

*The Boston, Cambridge, and Somerville area average density is only 12 p/acre; Local inclusionary zoning requires 20% FAR for affordable units
Between 1980 and 2010:

1.7 million sq. ft. of commercial

*Two of the top 10 payers of personal property tax in Cambridge are UP tenants;
$11 million in property tax revenue/year = >$400K/acre, citywide average is <$90K/acre
Downtown Phoenix

1. 2006: College of Nursing and other programs move 2,766 students downtown into renovated offices
2. 2008: Valley Metro light rail begins service
3. 2008: Journalism school opens
4. 2008/2009: Taylor Place dorms open
5. 2009: Civic Space park opens
6. 2010: Patriots Square Park redesigned by CityScape developers
7. 2013: Fitness center opens; campus grows to 10,000 students
8. 2016: New law school building opens

Arizona State University campus
Between 2000 and 2010:

Downtown Phoenix ↓ 9%
Between 2010 and 2015:

Downtown Phoenix

↑ 17%

*The equivalent of 6% growth from 2000 baseline
Between 2006 and 2016:

Commercial Rents

↑ 27%

*Commercial rents declined in Maricopa County as a whole in the same time period
Panel Discussion

1. “Down and out”
2. Mission-driven
3. Inclusive vision
4. Leveraging assets
5. Land control
6. Phasing
7. Quality
8. Public sector co-investor
9. Foster opportunity
10. Be mobility advocates
11. Doing well while doing good
12. Place management