

# CITY COUNCIL REPORT



Meeting Date: June 22, 2021  
 General Plan Element: ***Community Involvement***  
 General Plan Goal: ***Seek early and ongoing involvement in policy-making discussions.***

## **ACTION**

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Review, discuss, and provide direction to staff regarding the Old Town Scottsdale Character Area Plan.

## **BACKGROUND**

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### **OLD TOWN/DOWNTOWN AND THE GENERAL PLAN**

The Old Town Scottsdale Character Area Plan is an adopted Character Area Plan identified in the Scottsdale General Plan. The Character Area Plan incorporates community goals and policies consistent with, but not duplicative of, the General Plan, that speak specifically to the attributes of Old Town.

Furthermore, Old Town, along with the Airpark and McDowell Road Corridor, are designated Growth Areas in the General Plan. These Growth Areas are considered to be primary economic engines for the community, as they contain some of the largest employers and employment centers in Scottsdale. Growth Areas are locations identified by the community as areas best suited to accommodate future growth. Growth Areas are intended to discourage sprawl, and protect lower density residential neighborhoods from increased growth and development, by focusing new development into these targeted areas that are most appropriate for accommodating a variety of land uses, enhanced infrastructure and oriented to multi-modal activity. Since 2001, the citizens of Scottsdale have identified Old Town (downtown) as a community Growth Area.

### **CHARACTER AREA PLAN HISTORY**

#### **1984 DOWNTOWN PLAN**

The original Downtown Plan was adopted by the City Council in 1984. That plan focused on attracting specific land uses (specialty retail, hotel, office and multi-family residential) and building intensities (Development Types) to downtown, as well as the creation and implementation of a circulation remedy for the anticipated increase in downtown traffic (the Downtown Couplet system – Drinkwater/Goldwater Boulevards). The plan also emphasized the expectation for high quality design of the built environment, with the understanding that Scottsdale's small-town atmosphere and pedestrian scale was to be retained in the heart of the downtown area.

The Development Types approved with the original plan established the baseline development pattern of the Downtown Scottsdale area we know today. The Development Types were planned in such a way as to retain lower scale development within the central area of downtown (Type 1,) while allowing for more medium to higher scale development to locate around this central area

(Attachment 1), thus creating the “doughnut” (Type 2 – medium to upper scale) and “doughnut hole” (Type 1 – lower scale) development pattern for Downtown Scottsdale.

Additionally, the 1984 Plan recognized that involvement of the private sector would be pivotal to the successful implementation of the Plan. With this approach, and under the Downtown (D) Zoning District, a developer who provided necessary public improvements, land uses which met Downtown needs, or incorporated design innovation, could achieve development bonuses – which included, but was not limited to, increased floor area ratio, residential density, and height.

The 1984 Plan also included an implementation program with a variety projects. By 2006, the majority of the goals, policies and implementation programs established by the community were successfully achieved. In addition to those community achievements, public policy, market conditions, building technologies, and community composition changed. Thus, the need to reevaluate and update the Downtown Plan became important to ensure the area’s continued success. Consequently, an update to the original Downtown Plan was initiated by the Scottsdale City Council in 2006.

To ensure that an updated Downtown Plan would reflect the community’s vision and goals for Downtown Scottsdale, an extensive public outreach process was conducted over a period of eighteen months. During that time, more than 1,200 community members participated in the Downtown Plan update process. The public had diverse and extensive opportunities to participate, including a three-day Downtown Town Hall, large group workshops, small focus group discussions, one-on-one individual and community group meetings with staff and consultants, business and property owner forums, downtown walking audits, a design charrette, and on-line virtual open house and surveys. The culmination of this extensive public input was an updated, community based, Downtown Plan that City Council adopted in 2009.

#### 2009 DOWNTOWN PLAN UPDATE

The 2009 Plan maintained the same approach to development intensity, massing, and height as the original plan – supporting lower scale development within the central area of downtown (the Downtown Core) while allowing for more medium to higher scale development around the perimeter. This included maintaining the use of Development Types to preserve this lower scale of the Downtown Core (Type 1) while the larger scale of development (Type 2) was to be located outside of the core. A significant change to this plan included a change in Development Type designation from Type 1, to Type 2 (Attachment 2). Soon after the Plan was adopted in 2009, a update to the Zoning Ordinance Downtown (D) District also occurred. Most notably, based on community input during the plan outreach process, development flexibility allowing for the ability to request building heights up to 150’ were incorporated into the Zoning Ordinance specifically for areas north of the Arizona Canal (Downtown Regional) and in the Medical Campus (Downtown Medical) locations of downtown. Although not identified as “Type 3” in the Downtown Plan back in 2009, allowing for the ability to request 150’ in these particular areas of downtown became the basis for the Type 3 Development Type that would eventually be established in the 2018 Old Town Scottsdale Character Area Plan update.

## 2018 OLD TOWN SCOTTSDALE CHARACTER AREA PLAN

Scottsdale City Council adopted the existing Old Town Scottsdale Character Area Plan (OTSCAP) in July 2018 (Attachment 3). The Old Town Scottsdale Character Area Plan (formerly Downtown Plan) has served as the comprehensive policy document that guides growth and development decisions for Old Town Scottsdale for over 35+ years. Since its adoption, the plan has been successful at shaping the growth, both financially and physically, of Old Town Scottsdale over the past three decades.

In 2018, the OTSCAP was once again updated to continue to align with the 2001 General Plan and with other plans that were adopted since the last update process (2009), as well as adjust for recent changes in the downtown business, residential, and retail markets. To ensure the OTSCAP update would reflect the community's vision and goals for downtown, a public outreach process was conducted, culminating in the updated, community-based, and City Council unanimously-adopted plan.

The OTSCAP consists of an Executive Summary; Vision; chapters on Land Use, Character and Design, Mobility, Arts and Culture, Economic Vitality, a Glossary; and an Implementation matrix of projects identified to help achieve the goals and policies of the plan. It also includes maps of the Old Town Character Area Boundary, Old Town Future Land Use, Old Town Districts, Downtown Development Types, Old Town Public Spaces and Connectivity Master Plan, Vehicular Access, Pedestrian Connectivity, Public Parking, and Bikeways.

To this end, substantive changes made in the 2018 update included:

### Overall

- Goals and policies provide clear, understandable, and direct intent
- Plan was aligned with other city plans that were adopted since 2009 (Public Art Master Plan (2012), Community Services Master Plan (2015), Economic Development Strategic Plan (2015), Transportation Master Plan (2016), Downtown 2.0 Tourism Study (2017), Civic Center Master Plan (2017), and the Public Spaces and Connectivity Master Plan (2017)
- Aligned with the City of Scottsdale Tourism and Events Department and Experience Scottsdale's new branding and marketing initiatives for downtown – thus the renaming to “Old Town”
- Maps and graphics refined and updated with new content

### Land Use Chapter

- Updated goal and policy language to incorporate the Tourism-focused Downtown 2.0 study recommendations – in particular adding additional residential population downtown and more office use to increase support of Tourism and downtown businesses
- Converted the Urban Neighborhoods map to a Downtown Districts map that aligns with boundaries and naming conventions utilized by both Experience Scottsdale and the Scottsdale Tourism and Events Department for branding and marketing downtown
- Maintained the Type 1 Development Type – which may allow up to 40' (Historic Old Town only) – 48' (all other Type 1 areas) of building height, in the Downtown Core (center of downtown), while supporting this lower scale area of development with areas of higher scale development

encircling it, thus maintaining the “doughnut effect” with downtown development being higher on the outer edges (the doughnut) and lower in the Core/middle (the doughnut hole)

- Added a proposed new Type 2.5 Development Type – which allows the ability to request up to 120’ of building height, that includes intermediate, higher scale development on +/- 10 acres in the downtown area (Attachment 4)
- Renamed existing areas of the downtown that currently allow for the most intense, highest scale development (existing Downtown Medical – Type 2 and Downtown Regional Use – Type 2) as Type 3 Development – which allowed for the ability to request up to 150’ of building height per the 2012 Zoning Ordinance update that accompanied the 2009 Downtown Plan update, on +/- 225 acres of the downtown area (Attachment 4)
- Expanded the Type 3 Development Type and the ability to request up to 150’ of building height to include areas that are in proximity to important assets (the canal, public spaces, and pedestrian connections) and other existing Type 3 areas, and/or in areas in need of revitalization. This proposed expansion of Type 3 included +/- 86 acres of the downtown area (Attachment 4).

#### Character & Design Chapter

- Converted the Conceptual Pedestrian Corridors Map to a new Public Spaces Master Plan, that identifies the primary open/event space locations and the major connections that link them throughout downtown
- Emphasized strengthening the public realm and increasing pedestrian comfort

#### Mobility Chapter

- Added policies regarding pedestrian wayfinding to supplement existing vehicular wayfinding
- Added goals and policies related to bicycling
- Added policies regarding mobility share – car share, bike share, scooter share
- Included additional language addressing the management of parking in the downtown
- Updated Vehicular Access & Pedestrian Connectivity graphics, and added new downtown parking and bicycle maps

#### Arts & Culture Chapter

- Incorporated Downtown 2.0 Tourism Study recommendations, including increased emphasis on events and festivals, temporary art, pocket art parks, art trails, and monumental public art

#### Economic Vitality Chapter

- Added goals and policies focused on targeted growth industries; quality of life factors for employers, and employees; and, increased responsiveness to changing trends

#### Implementation Chapter

- Updated and added greater specificity and detail on programs, projects, and tools that will enable implementation of the overall Plan



## **OLD TOWN URBAN DESIGN + ARCHITECTURAL GUIDELINES**

The Old Town Urban Design and Architectural Guidelines (the Guidelines), Attachment 5, serve as a guide to shaping the built environment within Old Town. Originally adopted by City Council in 1986, and not updated again until 2019, the Guidelines provide direction on the character and design of Old Town development.

Scottsdale has well-established community expectations for superior, quality design in its built environment. For decades, the site planning, and aesthetic design evaluation through the Development Review process, has instrumentally shaped the community. The Old Town Scottsdale Character Area Plan and its associated Guidelines provide the framework that guides individual developments – both public and private – as they visually and physically work together to define, shape, and enhance the image of Old Town Scottsdale. Collectively, these design objectives establish the community's aesthetic vision for Old Town Scottsdale.

The original design objectives for Old Town Scottsdale (then Downtown) as expressed within the 1986 Urban Design and Architectural Guidelines included:

- Protecting the existing unique character of older downtown districts and promoting continuity of character in newer ones.
- Strengthening pedestrian character and creating new pedestrian linkages.
- Creating a compact downtown with an intensified and diverse mix of activities.
- Creating a high level of expectation in the quality of downtown architecture.
- Creating a distinct downtown landscape character.
- Expanding upon the tradition of downtown's covered walkways.
- Creating coherent and consistent street spaces.
- Improving access to convenient downtown parking.
- Expanding the downtown trolley system.
- Addressing the special opportunity of the Couplet (Drinkwater/Goldwater Boulevards).

The design objectives for Old Town Scottsdale as expressed within the refined, and updated 2019 Old Town Urban Design and Architectural Guidelines, build upon the 1986 objectives and include:

- Protect the unique character of the Downtown Core and promote continuity of character in Old Town Scottsdale districts to create an environment that has both uniformity and variety.
- Strengthen pedestrian character and form new pedestrian linkages to create a walkable, human-scale environment.
- Maintain an interconnected downtown that includes a variety of mobility options.
- Create high quality, human-scale, downtown architecture that is influenced by the local and regional culture, climate, and Sonoran Desert landscape.
- Create a distinct landscape character, that contributes to a unified downtown.
- Create coherent and consistent street-spaces.
- Design within the context of each Old Town district and introduce new architectural and building designs that are compatible with the existing design to form a blend between new and old.

- Encourage property improvements, new development, and redevelopment to maintain a vibrant, lively, attractive downtown destination that provides opportunities for residents, visitors, and businesses.

Notably, Design Guidelines cannot absolutely guarantee quality design, but rather serve as a decision-making tool to help give clarity to the community expectations for Old Town Scottsdale development. During the design process, creativity and innovation are encouraged, thus the Guidelines are intended to be flexible, and to act as a tool to guide innovative, quality design. The Guidelines are meant to encourage and promote unique solutions to design opportunities and challenges. In conjunction with the Zoning Ordinance (Section 5.3006), the Design Standards and Policies Manual (DSPM), and the Americans with Disabilities Act (ADA), the Guidelines direct design in a way that takes into account the larger context, complements the established character, encourages universal design, enhances overall downtown identity, and upholds the values of the community.

### **OTSCAP & ZONING**

From a regulatory perspective, development in downtown is also guided by the Downtown (D), Downtown Overlay (DO), and Planned Block Development (PBD) sections of the Scottsdale Zoning Ordinance. The OTSCAP outlines four distinctive development types that assist in defining development character throughout areas of Old Town. These categories include the Type 1, Type 2, Type 2.5 and Type 3 Development Types. The Zoning Ordinance implements these development types through the varied development standards associated with each development type.

### **DOWNTOWN AND PLANNED BLOCK DEVELOPMENT ZONING DISTRICTS**

The purpose of the of the Downtown (D) zoning district is to provide use regulations and development standards to implement the Old Town Scottsdale Plan and the Old Town Urban Design & Architectural Guidelines. The Downtown Area is planned as a concentration of a variety of uses and community interests in a small geographic area comprised of several sub-districts. In order to support a high-quality urban development pattern, the D District is intended to:

1. Preserve and protect the character of the diverse collection of vibrant mixed-use pedestrian-oriented districts;
2. Promote an enhanced, pedestrian-oriented, streetscape environment on certain key streets in the Downtown Area;
3. Encourage commercial and residential land uses that activate the streetscape;
4. Create different building setback requirements that fit into the existing character of the district, the classification of the adjacent streets, and the multi-modal transportation network;
5. Establish and enhance connectivity in and around the Downtown Area and districts, focusing on walkability and other modes of transportation;
6. Incorporate contextually sensitive planning, architecture and urban design;
7. Promote sustainability with sensitivity to the Sonoran Desert;
8. Promote arts and culture;
9. Support economic vitality through public-private participation; and
10. Continue to have Old Town Scottsdale recognized as a premier destination.

The purpose of the Planned Block Development Overlay District (PBD) is to allow for development flexibility in the Downtown Area to assist the City in achieving the Old Town Plan, developing more Downtown Area public amenities, and adding land uses that would further promote the Downtown Area as a twenty-four (24) hour community. The PBD Overlay District is applicable only to property zoned Downtown District and those properties having a minimum 20,000 square foot size.

### DOWNTOWN OVERLAY – 2003

The Downtown Overlay (DO) zoning district overlay was established in 2003 for the purpose of simplifying parking requirements and encouraging reinvestment in the downtown area. The district accomplishes this through the utilization of most of the D District's development standards, as well as urban design forms that accommodate additional dwelling units in mixed-use developments. The Downtown Overlay saw significant revisions in 2012 and minor updates in 2018 with the broader updates to the Downtown and Planned Block Development zoning districts.

### DOWNTOWN INFILL INCENTIVE DISTRICT

In 2010, the City Council established the Downtown Infill Incentive District and adopted the associated Downtown Infill Incentive Plan (Attachment 6) for the entire downtown area. Together the District and Plan allow for additional flexibility beyond that allowed under the Downtown (D) zoning district and the Planned Block Development Overlay District (PBD). The Downtown Infill Incentive District was the second application of the Infill Incentive District in Scottsdale, the other being the Scottsdale Waterfront, which was designated in 2003. Since adoption by the City Council, the Downtown Infill Incentive District has been utilized by several developments in the downtown area to allow additional flexibility in the application of development standards. Development proposals have typically utilized the Downtown Infill Incentive District to modify building step-back requirements in areas near the Old Town boundary or transition areas between lower-scale Type 1 and higher-scale Type 2 or Type 3 areas, as well as increases to the floor area ratio, building height, and density allowances. The Downtown Infill Incentive District and associated Downtown Infill Incentive Plan provide the City Council with another tool to further enable downtown investment, infill, redevelopment and revitalization for both large and small projects in the Downtown Area on a case-by-case basis.

### DOWNTOWN, DOWNTOWN OVERLAY, AND PLANNED BLOCK DEVELOPMENT DISTRICTS 2012 UPDATE

The D, DO, and PBD sections of the Zoning Ordinance underwent a major revision in 2012 (Attachment 7) to implement the goals of the updated 2009 Downtown Plan. The revisions also incorporated recommendations of the Downtown Task Force (a citizen task force appointed by City Council) including additional flexibility for small property development, bonus provisions for PBD properties that provide special public benefits, and updates to the development standards in all areas of the downtown. The 2012 update also aligned and eliminated conflicts between the D, DO, and PBD districts and created additional buffers for downtown properties adjacent to the downtown boundary and those properties within the downtown that abut Type 1 areas. The 2012 update also relocated the requirements of the Cultural Improvements Program within the Zoning Ordinance to allow for future flexibility in the application of public art in the city. Finally, the 2012 Zoning Ordinance update introduced the ability to request 150' in both the Downtown Regional Use (north of the Arizona Canal) and Downtown Medical (downtown medical campus) areas of Old Town. This would become the

precursor to the 2018 OTSCAP update Type 3 Development Type and its association with the ability to request 150' in building height.

### DOWNTOWN, DOWNTOWN OVERLAY, AND PLANNED BLOCK DEVELOPMENT DISTRICTS 2018 UPDATE

The D, DO, and PBD sections of the Zoning Ordinance were updated in 2018 (Attachment 8) to correspond with updates to the OTSCAP. Those updates included the introduction of Type 2.5 and Type 3 Development Types and related development standards, introduction of the International Green Construction Code as a base requirement in the PBD District, consolidation of bonus development standards provisions, and minor updates to the Cultural Improvements Program.

### **ANALYSIS ASSOCIATED WITH DEVELOPMENT PROPOSALS/INFRASTRUCTURE**

As a part of the analysis that is completed when new development and redevelopment projects are proposed in Scottsdale, including downtown, staff reviews the potential impacts that the proposed development may have on existing or future city infrastructure (transportation, water, sewer, and stormwater) systems. City staff analyze potential impacts on these infrastructure systems based upon the required, applicant-submitted, design reports (Traffic Impact Model Assessments for transportation related analysis, Basis of Design Reports for water and sewer analysis, and Stormwater Studies) that assess current conditions as well as future demands that the proposed development may impose on city systems. Impacts that are identified as a part of the review process are then required to be addressed through the construction of new/additional infrastructure or upgrading of existing infrastructure by the project developer.

## **IMPACT ANALYSIS**

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### **COMMUNITY INVOLVEMENT**

Pertaining to community involvement, any direction from Council to modify the OTSCAP would require a General Plan case initiation process and public engagement opportunities for community involvement such as open house(s), presentations to community groups, and online notification and feedback.

## **RESPONSIBLE DEPARTMENTS & STAFF CONTACTS**

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## APPROVED BY

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Date



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Date



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Date



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6/4/21  
Date

## ATTACHMENTS

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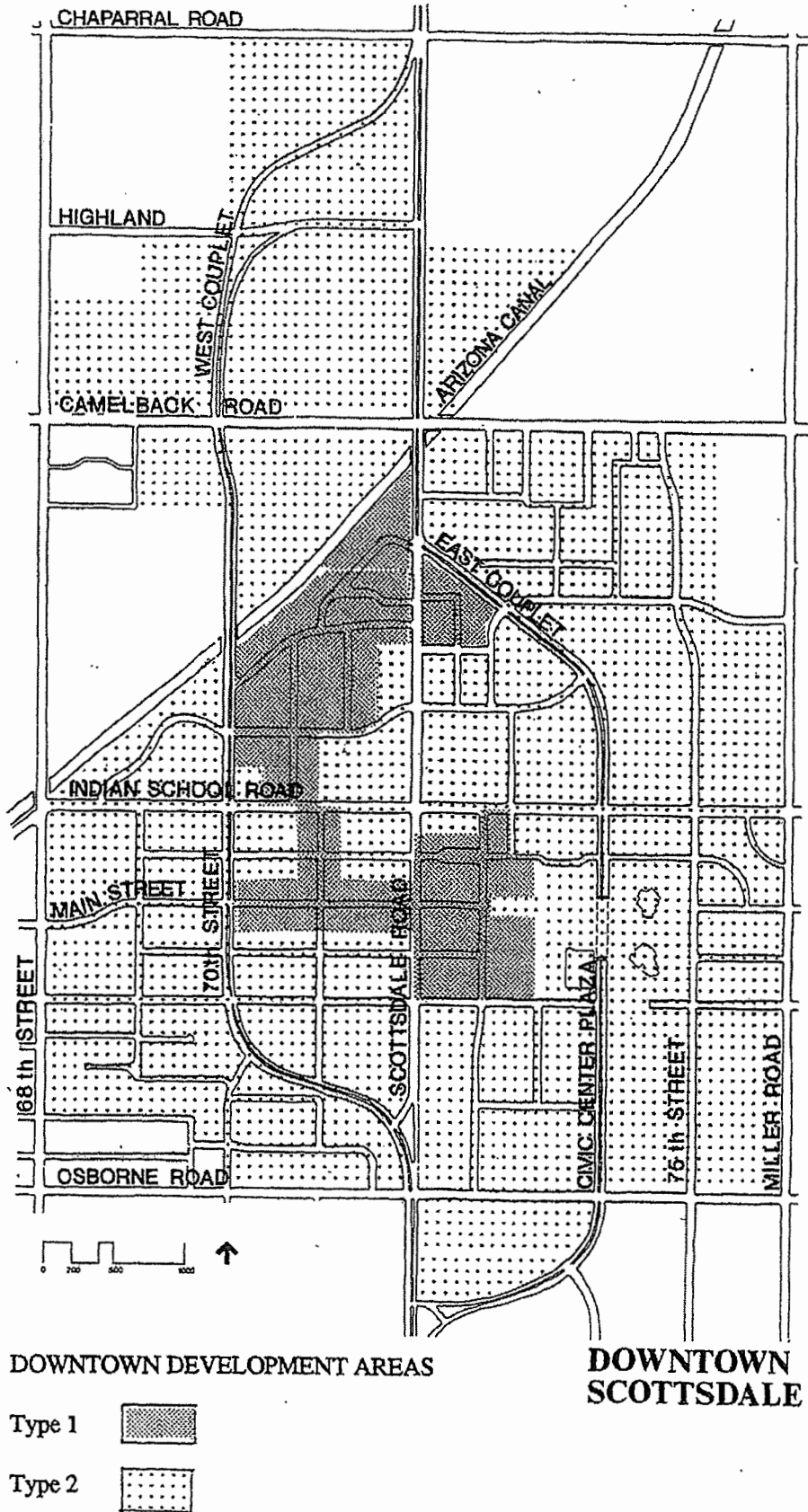
1. Original Downtown Development Type Map (1986)
2. 2009 Downtown Development Type Map
3. Old Town Scottsdale Character Area Plan (2018)
4. Existing 2018 Downtown Development Type Map
5. The Old Town Urban Design and Architectural Guidelines (2019)
6. Downtown Infill Incentive Plan (2010)
7. Downtown, Downtown Overlay and PBD Districts Text Amendment (6-TA-2009#2)
8. Downtown, Downtown Overlay and PBD Districts Text Amendment (1-TA-2018)

# DOWNTOWN DEVELOPMENT AREAS

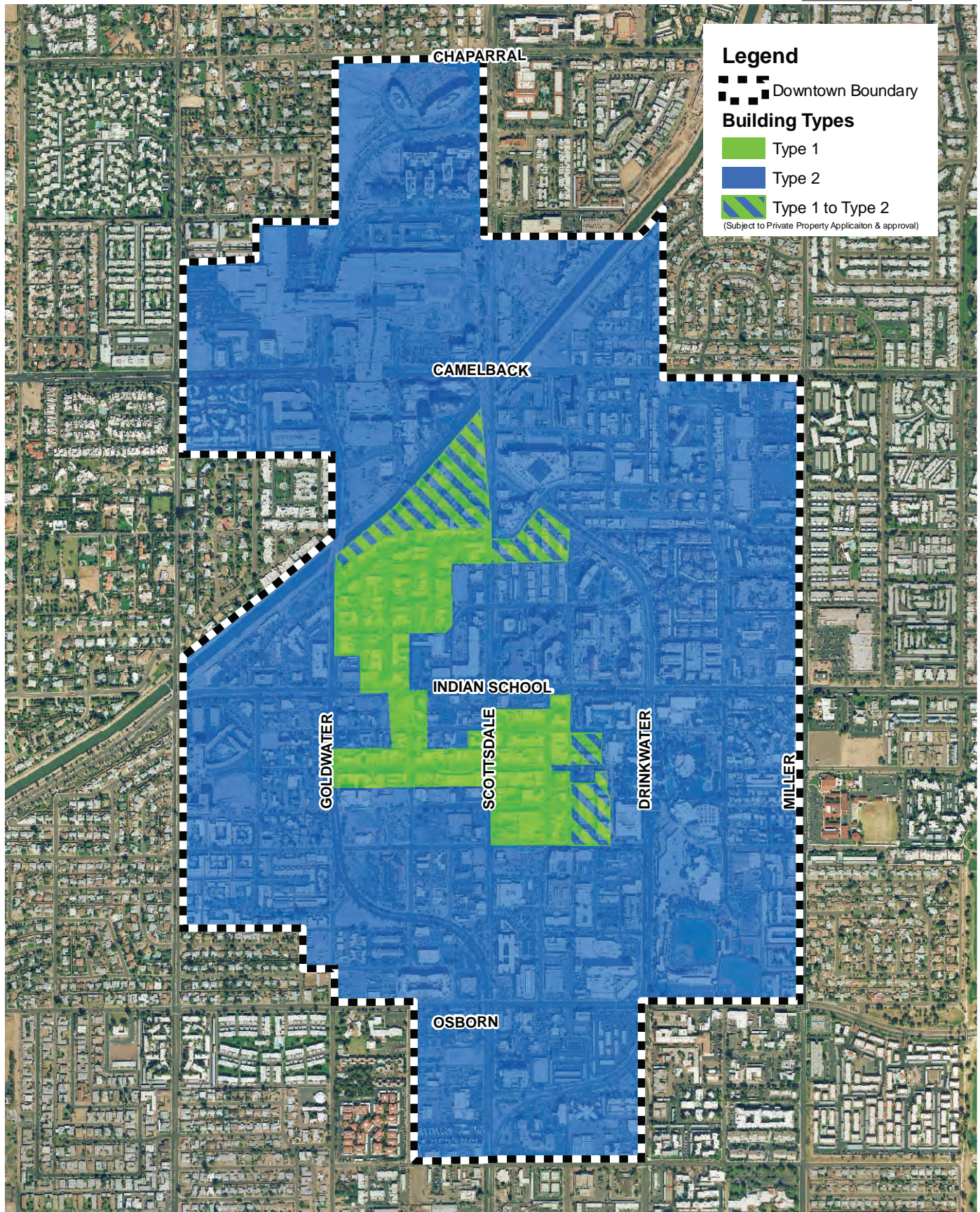
Downtown is divided into two general Development Areas:

TYPE 1 (COMPACT) DEVELOPMENT AREAS

TYPE 2 (INTERMEDIATE) DEVELOPMENT AREAS







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# Downtown Development Types

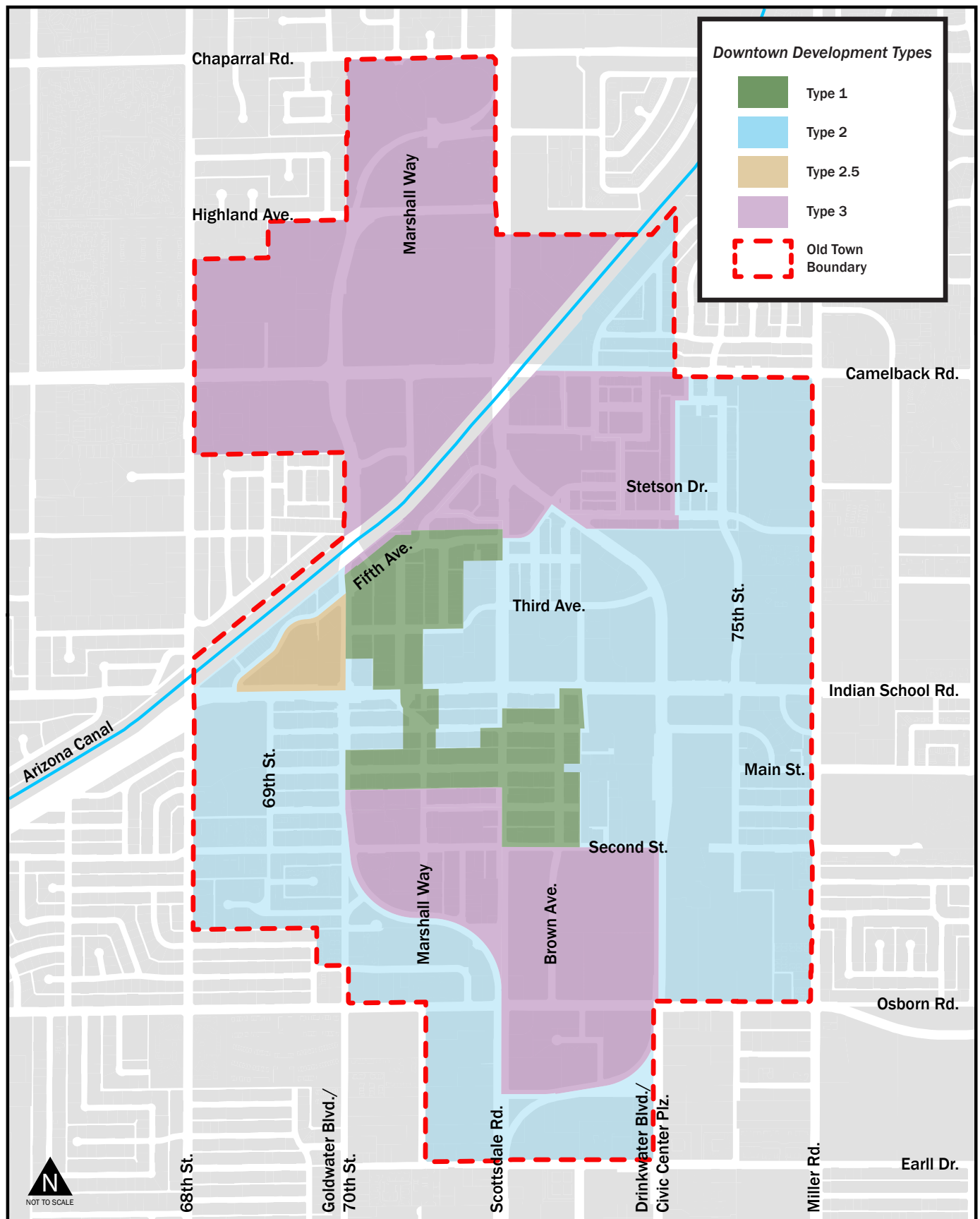


ATTACHMENT 3

## **ITEM WS01**

Old Town Scottsdale Character Area Plan  
(2018)





Notice: The following are maximum building heights associated with each Development Type: Type 1 may allow up to 40' or 48'; Type 2 may allow up to 90'; Type 2.5 may allow up to 120'; and, Type 3 may allow up to 150'. Maximum building heights are dependent on Development Type designation, location within the downtown, land area of proposed development, and bonus provisions outlined in the Zoning Ordinance, Sec. 6.1310. The Old Town Character Area Plan does not regulate development standards such as maximum allowed height. Development standards are regulated by the Scottsdale Zoning Ordinance.

ATTACHMENT 5

## **ITEM WS01**

Old Town Urban Design and Architectural  
Guidelines (2019)

ATTACHMENT 6

**ITEM WS01**

Downtown Infill Incentive Plan (2010)

## **ITEM WS01**

[Downtown, Downtown Overlay and PBD  
Districts Text Amendment \(6-TA-2009#2\)](#)

ATTACHMENT 8

**ITEM WS01**

Downtown, Downtown Overlay and PBD  
Districts Text Amendment (1-TA-2018)



# **Old Town Scottsdale Character Area Plan**

**Adam Yaron, Principal Planner & Brad Carr, AICP LEED AP, Planning Manager**

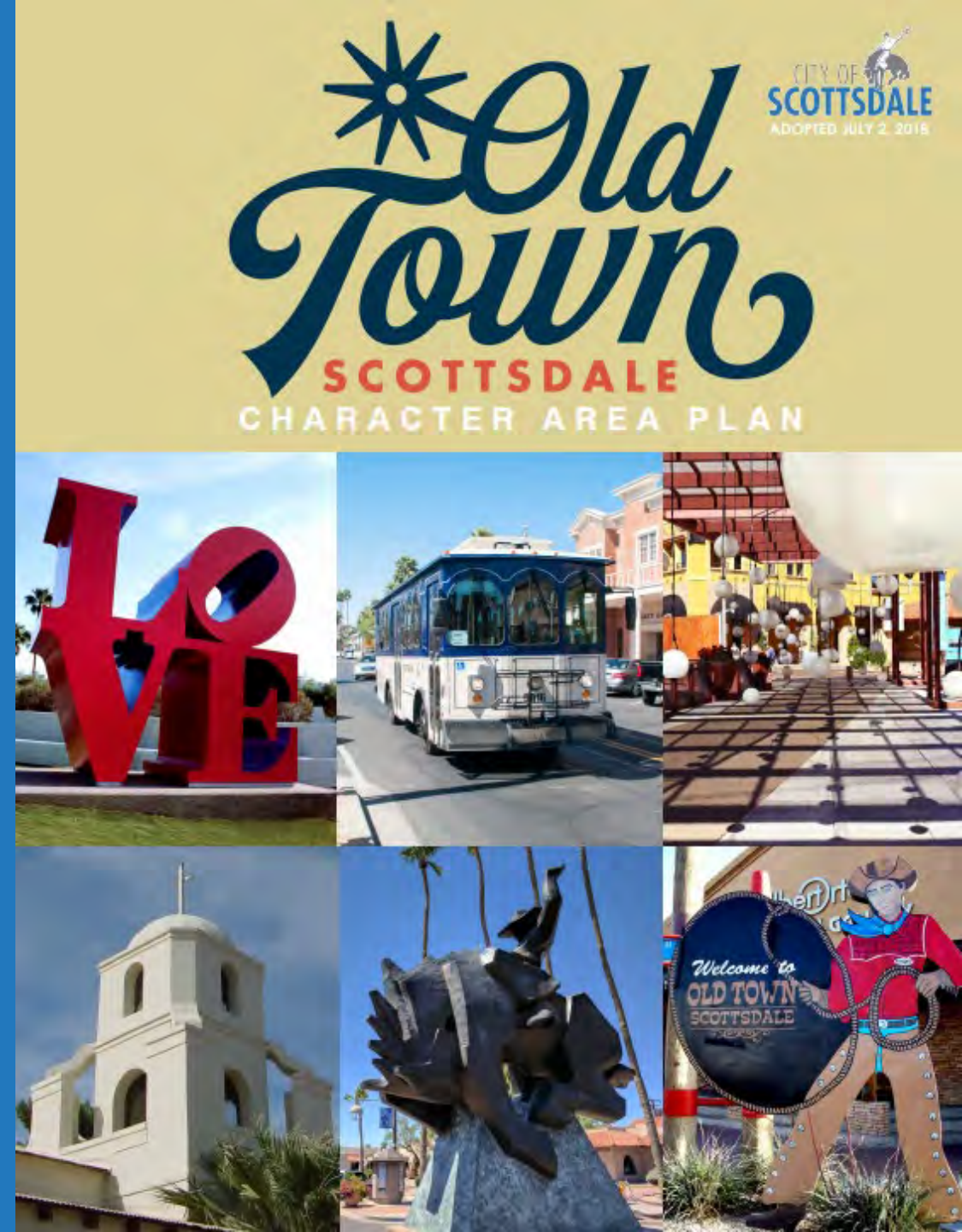
**City Council Work Study Session**

**June 22, 2021**

# City Council Request (5/4)

- Review and discuss the Old Town Character Area Plan, including:

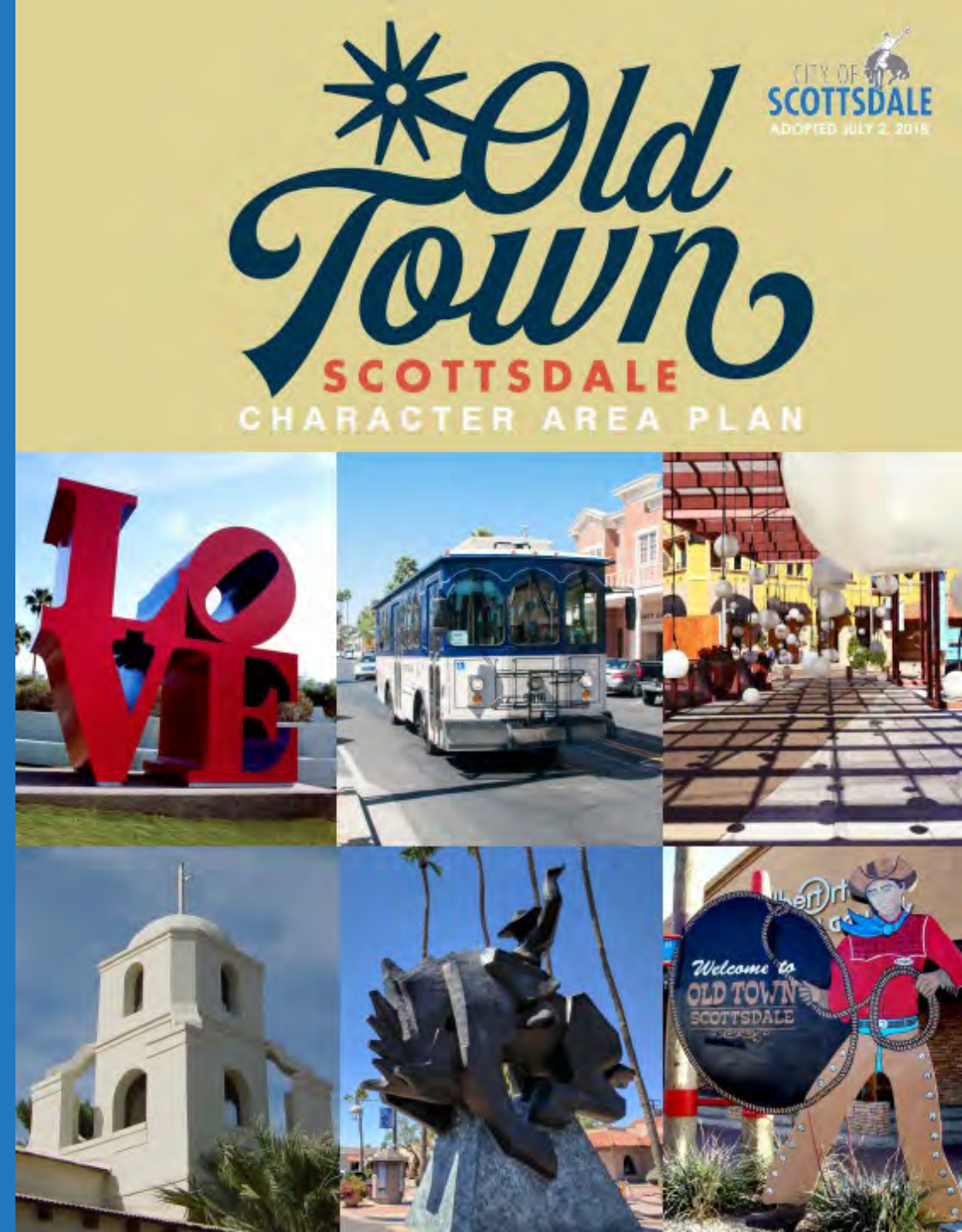
- Height
- Density
- Land Uses
- Buffering
- Traffic
- Infrastructure





# 2018 Old Town Character Plan

- Establishes vision/values
- Shapes physical form
- Consists of 5 Chapters:
  - Land Use
  - Character & Design
  - Mobility
  - Arts & Culture
  - Economic Vitality





# 1984 Downtown Plan

## Purpose of Plan

- Attract specific land uses
- Create Couplet for increased traffic
- Expect high quality design/Pedestrian focus

## Pattern of Development Types First Established

- Type 1 low scale development (doughnut hole)
- Type 2 medium to high-scale development (doughnut)

## Downtown (D) Zoning District First Established (1986)

- Public Improvements/Bonuses to attract land uses
  - Increased floor area ratio (FAR),
  - Increased Building Height
- Planned Block Development (PBD) – land assembly/revitalization



# 2009 Downtown Plan Update

## Purpose of Plan Update

- Bring 25-year-old plan up to date
- 1984 Plan projects implemented

## Pattern of Development Types

- Continued Type 1 and Type 2 – to guide development
- Type 2 Development expanded in certain areas

## Downtown (D) Zoning District Updated (2012)

- Ability to ask for 150' building heights
  - Downtown Regional
  - Medical Campus
- Ability to ask for 150' - precursor to the Type 3



# 2018 Old Town Character Plan

## Purpose of Plan

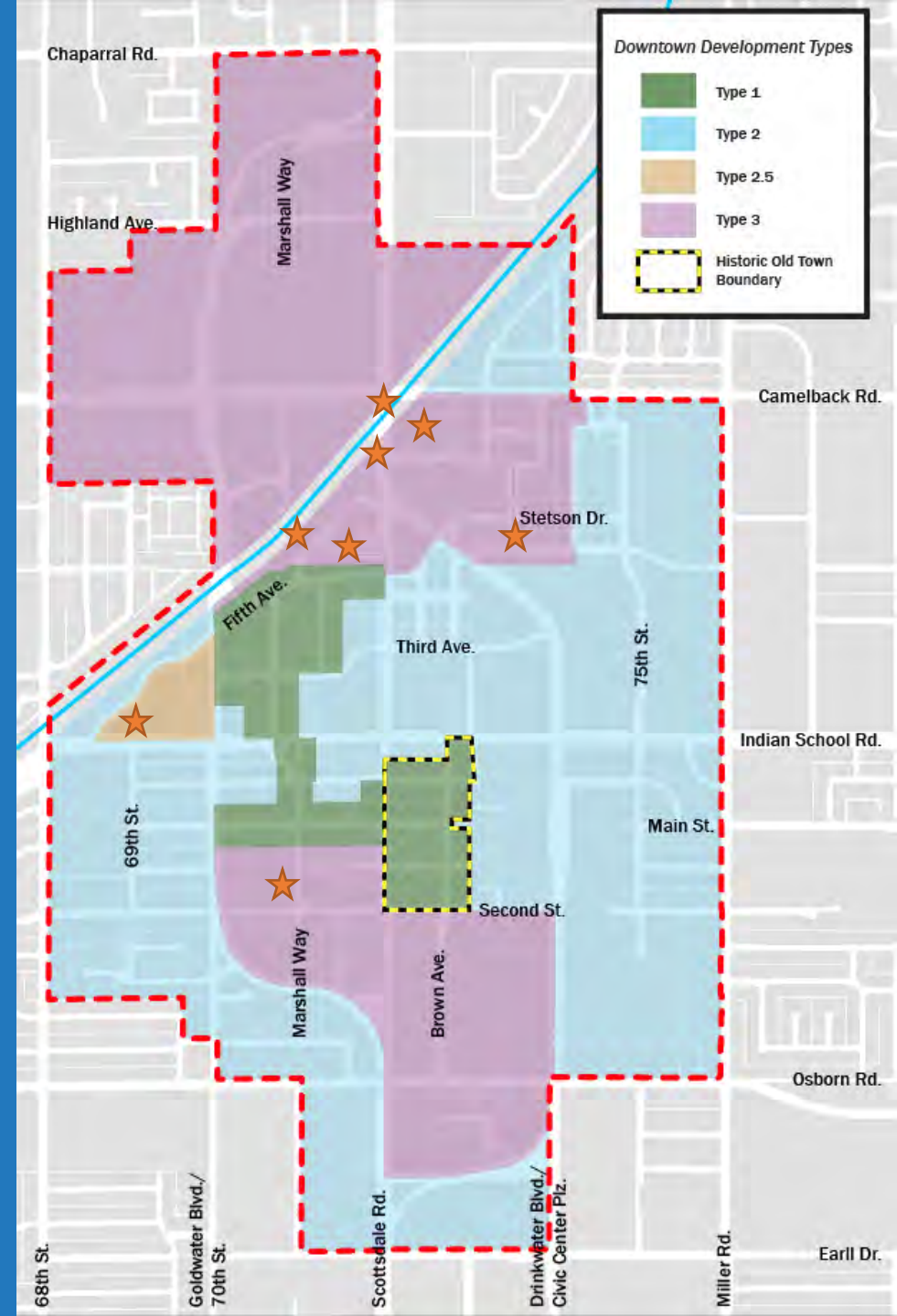
- Align with Tourism branding/marketing
- Implement Downtown 2.0 Tourism Study

## Pattern of Development Types

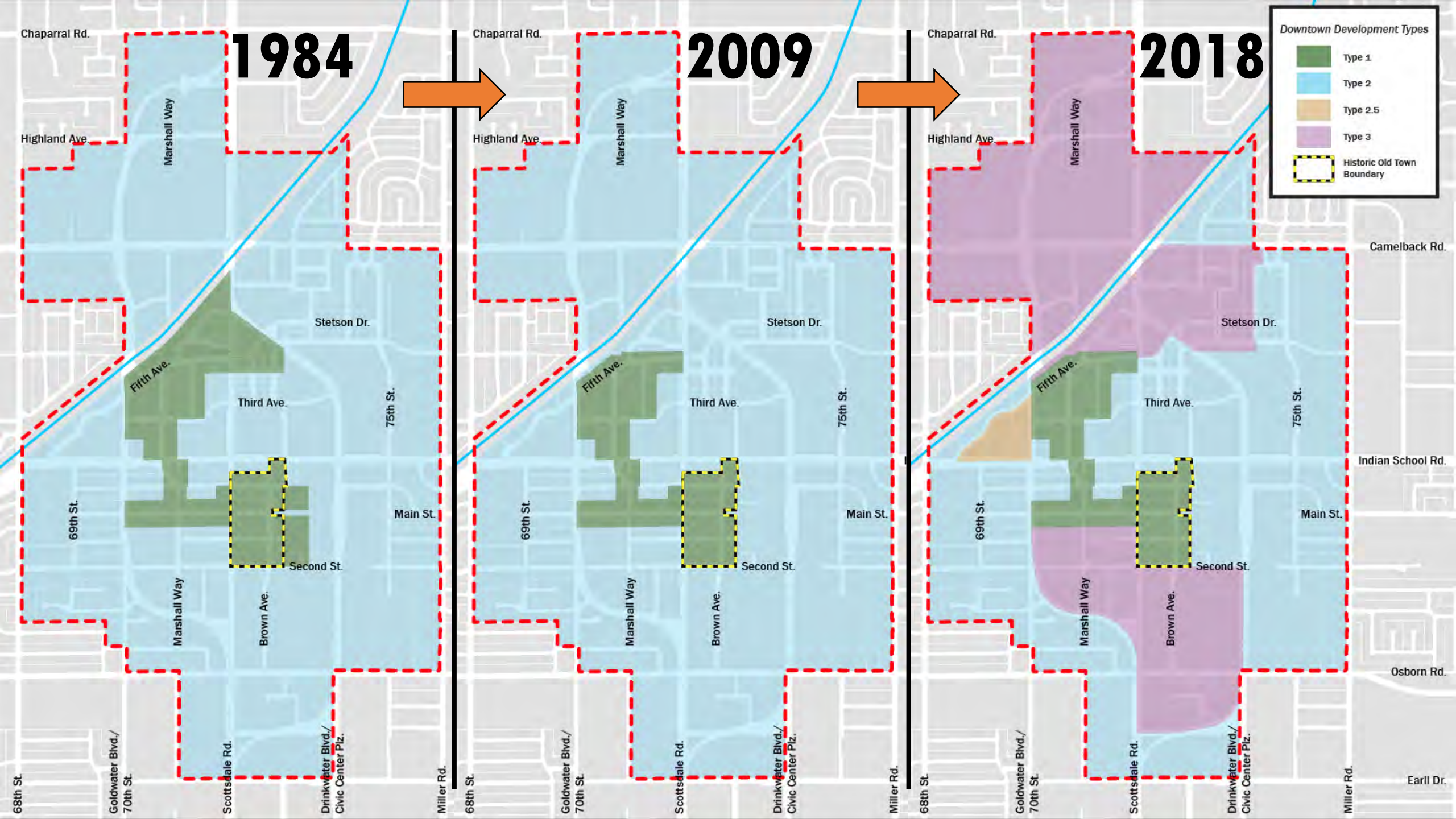
- Continued Type 1 + Type 2 Development
- Introduced Type 2.5 to support revitalization
- Acknowledged Medical/Regional areas as Type 3
- Expand Type 3 near public open spaces/key amenities ★

## Zoning Ordinance Update (D, DO and PBD Districts)

- International Green Construction Code (IGCC) - base requirement in PBD
- Consolidation of bonus development standards (height, FAR, and density)
- Minor updates to the Cultural Improvements Program
- Allowed ability to ask for 150' in Type 3/PBD in expanded areas









## Purpose

- Direction on character and design of development

## Objectives

- Protect unique character of the Downtown Core
- Promote continuity of character in Old districts
- Strengthen pedestrian character
- Interconnected downtown
- High quality, human-scale, downtown architecture
- Distinct landscape character
- Coherent and consistent street-spaces
- New designs compatible with the existing design
- Encourage property improvements, new development, and redevelopment

# Old Town

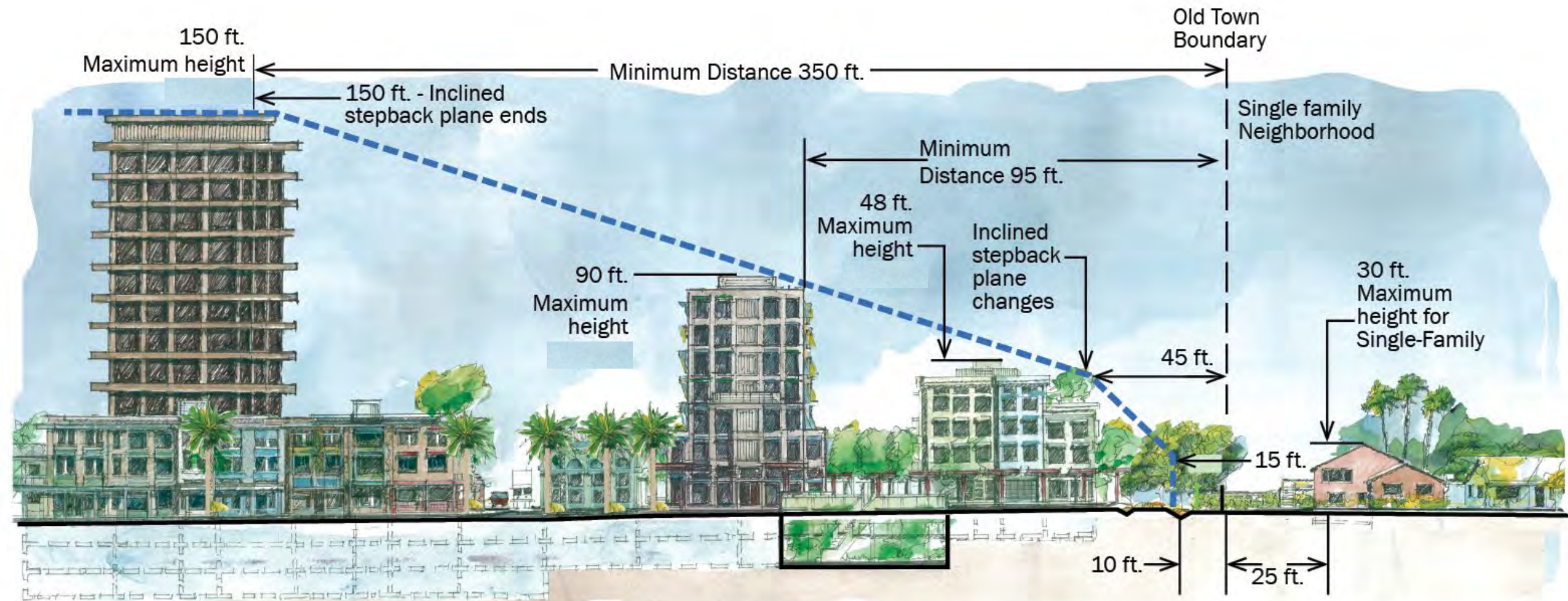
**SCOTTSDALE**  
**URBAN DESIGN &**  
**ARCHITECTURAL GUIDELINES**

CITY OF  
**SCOTTSDALE**  
Resolution No. 7  
Adopted May 2, 2019



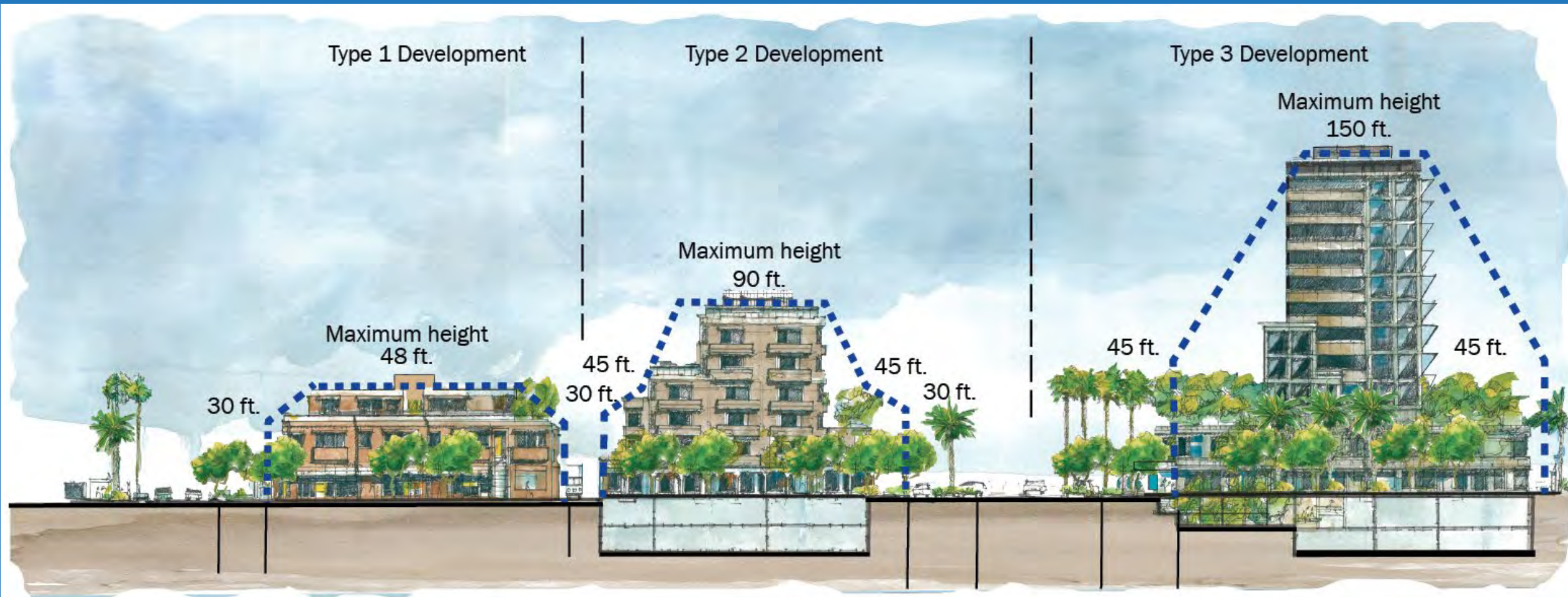


# Buffering adjacent to Neighborhoods at Downtown Boundary





# Transitions Between Development Types Through Building Design

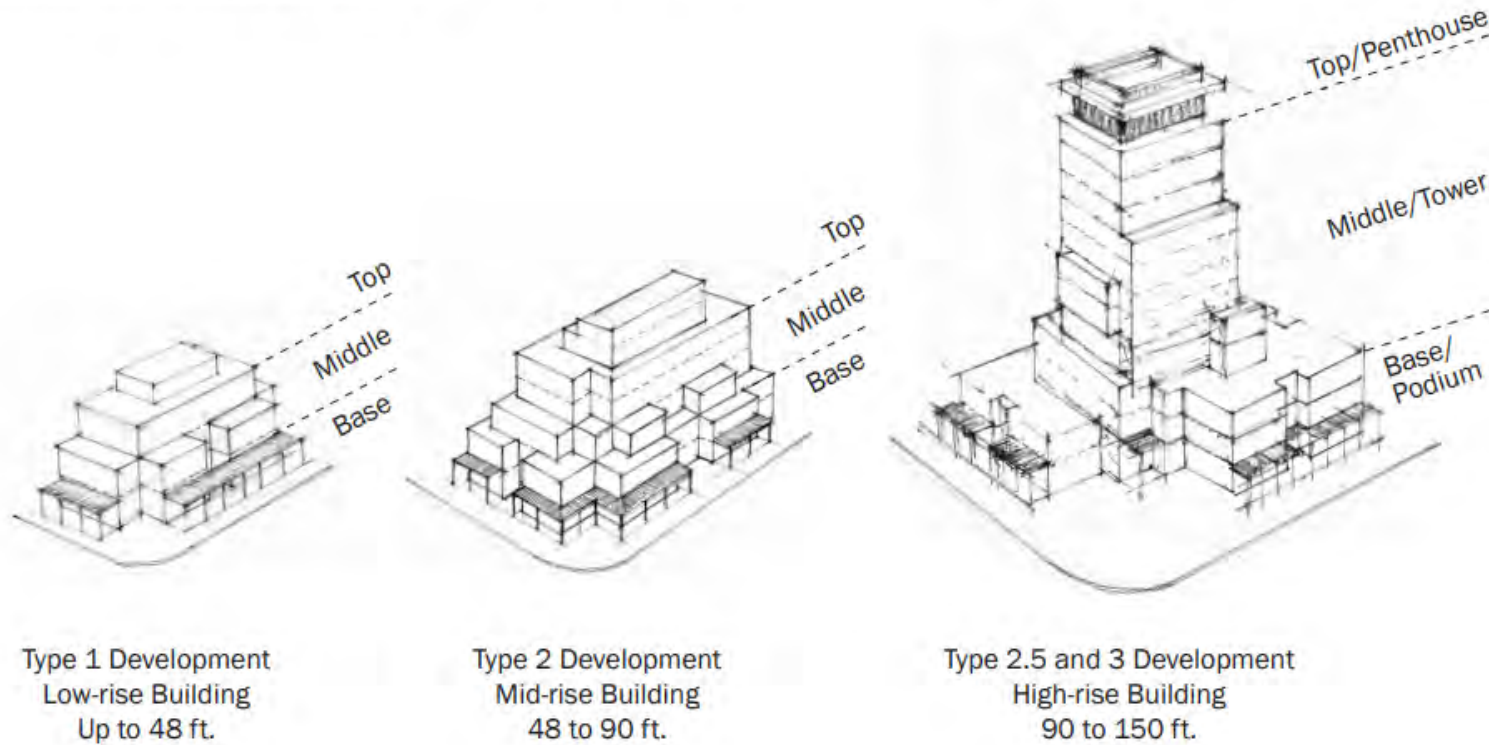


# Reducing Apparent Building Size + Mass for all Development Types

**Figure 14 - Old Town Development Types, Building Design**

(Refer to Section 5.3006 of the Scottsdale Zoning Ordinance)

Methods to visually reduce building size and mass include, but are not limited to, setbacks, stepbacks, architectural features, and horizontal subdivision.



**High-rise Building Example**



**Type 2.5 and 3 Development**

**Top/Penthouse**

The top, or penthouse, is the finishing element that defines the building from a distance. It is distinguished from the middle/tower section through stepbacks, enhanced material variation, and/or a unique articulation of building form.

**Middle/Tower**

The middle, or tower, is the main body of the building that gives the high-rise building its vertical orientation. Different uses will influence tower appearance and overall building identity. An obvious transition from the base is provided through stepbacks, articulation of wall patterns, shade elements, and/or balconies.

**Base/Podium**

The base, or podium, visually supports the tower and responds to the design of surrounding buildings and the pedestrian context. Incorporation of a ground-level arcade, frequent entrances, heavier materials, wainscot, and other base treatments all contribute to the appearance of the base anchoring the entire structure to the ground.



# Old Town Zoning

## Downtown (D) District



- Land use regulations/development standards to implement Plan
- Works with Urban Design & Architectural Guidelines

## Downtown Overlay (DO)

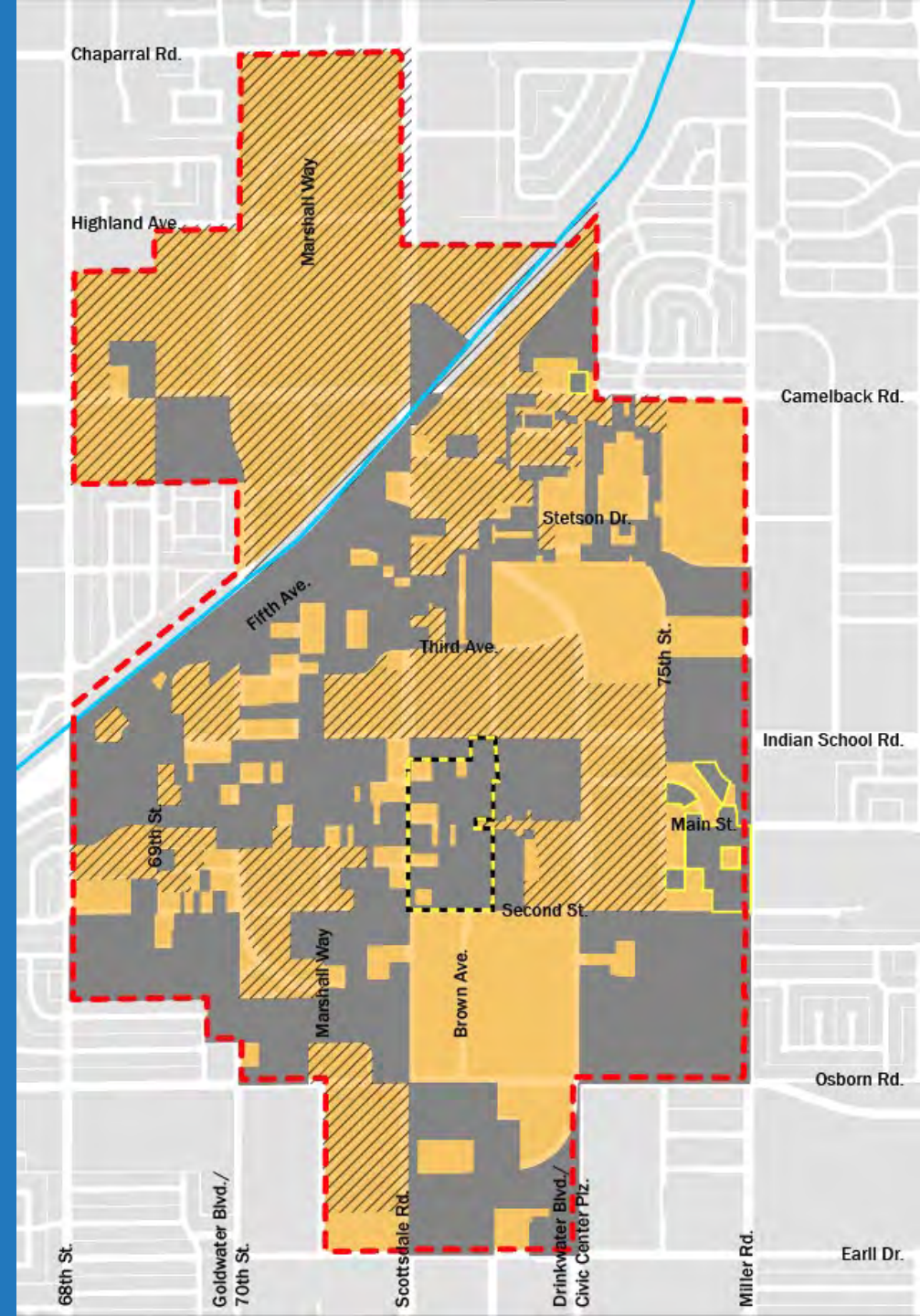


- Parking/FAR flexibility for smaller-parcel revitalization







## Planned Block Development Overlay (PBD) District

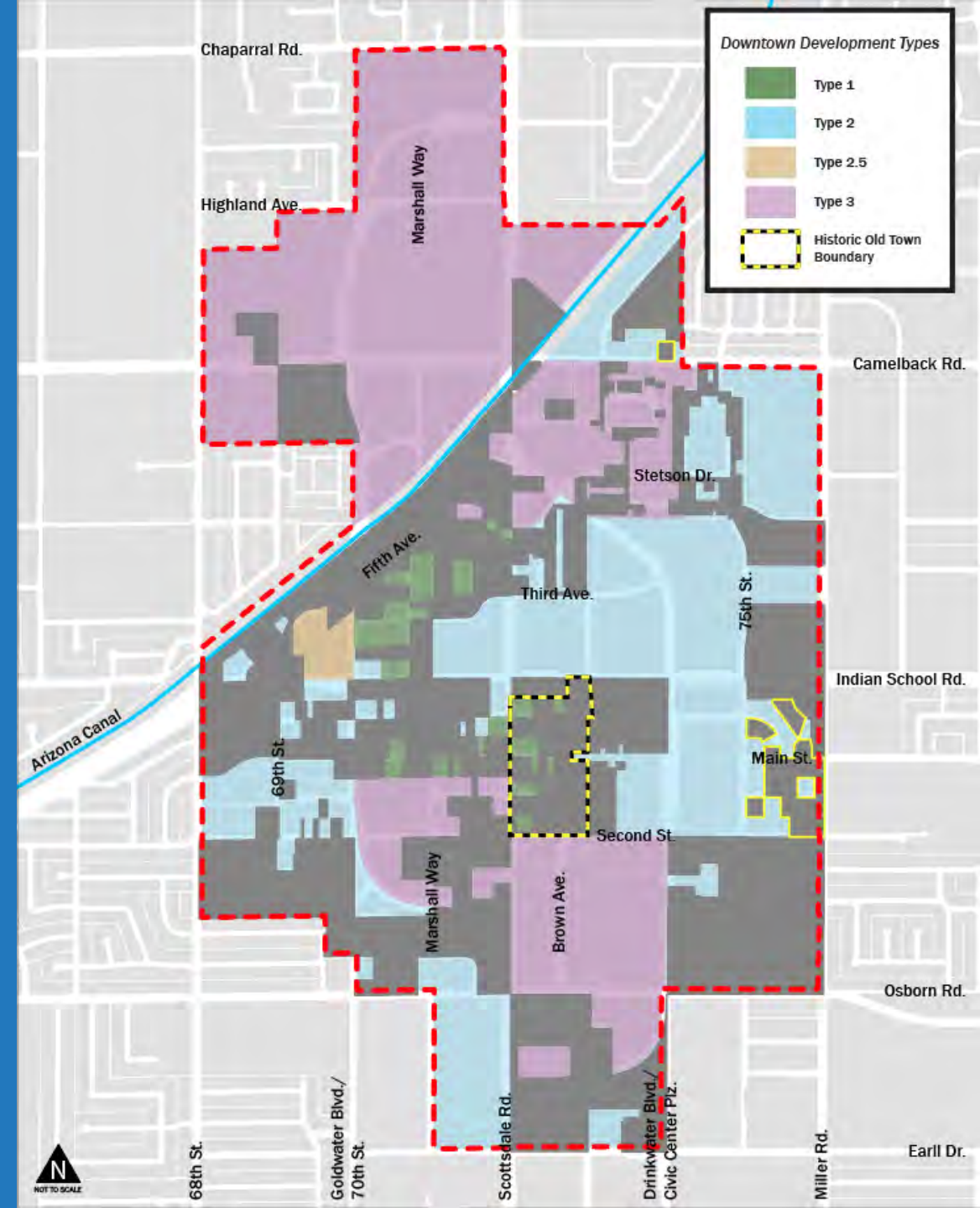


- Development flexibility to implement Plan
- Develop more public amenities
- Add land uses that promotes downtown as a 24-hour community
- PBD - applicable only to property zoned Downtown (D) District and a minimum 20,000 square foot size



# Base Maximum Heights

		<i>Base Maximum</i>	<i>Bonus Available</i>
	Downtown	36'	
	Overlay	26' for S-R Properties	No
	Type 1	40' in Historic Old Town 48' in all other Type 1	No
	Type 2	66'	Yes
	Type 2.5	66'	Yes
	Type 3	84'	Yes





# Old Town Bonus Provisions

## Downtown (D) District\*




- No height bonus provisions applicable

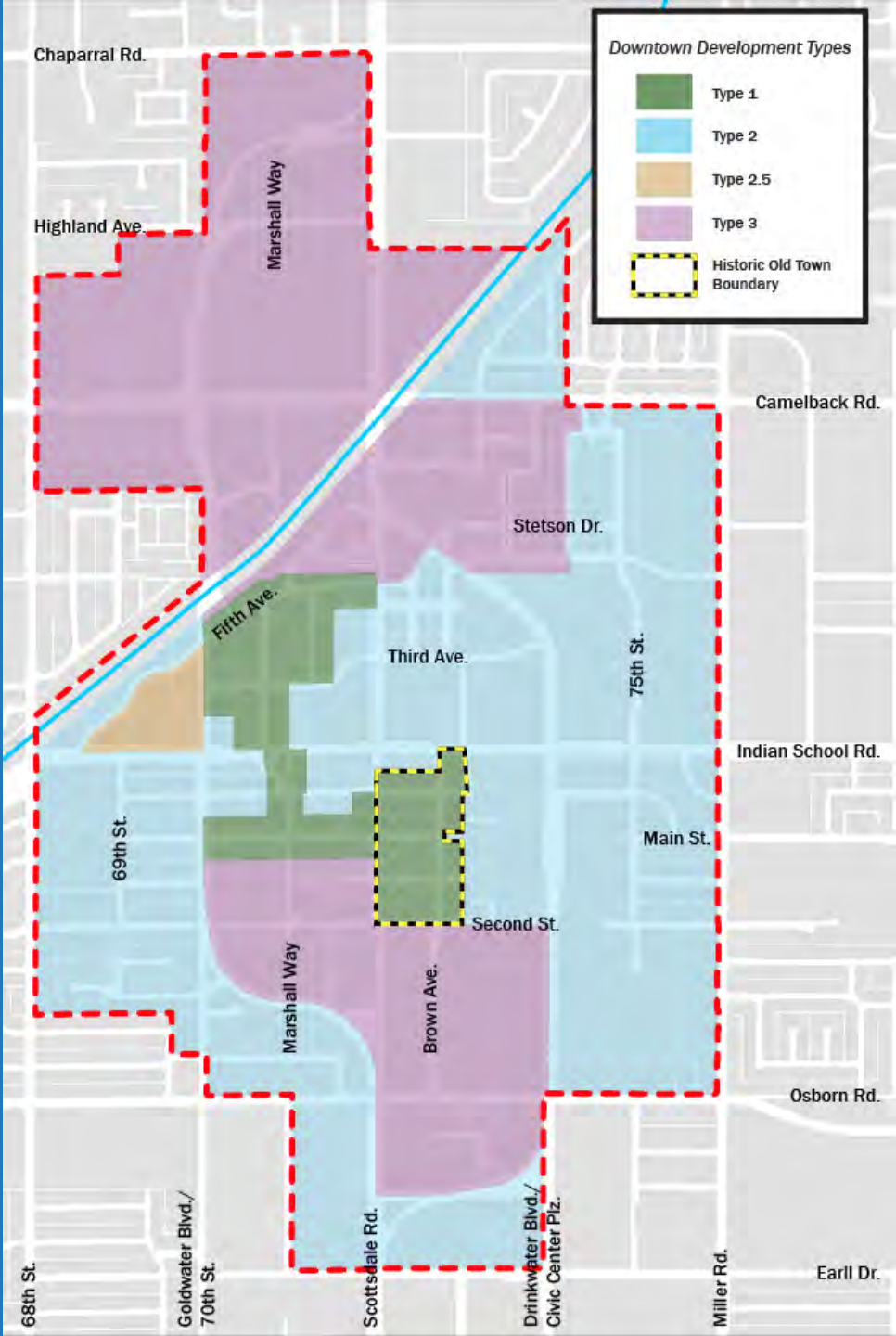
## Downtown Overlay (DO) \*

- No height bonus provisions applicable

## Planned Block Development Overlay (PBD) District

- Subject to City Council Approval, bonus height provisions for PBD properties that provide special public benefits, public art, and meet International Green Construction Code (IGCC)

Gross Lot Area to be <u>equal to or greater than</u> :				
		20,000 to 100,000 square feet	100,000 to 200,000 square feet	200,000 square feet or more
	Type 2	78'	90'	90'
	Type 2.5	78'	90'	120'
	Type 3	90'	120'	150'



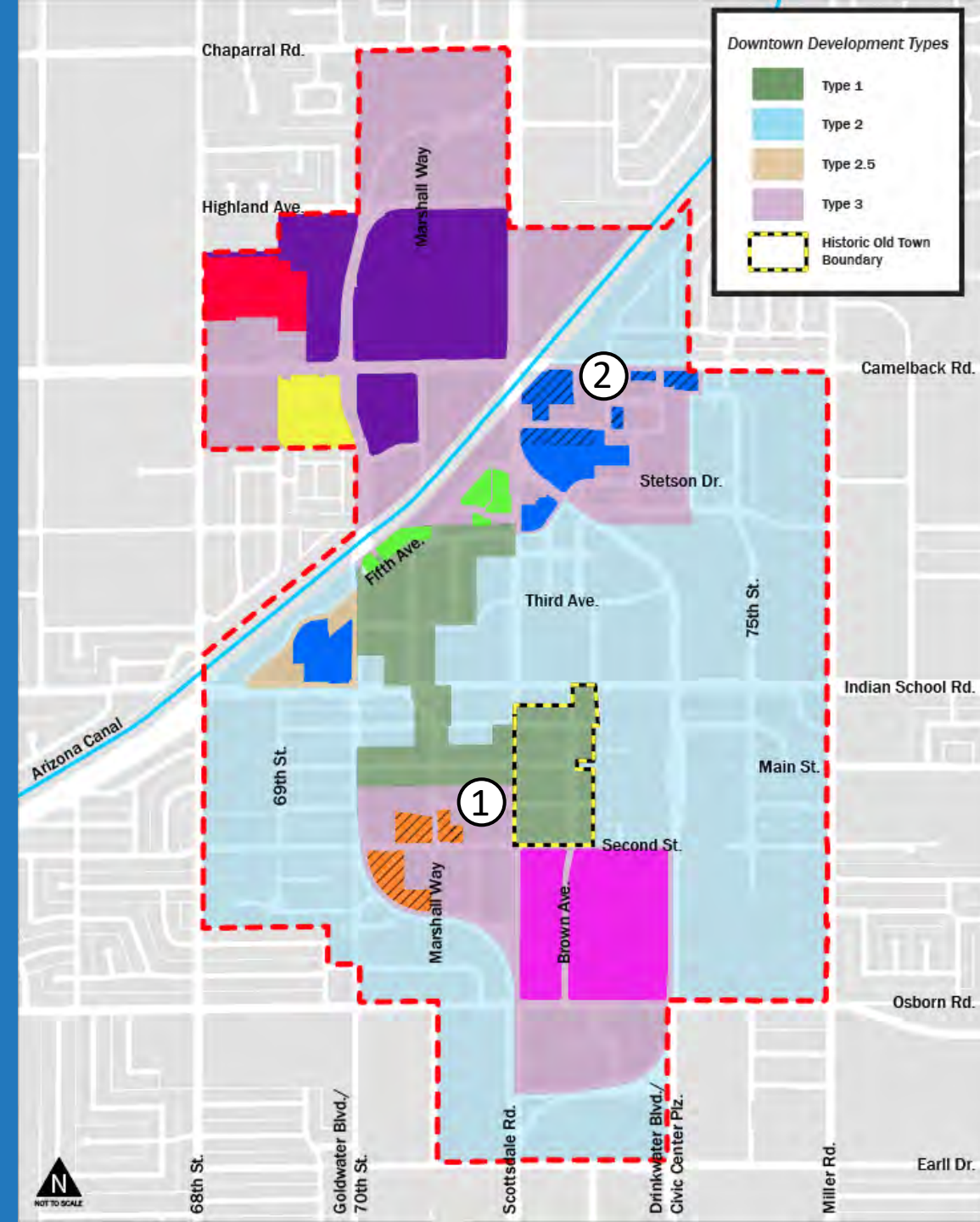
# Old Town Land Ownership

## Land Ownership Composition

- PBD gross lot area requirements
- Not every property in Type 3 can ask for 150' – need minimum lot sizes
- Reflects current point in time ownership
- Displays existing ownership patterns that allow the ability to request the maximum bonus allowances for PBD District (90', 120', 150')
  - Land Ownership = 200,000 square feet or more

## Since 2018

- 2 projects approved with PBD District and maximum bonus provisions
  - ① • Museum Square
  - ② • The Collection





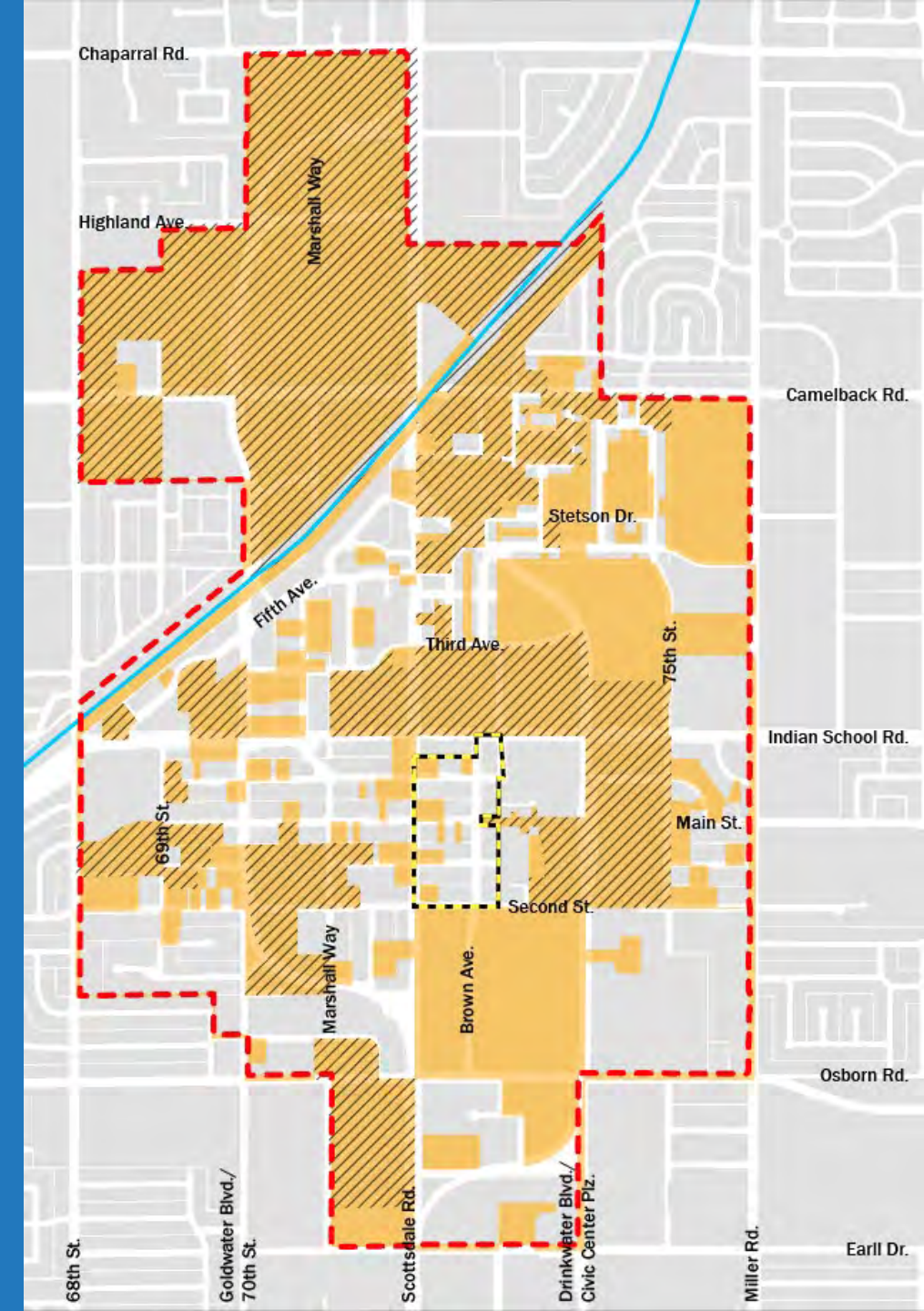
# Bonus Standard Requirements

## Planned Block Development Overlay (PBD) District

- Special public improvements/public benefits allow development bonus standards consideration:
  - Major Infrastructure Improvements
  - Public Parking Areas
  - Public Open Spaces (Minimum 18,000 Square Feet)
  - Cultural Improvements Program Contribution
  - Enhanced Transit Amenities
  - Pedestrian Amenities
  - Workforce Housing
  - Uncategorized improvements and/or other community benefits
    - Subject to City Council Approval
- Contribution Costs for Bonus Development Standards are outlined in Section 7.1200 of the City's Zoning Ordinance.

## 2021 Bonus Rates

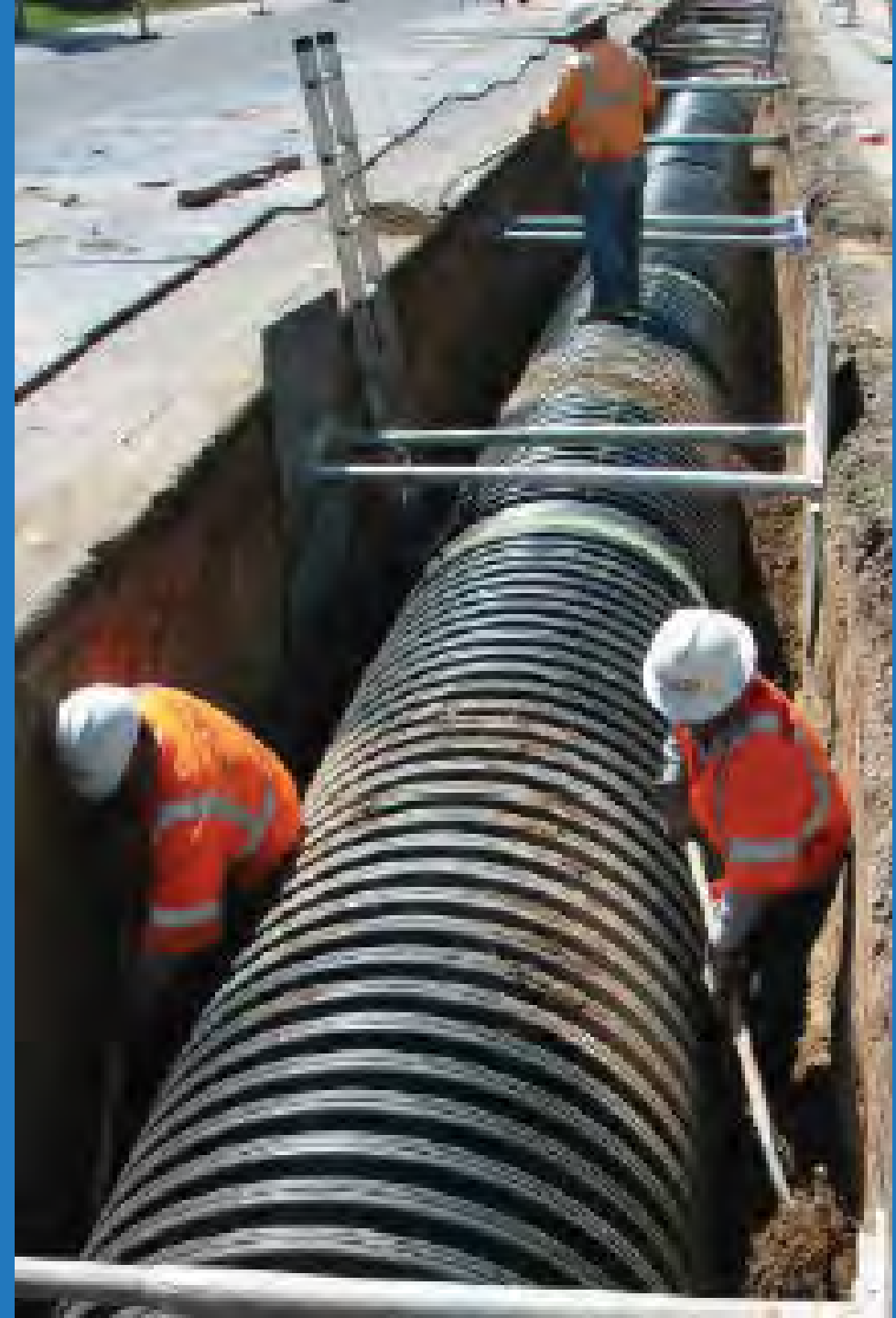
FAR (Per Sq ft)	Height (Per foot)	Density (Per unit)
\$13.17	\$13,168	\$13,168



# Old Town Infrastructure

## Development Proposals

- Staff reviews impacts on existing or future city infrastructure:
  - Transportation
  - Water/Sewer
  - Stormwater
- City engineering staff analyze potential impacts on these infrastructure systems based upon applicant-submitted, design reports
  - Traffic Impact Model Assessments - transportation
  - Basis of Design Reports - water/sewer analysis
  - Stormwater Studies
  - Assessment of current conditions + future demands
- If impacts identified:
  - required to be addressed
  - construction of new/additional infrastructure or
  - upgrading of existing infrastructure by the project developer





# Old Town Modeling

## Methodology

- Google Earth to show development in context
- Models depict:
  - Buildings not displayed within Google Earth
  - Entitled properties yet to be built
    - White = DRB Approved
    - Gray = Zoning Approved
  - Buildings modeled per zoning standards + case approvals
  - View models at elevated level due to distortion at ground level in Google Earth

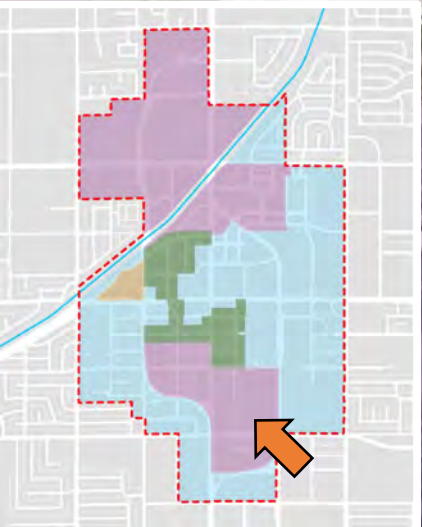






83'  
HonorHealth

98'  
HonorHealth  
Tower



N. Drinkwater Blvd

E. Osborn Rd





**150'**  
AmTrust  
Bank

**150'**  
Scottsdale  
Waterfront

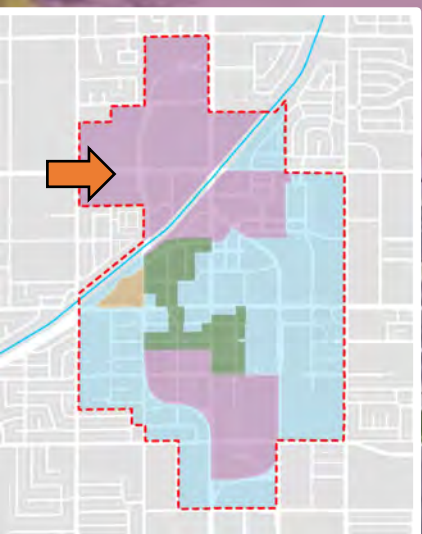
**129'**  
Optima  
Sonoran Village

Fashion  
Square

Fashion  
Square

E. Camelback Rd

N. 68th St







150'  
AmTrust  
Bank

129'  
Optima  
Sonoran Village

65'  
Optima  
Sonoran Village

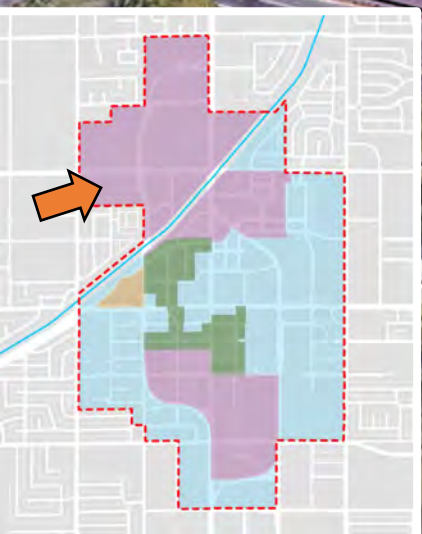
150'  
Scottsdale  
Waterfront

35'  
Optima  
Sonoran Village

Fashion  
Square

E. Camelback Rd

N. 68th St





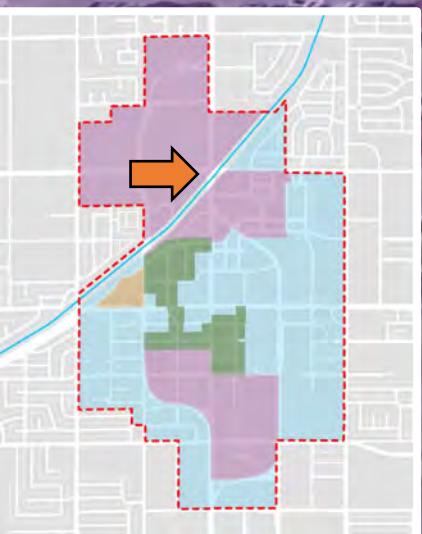
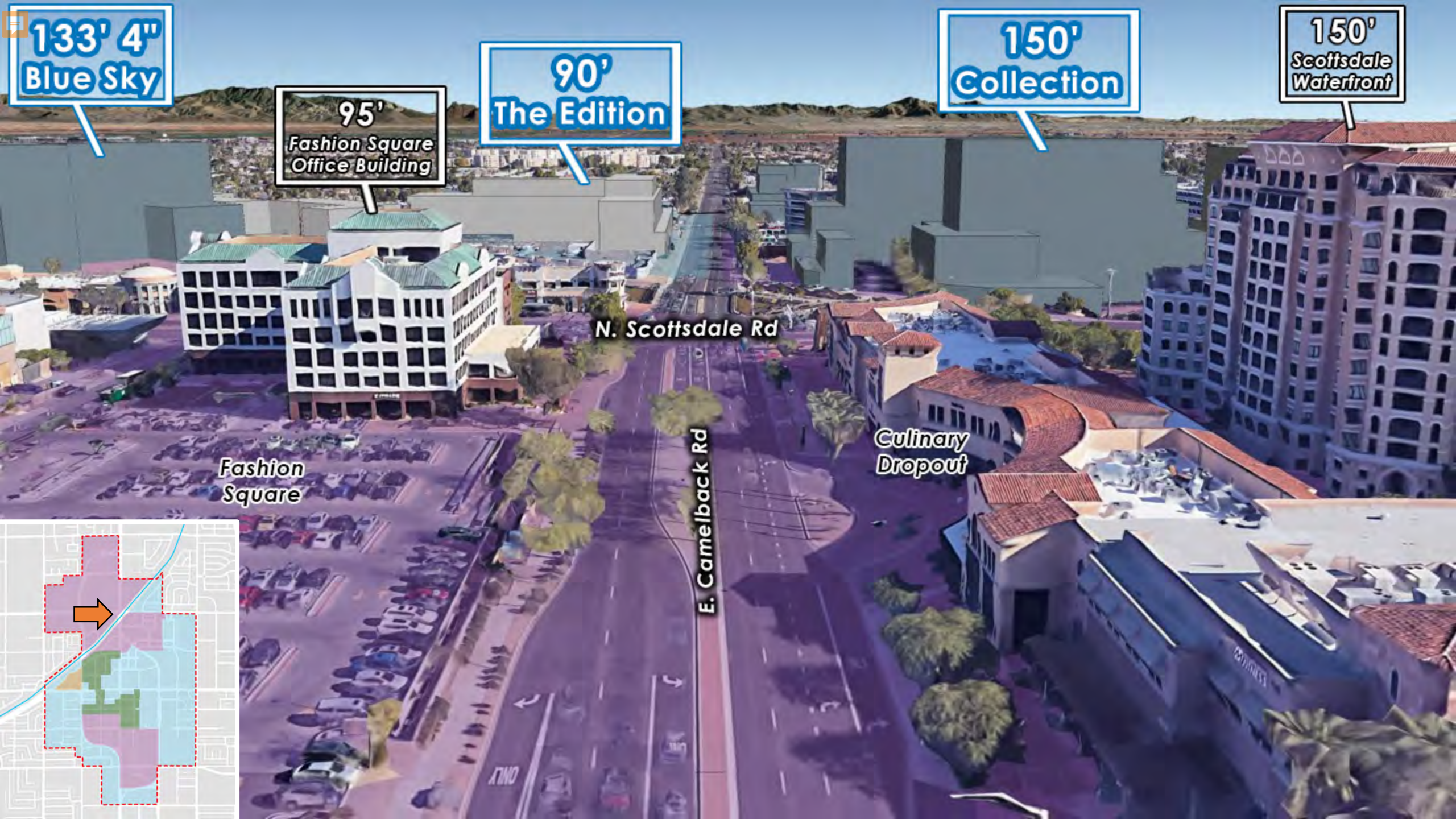
133' 4"  
Blue Sky

95'  
Fashion Square  
Office Building

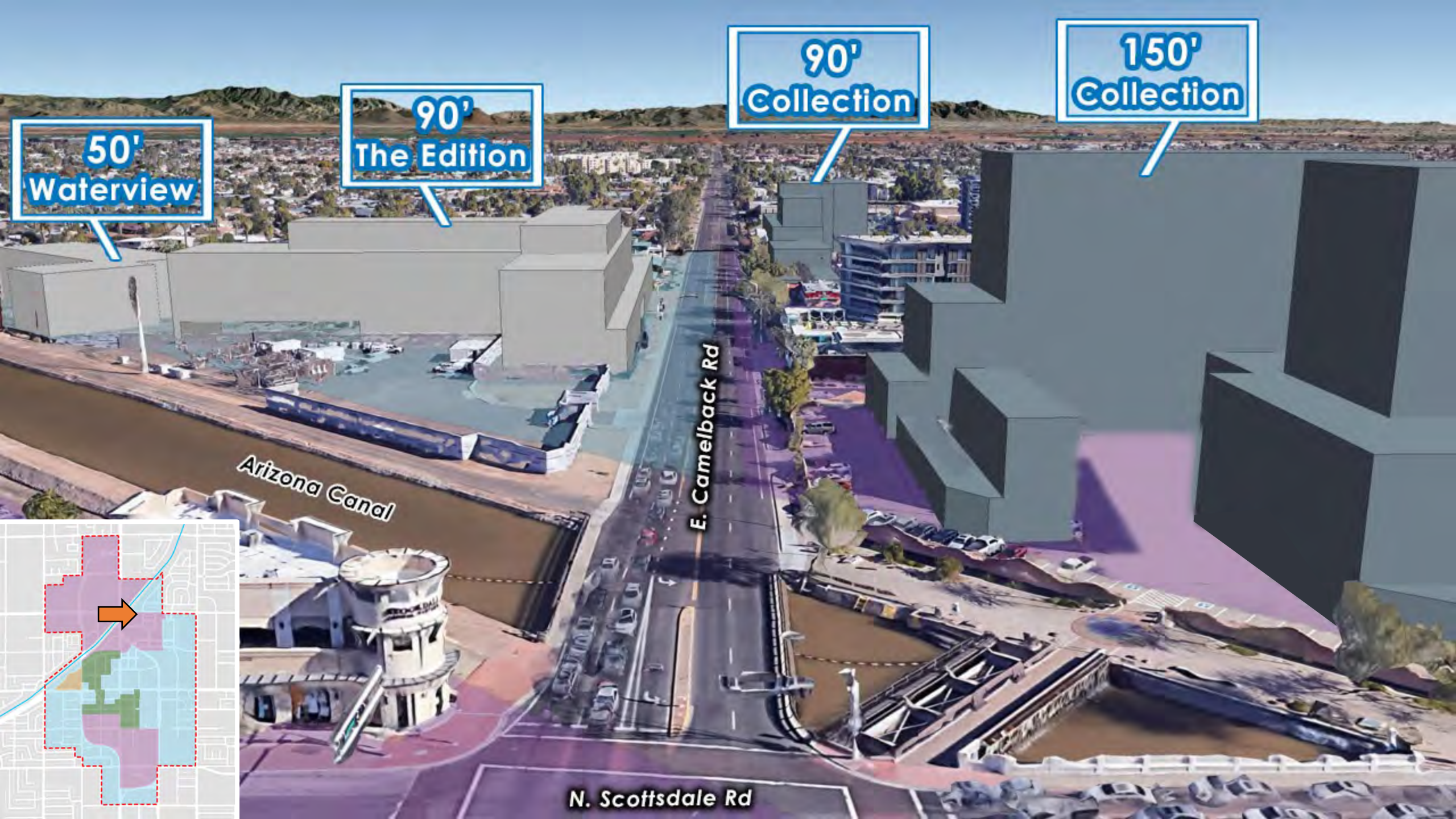
90'  
The Edition

150'  
Collection

150'  
Scottsdale  
Waterfront







50'  
Waterview

90'  
The Edition

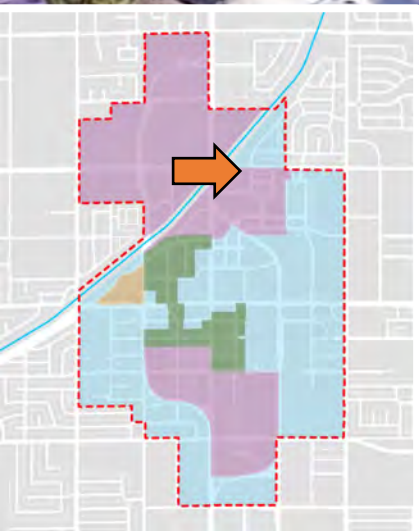
90'  
Collection

150'  
Collection

Arizona Canal

E. Camelback Rd

N. Scottsdale Rd







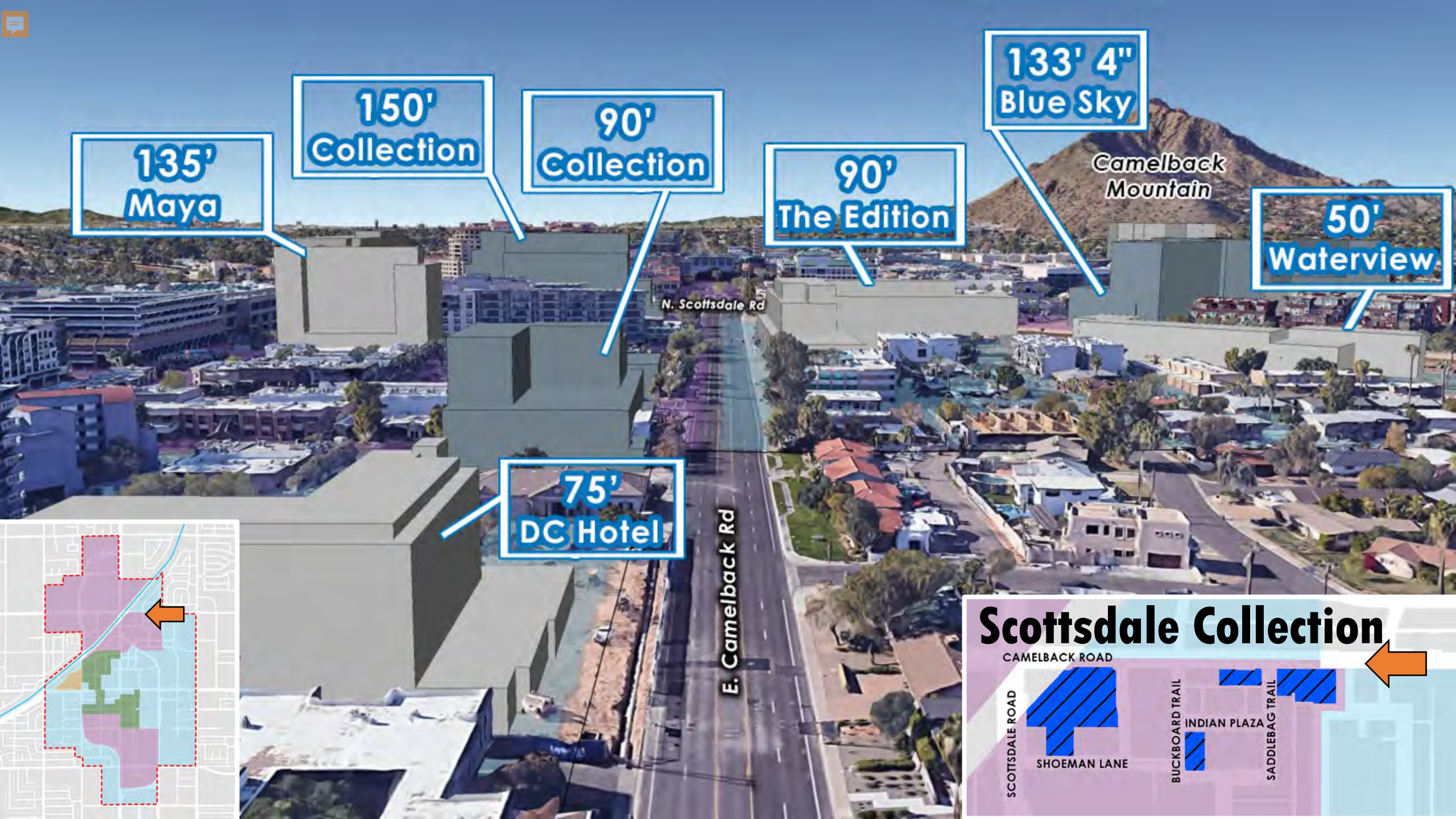
The Edition Hotel  
DRB Approved



The Collection – City Center

Graphic Depiction for Zoning Approval, Not DRB Approved





135'  
Maya

150'  
Collection

90'  
Collection

90'  
The Edition

133' 4"  
Blue Sky

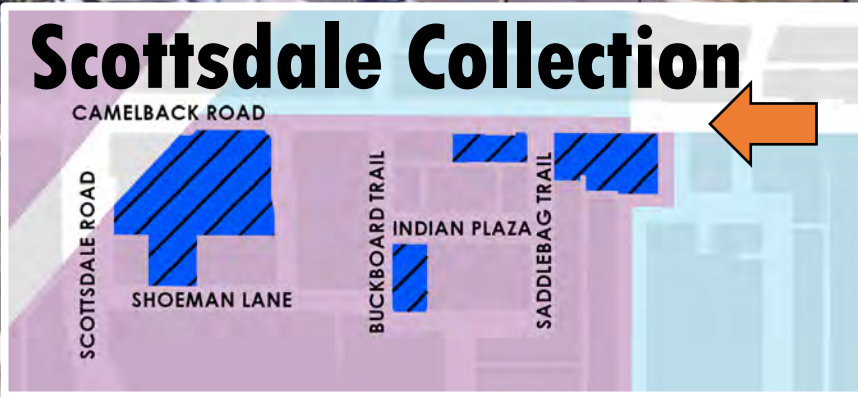
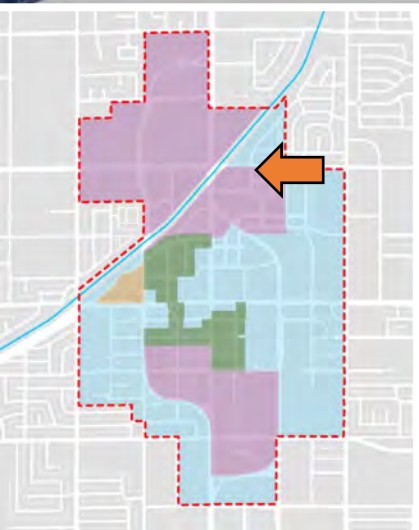
50'  
Waterview

75'  
DC Hotel

N. Scottsdale Rd

E. Camelback Rd

Camelback  
Mountain







DC Hotel  
DRB Approved





Maya Hotel  
DRB Approved





75'  
Gramercy

133' 4"  
Blue Sky

150'  
Scottsdale  
Waterfront

E. Camelback Rd

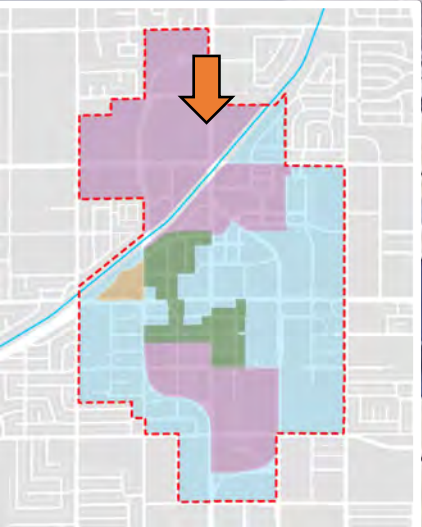
N. Scottsdale Rd

Fashion  
Square

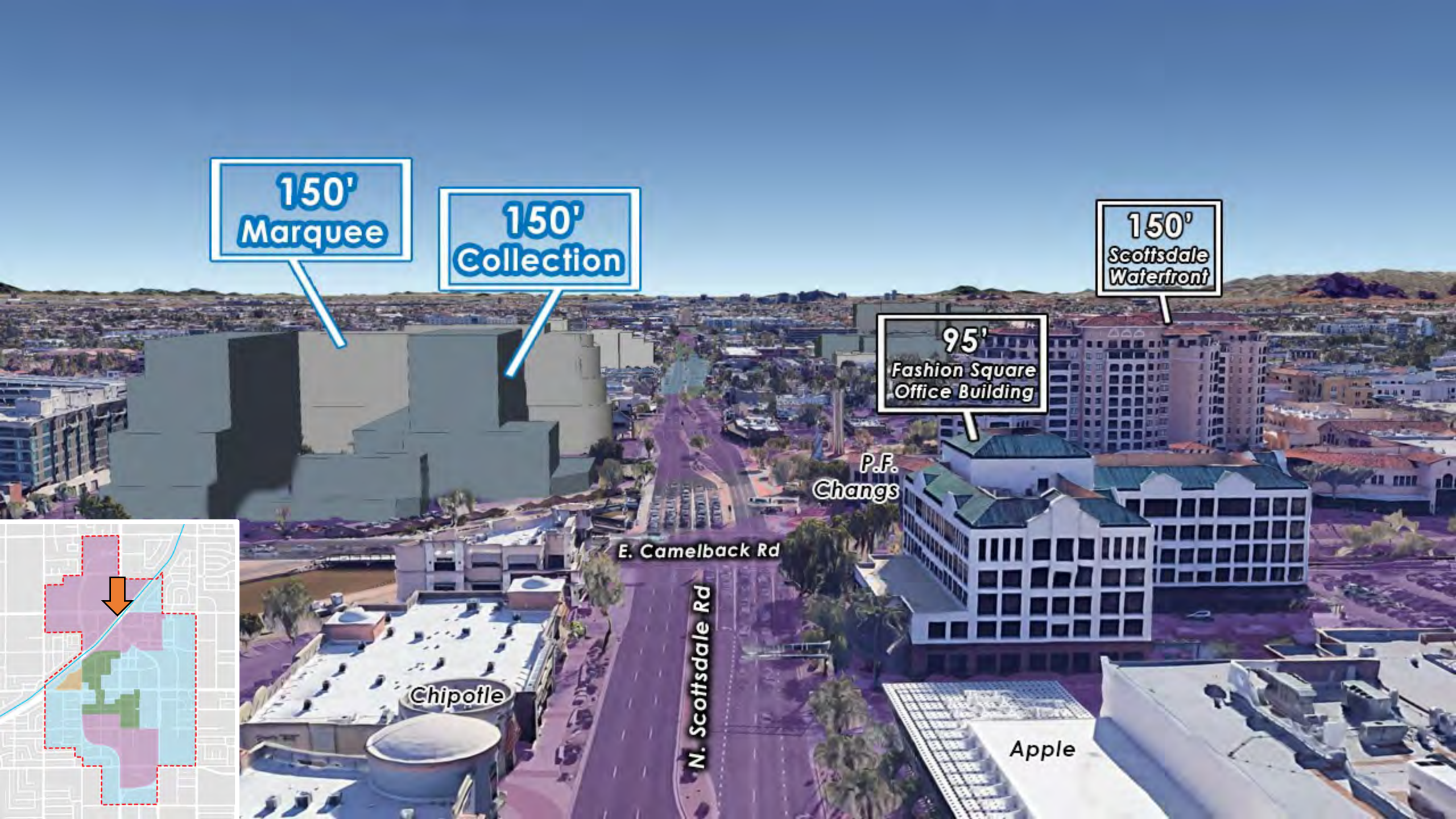
Mercedes-Benz  
of Scottsdale

65'  
Camelview  
Optima

E. Highland Ave







**150'**  
**Marquee**

**150'**  
**Collection**

**150'**  
**Scottsdale**  
**Waterfront**

**95'**  
**Fashion Square**  
**Office Building**

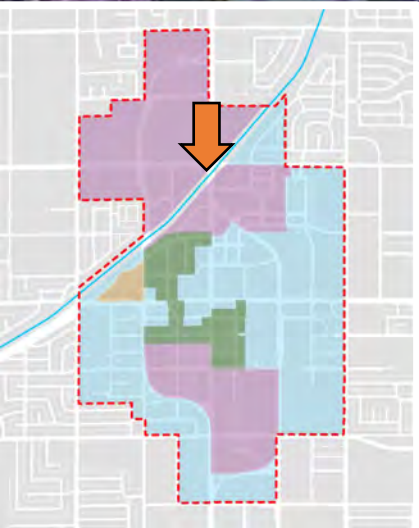
**P.F.**  
**Changs**

**E. Camelback Rd**

**N. Scottsdale Rd**

**Chipotle**

**Apple**







**150'**  
**Collection**

**150'**  
**Marquee**

**150'**  
**Scottsdale Waterfront**

**E. Stetson Dr /  
N. Drinkwater Blvd**

**N. Scottsdale Rd**

**P.F.  
Changs**

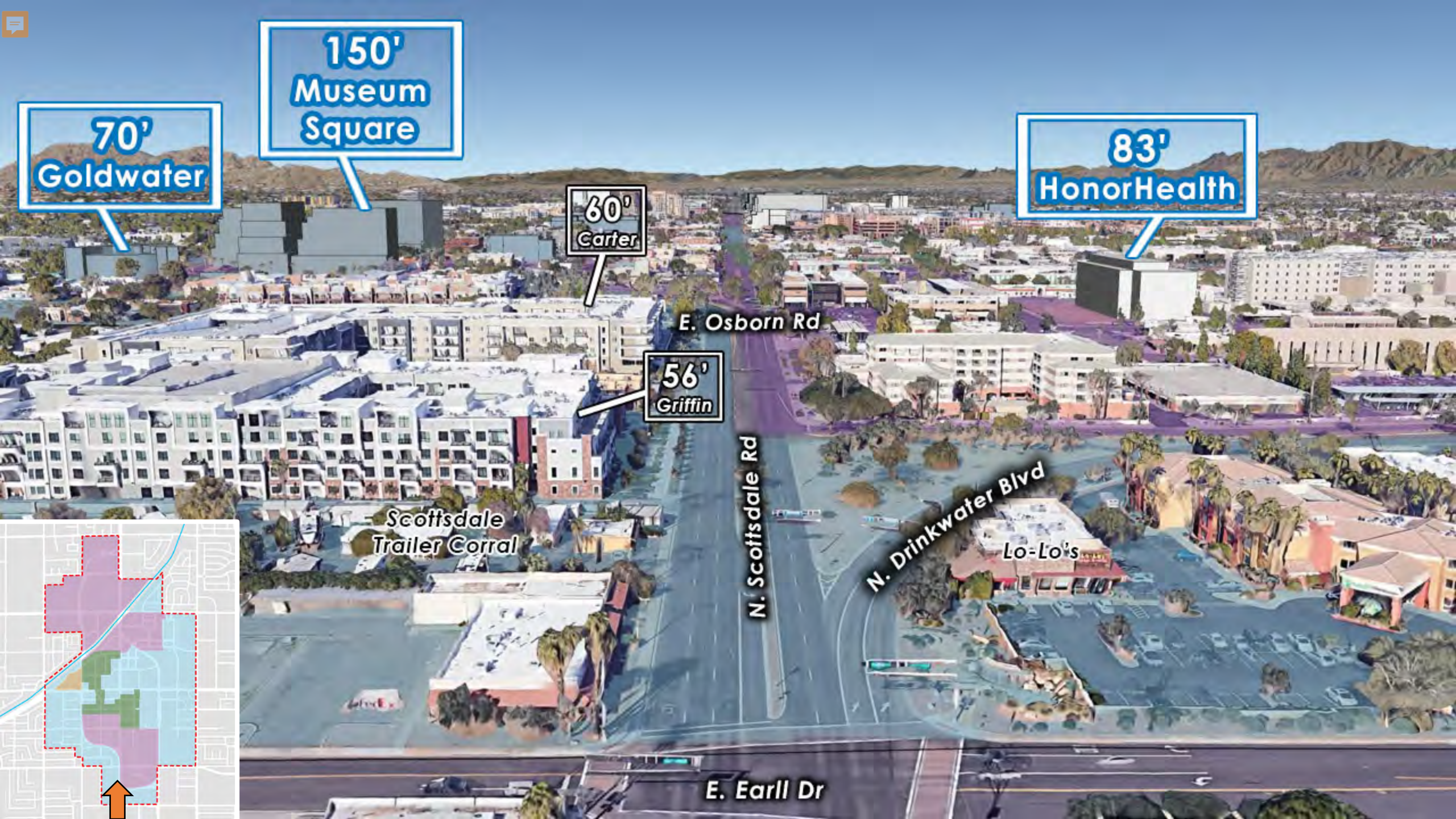
**E. Camelback Rd**





The Marquee  
DRB Approved





70'  
Goldwater

150'  
Museum  
Square

60'  
Carter

56'  
Griffin

83'  
HonorHealth

E. Osborn Rd

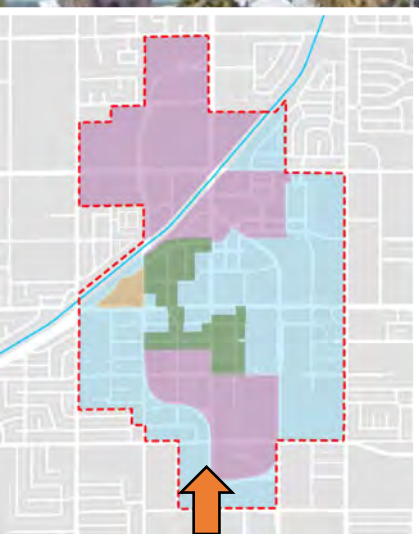
Scottsdale  
Trailer Corral

Lo-Lo's

N. Scottsdale Rd

N. Drinkwater Blvd

E. Earll Dr









150'  
Museum  
Square

75'  
Museum  
Square

76'  
Kimsey

150'  
Marquee

N. Bishop Ln

N. Goldwater Blvd

Goldwater  
Brewing Co.

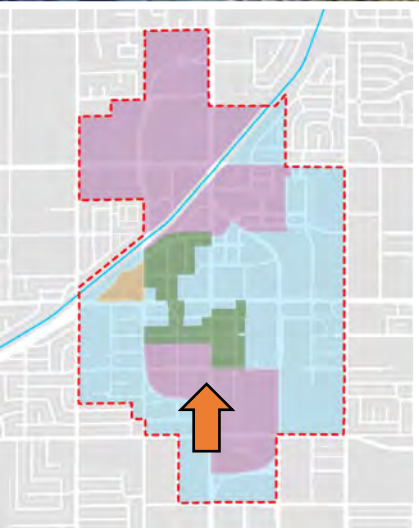
N. Scottsdale Rd

Brown Ave  
Garage

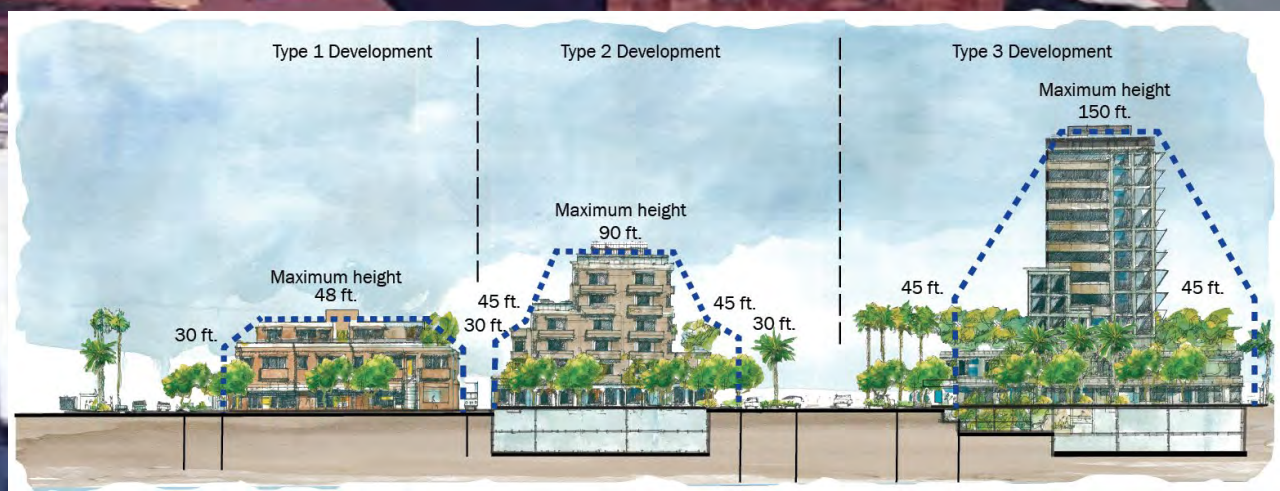
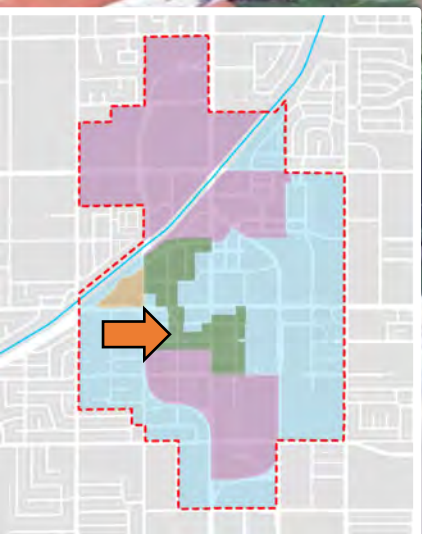
N. Brown Ave

Walgreens

E. Osborn Rd











**48'**  
**Main St.**  
**Mixed Use**

Bicycle  
Haus

Museum  
of the West

Gateway at  
Main St Condos

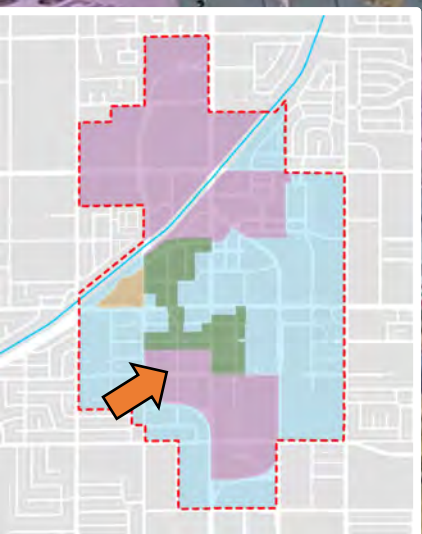
**60'**  
**Loloma**  
**Mixed-Use**  
**Scenario**

**60'**  
**Loloma**  
**Mixed-Use**  
**Scenario**

**60'**  
**Loloma**  
**Mixed-Use**  
**Scenario**

E. 2nd St

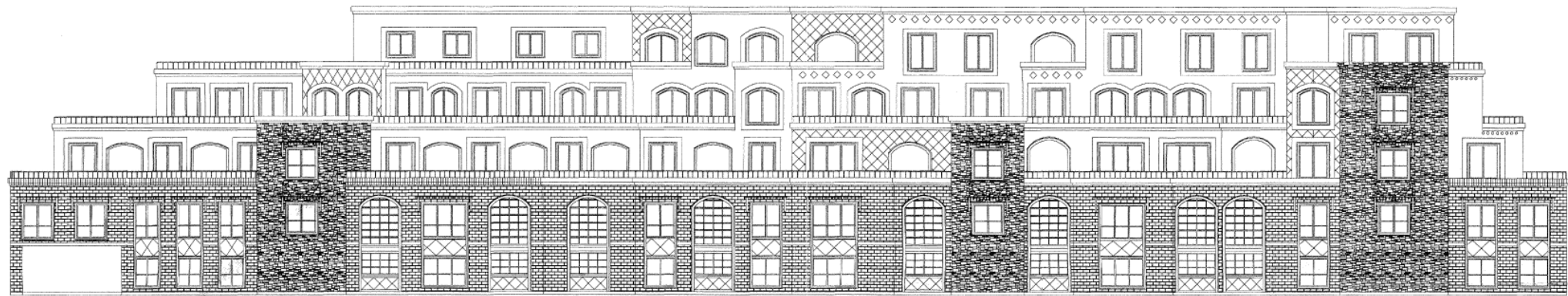
N. Goldwater Blvd



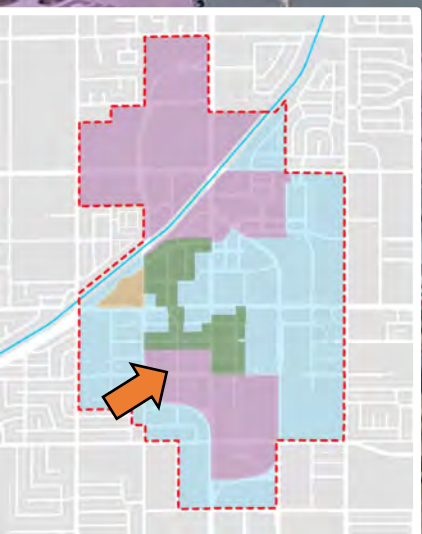
**SCENARIO MODELED: PREVIOUS TYPE 2 ZONING APPROVALS**



## Loloma Arts District - Council Approved







SCENARIO MODELED: MAXIMUM TYPE 3 WITH **BASE** PROVISIONS





**48'**  
**Main St.**  
**Mixed Use**

**150'**  
**Type 3**  
**Scenario**

**90'**  
**Type 3**  
**Scenario**

**150'**  
**Type 3**  
**Scenario**

Bicycle  
Haus

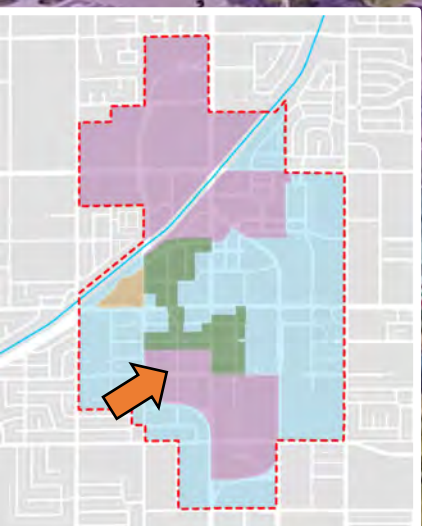
Museum  
of the West

Gateway at  
Main St Condos

Stagebrush

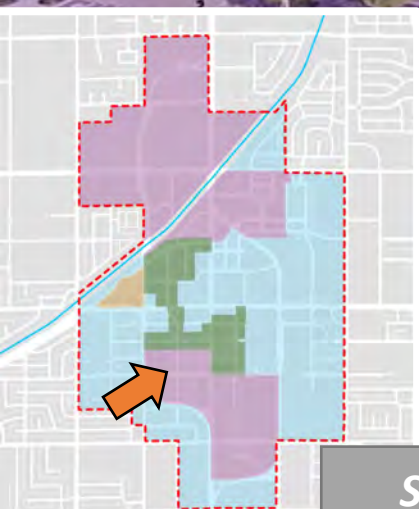
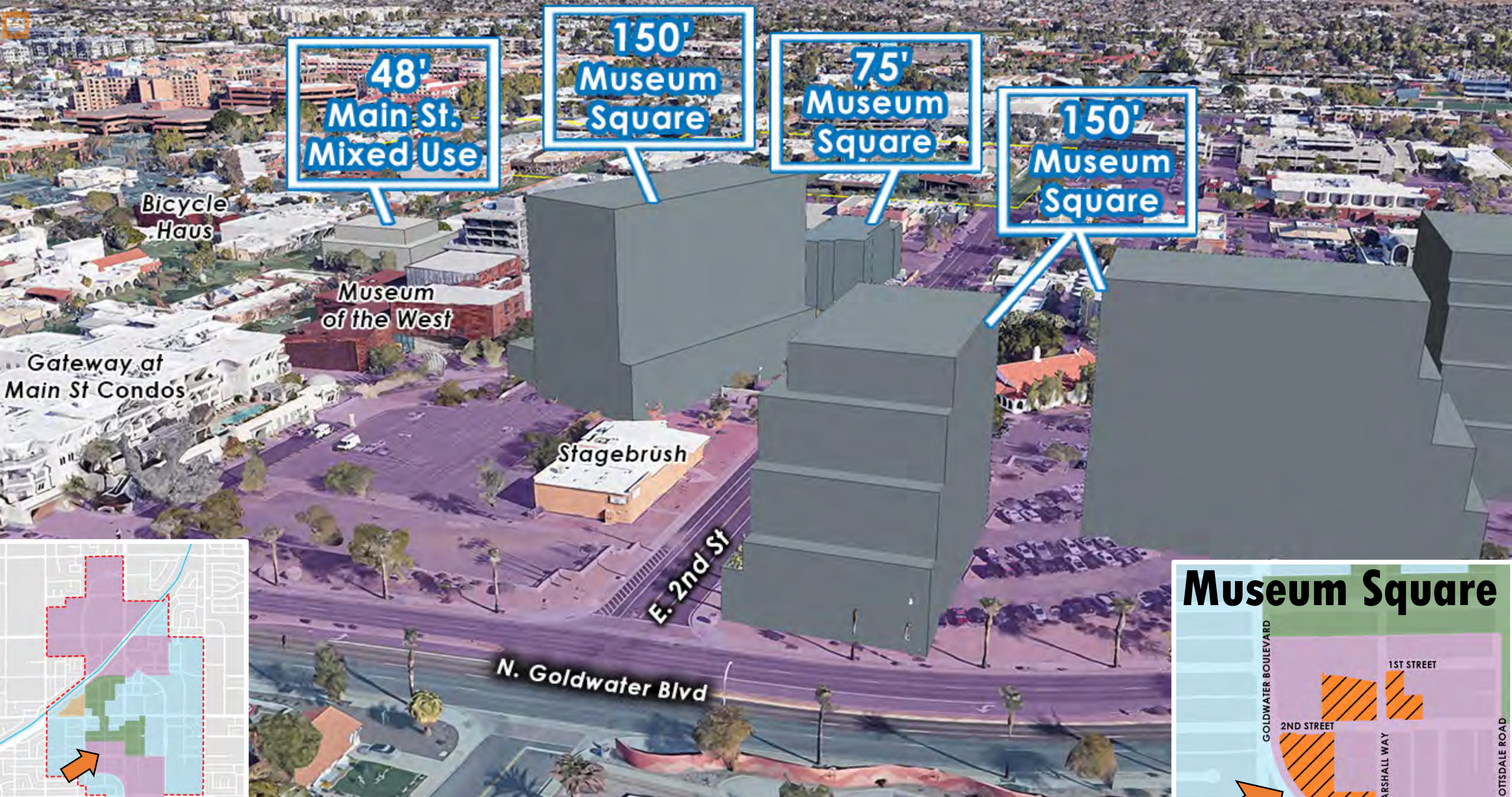
E. 2nd St

N. Goldwater Blvd

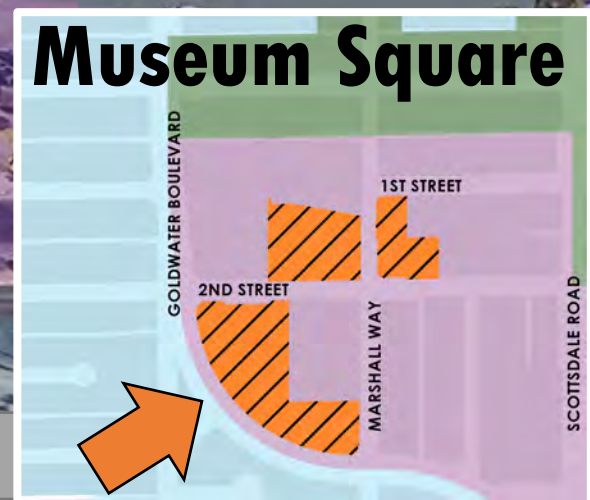


SCENARIO MODELED: MAXIMUM TYPE 3 WITH **BONUS** PROVISIONS





SCENARIO MODELED: TYPE 3 ZONING APPROVED WITH **BONUS** PROVISIONS

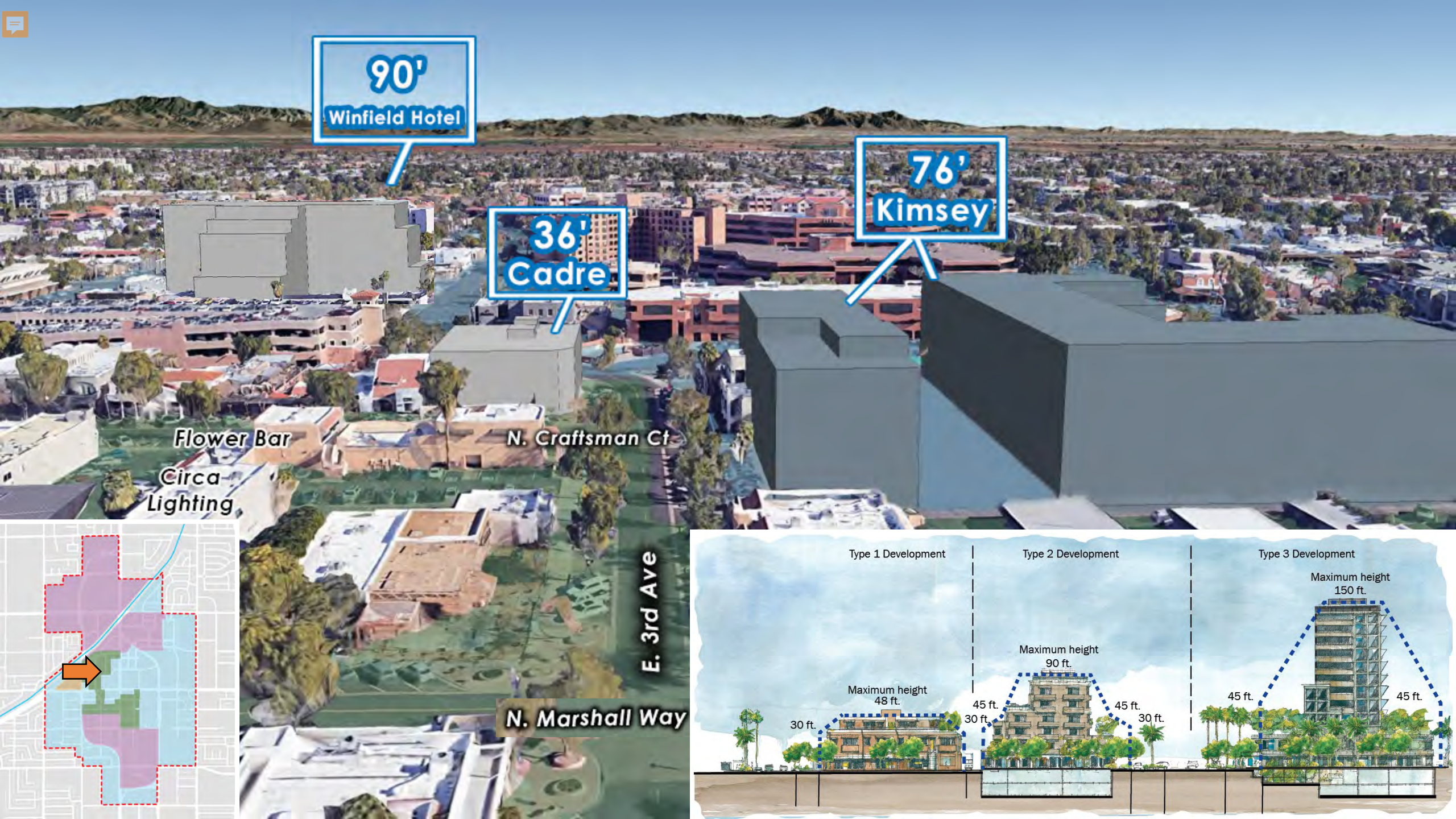






Museum Square  
Looking Southwest  
Zoning Approved





90'  
Winfield Hotel

36'  
Cadre

76'  
Kimsey

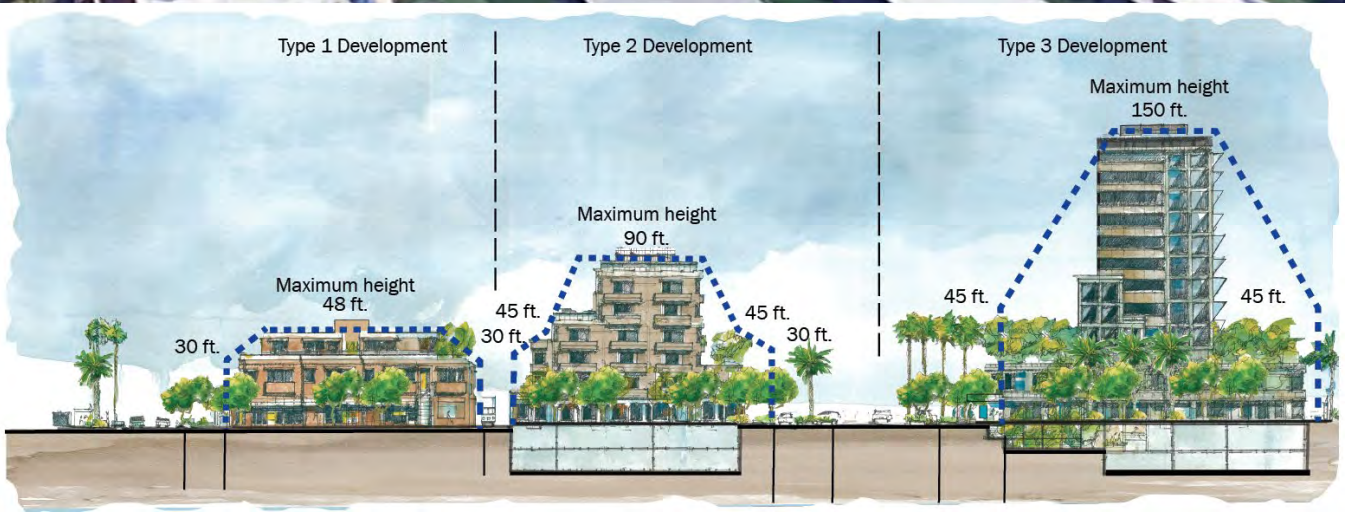
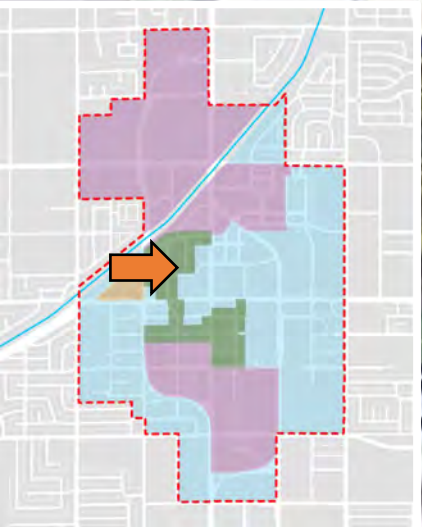
Flower Bar

Circa  
Lighting

N. Craftsman Ct

E. 3rd Ave

N. Marshall Way







83'  
HonorHealth

48'  
Main St.  
Mixed Use

90'  
Type 2  
Scenario

36'  
Cadre

Wells  
Fargo

E. Indian School Rd

SEED  
Luxe Floral

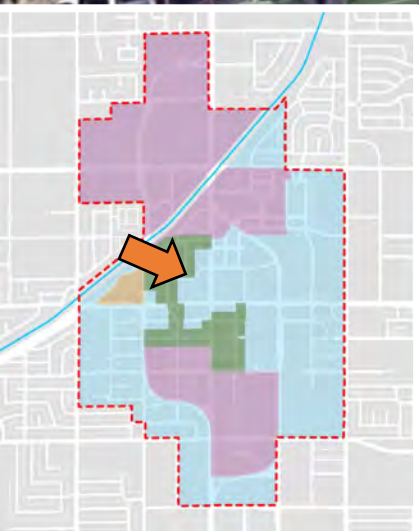
N. Craftsman Ct

E. 3rd Ave

Flower Bar

Circa  
Lighting

N. Marshall Way



SCENARIO MODELED: MAXIMUM TYPE 2 WITH **BONUS** PROVISIONS





Wells  
Fargo

36'  
Cadre

76'  
Kimsey

83'  
HonorHealth

48'  
Main St.  
Mixed Use

N. Craftsman Ct

E. 3rd Ave

E. Indian School Rd

SEED  
Luxe Floral

Flower Bar

Circa  
Lighting

N. Marshall Way

SCENARIO MODELED: ZONING APPROVAL WITH BONUS PROVISIONS (10')





Kimsey – Hotel  
Zoning Approved





Camelback  
Mountain

129'  
Optima  
Sonoran Village

90'  
Type 2  
Scenario

36'  
Lot 10  
Craftsman

36'  
Cadre

Blue Clover

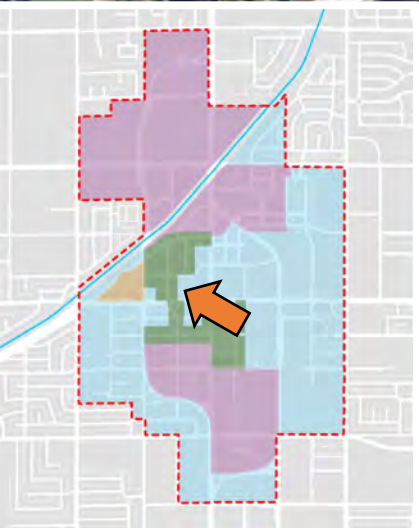
N. Marshall Way

E. 3rd Ave

RJP Estate Planning

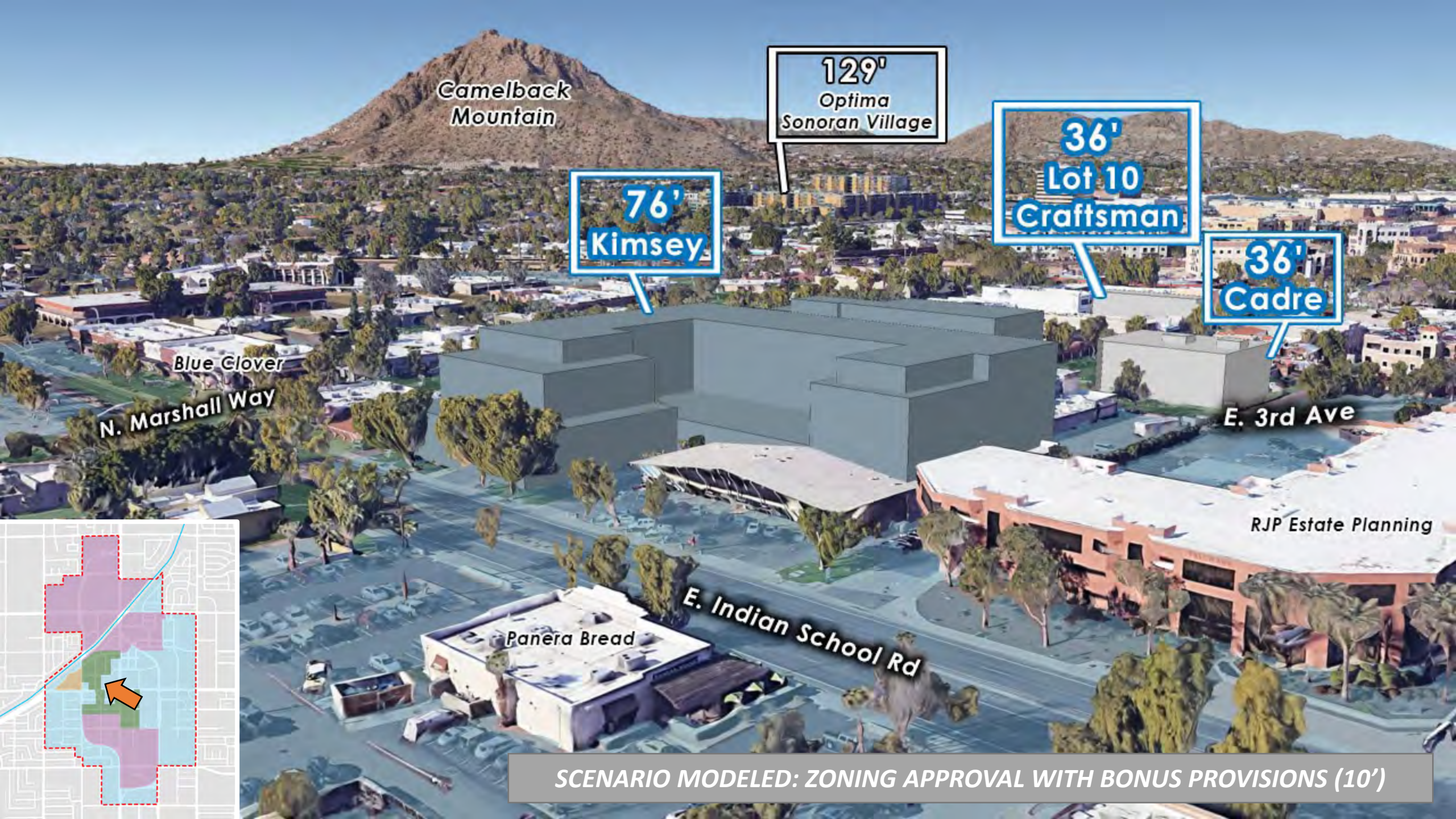
Panera Bread

E. Indian School Rd



SCENARIO MODELED: MAXIMUM TYPE 2 WITH **BONUS** PROVISIONS





Camelback  
Mountain

129'  
Optima  
Sonoran Village

76'  
Kimsey

36'  
Lot 10  
Craftsman

36'  
Cadre

Blue Glover

N. Marshall Way

E. 3rd Ave

RJP Estate Planning

Panera Bread

E. Indian School Rd

SCENARIO MODELED: ZONING APPROVAL WITH BONUS PROVISIONS (10')





Kimsey – Residential  
Zoning Approved



- If you want to adjust:
  - Development Types
  - Public Spaces
  - Pedestrian Corridors
  - District Boundaries/Names
  - Old Town vs. Downtown



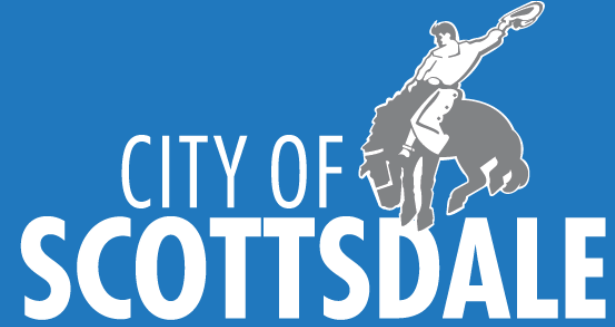
Old Town Scottsdale  
Character Area Plan

- If you want to adjust:
  - Infill Incentive District
  - Building Base/Bonus Heights
  - Open Space Requirements
  - PBD Requirements –
    - Minimum Size
    - Contiguous Parcels
    - Public Benefits/Bonuses
  - Building Setbacks/Stepbacks



Scottsdale  
Zoning Ordinance





# **Old Town Scottsdale Character Area Plan**

**Adam Yaron, Principal Planner & Brad Carr, AICP LEED AP, Planning Manager**  
**City Council Work Study Session**  
**June 22, 2021**







**\*\*\*9. Old Town Character Area Plan**

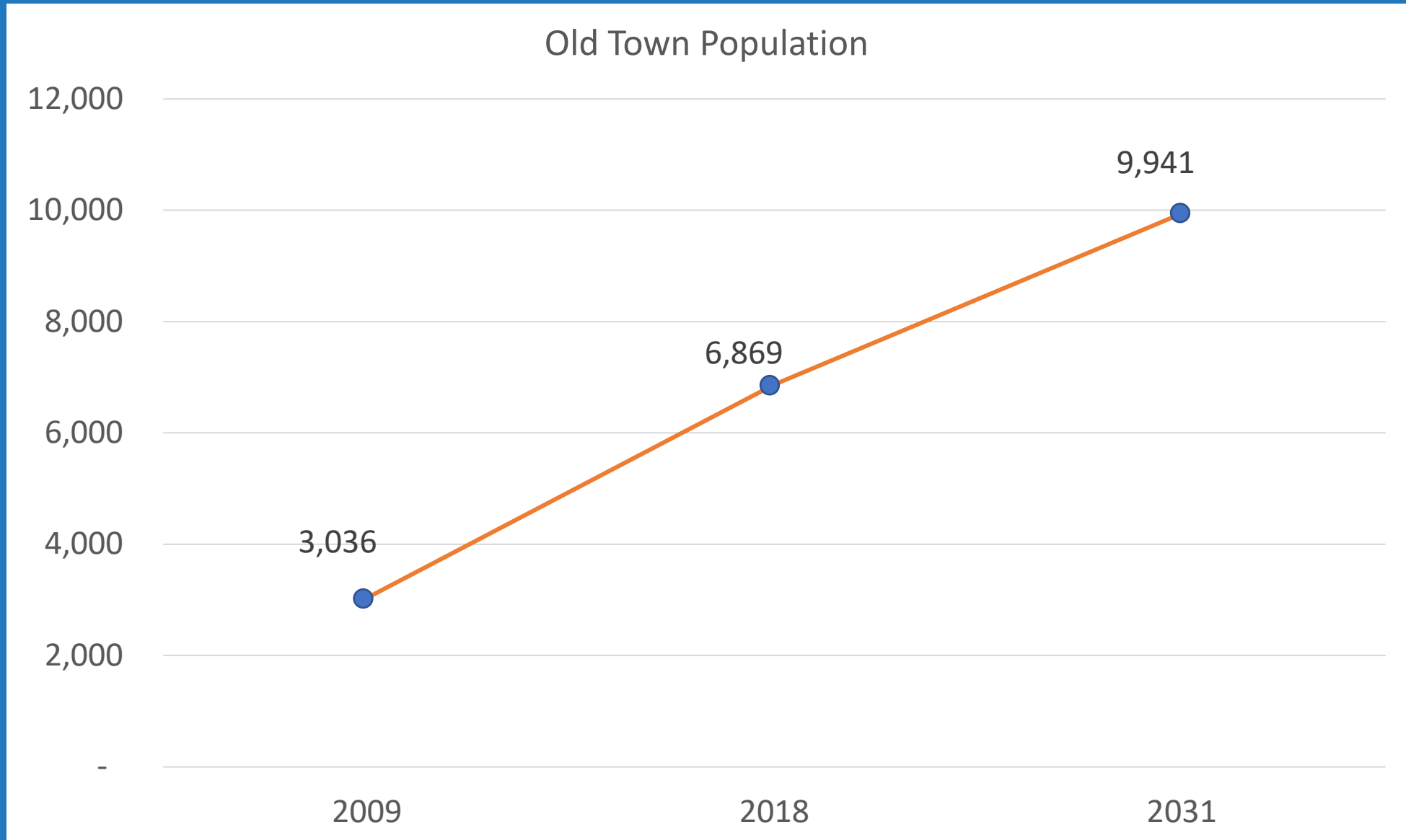
**Request:** At the request of Mayor Ortega, direct staff to model the density in the Old Town Character Area and bring forward a future agenda item to:

1. Provide the City Council with a Work Study session to review and discuss the Old Town Character Area Plan (OTCAP) with a focus on the OTCAP's various types of height and density, land uses, buffering, traffic, and infrastructure in Old Town; and
2. Consider whether the Council should initiate an amendment to revise and update the Old Town Character Area Plan.

**– Mayor Ortega made a motion to request a Study Session to review and discuss the Old Town Character Area Plan with focus on various types of height and density, land uses, buffering, traffic, and infrastructure and consider whether the Council should initiate an amendment to revise and update the Old Town Character Area Plan. Councilwoman Whitehead seconded the motion, which carried 5/2, with Mayor Ortega; Vice Mayor Janik; and Councilmembers Durham, Littlefield, and Whitehead voting in the affirmative and Councilmembers Caputi and Milhaven dissenting.**

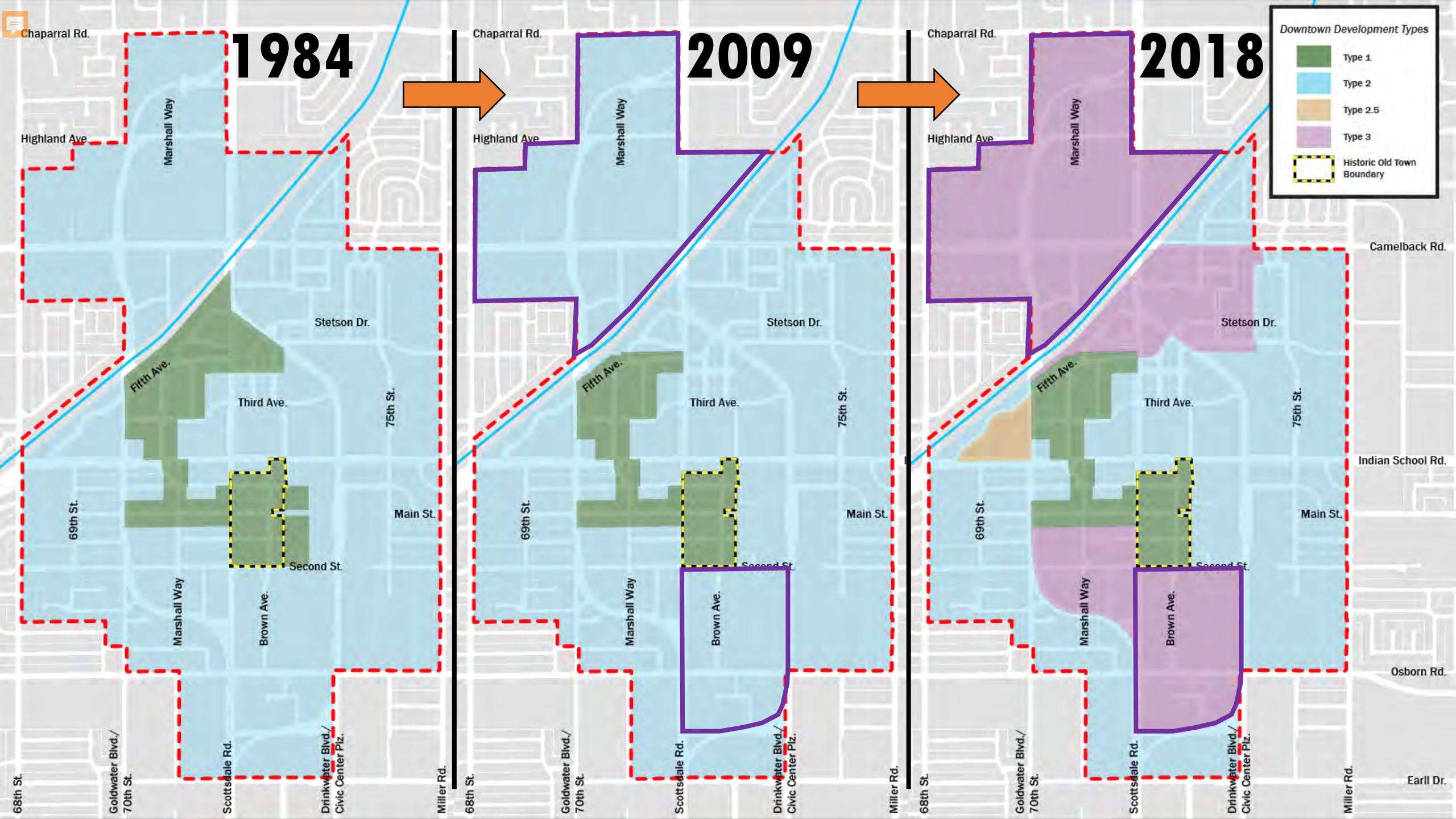


# Old Town Population



Source: US Census / MAG Socioeconomic Projections





# Legislative Proposal

SB 1520 – Currently in review

N. In **ADOPTING**, applying **OR AMENDING** an open space element, **LAND USE ELEMENT** or a growth element of a general plan, a municipality shall not designate private land or state trust land as open space, recreation, conservation or agriculture **OR DIMINISH THE EXISTING PRIVATE PROPERTY RIGHTS** unless the municipality receives the written consent of the landowner or provides an alternative, economically viable designation in the general plan or zoning ordinance, ~~allowing at least one residential dwelling per acre~~ **TO PROTECT SUCH EXISTING PROPERTY RIGHTS**. If the landowner is the prevailing party in any action brought to enforce this subsection, a court shall award fees and other expenses to the landowner. A municipality may designate land as open space without complying with the requirements of this subsection if the land was zoned as open space and used as a golf course pursuant to a zoning ordinance adopted pursuant to article 6.1 of this chapter before May 1, 2000 and the designation does not impose additional conditions, limitations or restrictions on the golf course, unless the land is state trust land that was not planned and zoned as open space pursuant to title 37, chapter 2, article 5.1.





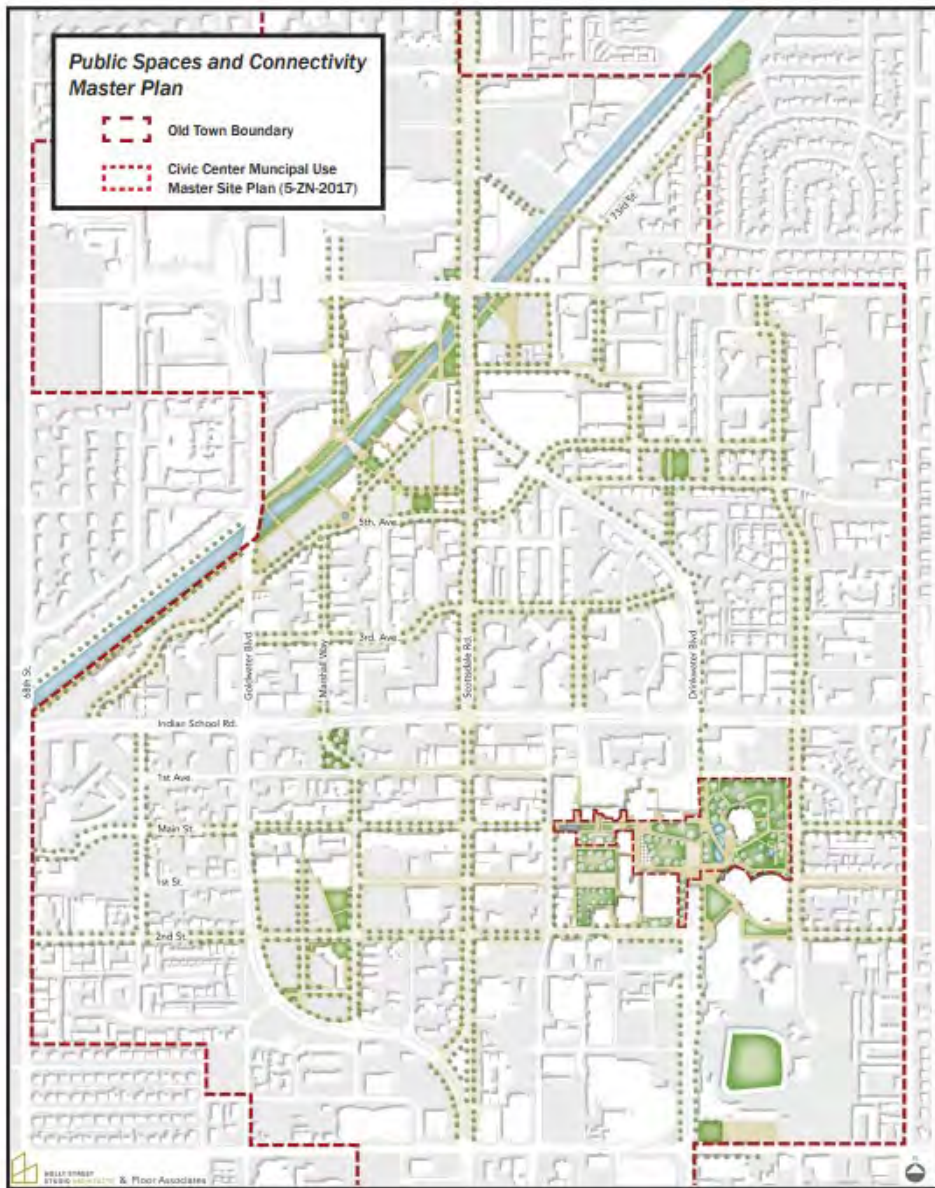
# Legislative Proposal

SB 1409 – Signed by Governor Ducey on May 11, 2021

**J. BEFORE ADOPTING ANY ZONING ORDINANCE OR ZONING ORDINANCE TEXT AMENDMENT OF GENERAL APPLICABILITY, THE LEGISLATIVE BODY OF A MUNICIPALITY SHALL CONSIDER THE PROBABLE IMPACT OF THE PROPOSED ZONING ORDINANCE OR TEXT AMENDMENT ON THE COST TO CONSTRUCT HOUSING FOR SALE OR RENT.**

## BUILDING A COMMUNITY





*Notice: This document is provided for general information purposes only. The City of Scottsdale does not warrant its accuracy, completeness, or suitability for any particular purpose. It should not be relied upon without field verification. Map not to scale.*

## Map 5 - Old Town Public Spaces and Connectivity Master Plan









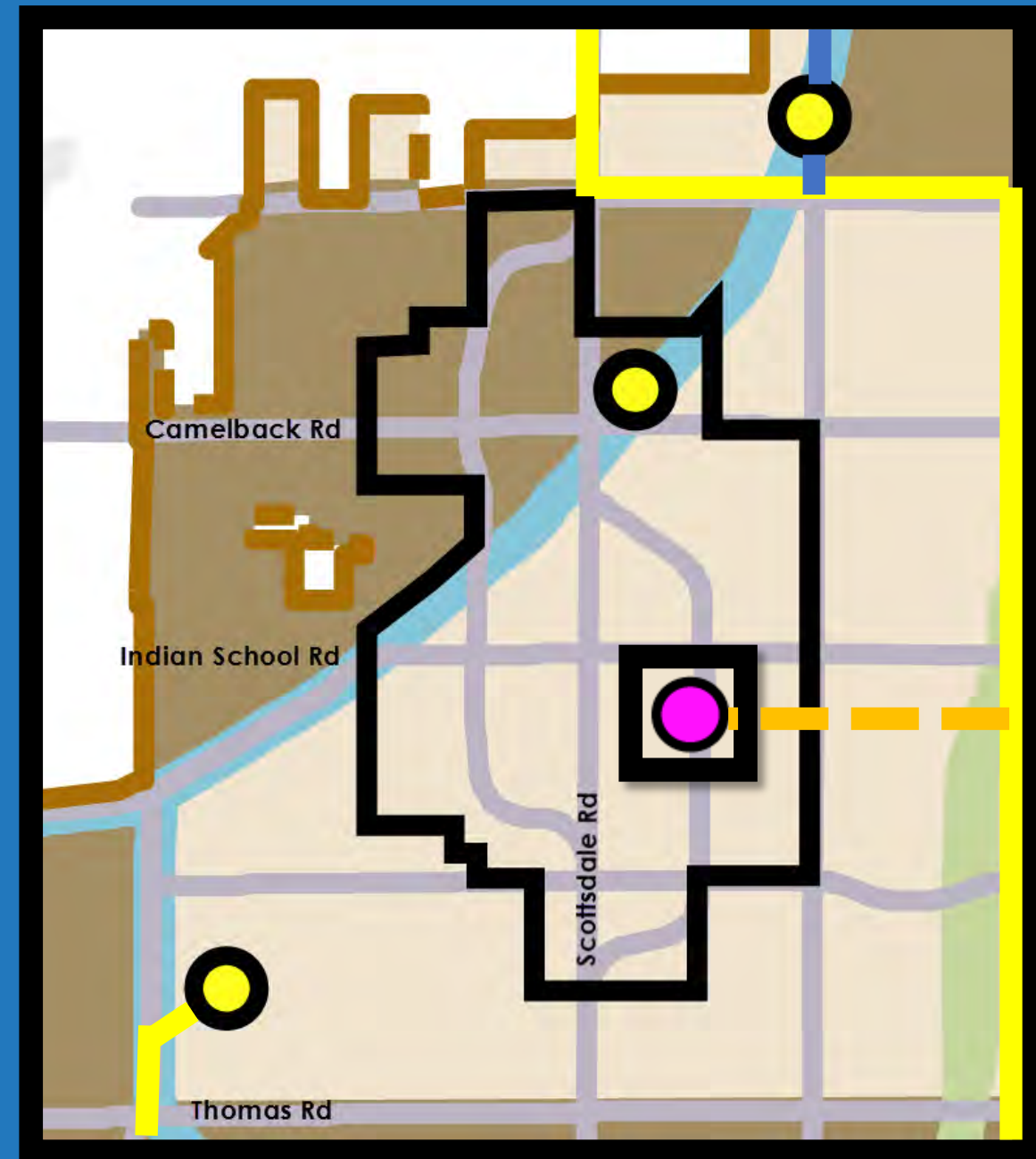
*Notice: This document is provided for general information purposes only. The City of Scottsdale does not warrant its accuracy, completeness, or suitability for any particular purpose. It should not be relied upon without field verification. Map not to scale.*

## Map 7 - Pedestrian Connectivity



# Electrical Services

-  Served by APS
-  Served by SRP
-  Substation
-  69kV Transmission Lines
-  Future Substation (approximate location)
-  Future 69kV Line (depicts connection only, and not an actual location)



## SRP Capacity (2018)

- Existing electrical load is 30MW
- The Substation located east of Camelback/Scottsdale Road is currently capable of serving over 50MW electrical load and can accommodate future expansion to 80MW if/when required
- Current circuitry also has connections to substations southwest (56<sup>th</sup> Street/Indian School) and northeast (Hayden/Jackrabbit) – allows for more load support, if necessary
- No additional substations are required for this area



## Water and Wastewater (2018)

- Development Types Proposed Expansion
  - ✓ Not proposing to increase residential density (water supply)
  - ✓ Potential to increase building height (water pressure)
  - ✓ Potential to increase employee population density (water supply)
- Land Use Assumptions Report (LUA)
  - ✓ LUA projects 10 year changes in land use and population densities (residential/employee) for water and wastewater services
  - ✓ LUA helps city plan for infrastructure to accommodate new growth and the capital costs - including private sector “proportionate share”

## Water and Wastewater (2018)

- Land Use Assumptions Report (LUA) - Continued
  - ✓ LUA anticipates the most intense growth north of the canal and south near the medical campus in downtown
  - ✓ LUA also anticipates residential and employment growth in other areas of downtown
  - ✓ Council recently adopted the 2017 LUA along with adjusted fees to cover the “proportionate share” costs for infrastructure – **no substantial impacts for Development Types expansion**
- New development is required to provide report for water/wastewater specific to their needs/impacts



## Scottsdale Fire Department (2018)

- Development Types Proposed Expansion
  - ✓ Not proposing to increase residential density
  - ✓ Potential to increase building height
  - ✓ Potential to increase employee population density
- SFD: Increasing occupant density has a cascading impact to call volume and methodology . (i.e. - aerial ladder platforms vs. tilled ladder platforms for access to buildings during fires) as such there may be capital requests associated with increasing occupant density over time.

## Scottsdale Police Department (2018)

- Development Types Proposed Expansion
  - ✓ Not proposing to increase residential density
  - ✓ Potential to increase building height
  - ✓ Potential to increase employee population density
- SPD: Proposed Development Types expansion will not have any impact on patrol deployment. New/different ways of responding to high density areas/traffic is a new initiative for SPD beginning in 2019, and such an initiative may identify new training or equipment needs. [This new initiative is not specific to the proposed Development Types expansion.]





Zoning Approved

Winfield Hotel & Residences  
DRB Approved







- This project seeks to establish a framework for future development defined by Design Guidelines
- Land uses, densities, and intensities are capped, but can “float” between parcels
- Specificity of land use locations, building locations, and amenities will be determined as each parcel is developed, and will require DRB approval
- Context sensitive massing, setbacks and stepbacks to provide appropriate transitions between existing and future buildings
- Provision of publicly accessible open space
- Citizen input has been received from residents who are concerned about taller buildings along the north and south sides of the proposed project



OFFICE OF THE  
CITY CLERK  
PARK FIFTH AVENUE BUILDING  
4200 N. MARSHALL WAY BUILDING

2021 JUN 22 PM 12:49

7051 East Fifth Avenue  
Scottsdale, AZ 85251

June 22, 2021

Mayor and City Council  
City of Scottsdale  
3939 N. Drinkwater Blvd.  
Scottsdale, AZ 85251

Subject: Old Town Character Area Plan

The Scottsdale City Council, at the June 22, 2021, Work Study session, will consider changes to the Old Town Scottsdale Character Area Plan. The Character Area Plan, like the General Plan, is a planning document in which the Council is defining the characteristics of the Downtown Scottsdale environment. The plans provide useful benchmarks which can guide future development. It should be understood that the General Plan and the Character Area Plan are *not regulatory* documents. As such, the plans are not land use laws as described in A.R.S. 12-1134. Rather the plans are guidance documents against which future regulations will be measured. The non-regulatory status of the Old Town Character Area Plan is expressly stated in the "Notice:" footnote found at the bottom of Page 15, Map 4 – Downtown Development Types.


In this context, it is critical to understand that these planning documents outline future alternatives and are *not regulatory* in effect. The City Council has the discretion to make changes which reflect the vision that citizens have today for the future of Downtown Scottsdale.

Whether the council decides to remove entirely the existing excessive bonus provisions or to rescind the astounding windfalls of building heights gifted by past council votes, responsible action take by this Council will be a sound policy decision by a responsive government. In making the necessary corrective changes, neither current zoning ordinances nor state land use laws will be impacted.

As the Council considers changes to the Old Town Scottsdale Character Area Plan, please be attentive to the aspirations of the tens of thousands of citizens from all areas of the city who seek a future Downtown which is not dense, is not congested, and is not defined by towering buildings, all of which will irrevocably alter the character of our city.

The massive projects approved by past councils stand as monuments to density and congestion. The seriousness of the challenge facing you today cannot be overstated. The decision you make on this matter will have the greatest long-term impact of any vote taken during your service on the Council. There is no margin for error. The consequences will be catastrophic for Scottsdale's Downtown. Your decision must be one that you will not later regret as the outcome will be irreversible.

Thank you for your consideration.

  
Dewey D. Schade





## Capitol Consulting, LLC

June 22, 2021

### VIA EMAIL

Hon. David Ortega and City Council  
Scottsdale City Hall  
3939 N. Drinkwater Boulevard  
Scottsdale, AZ 85251

### RE: Old Town Character Area Plan

Dear Mayor Ortega and Members of City Council:

I write you today on behalf of the Arizona Multihousing Association (AMA) regarding the Old Town Character Area Plan to be discussed during the City Council's Work Study Session on this evening. The AMA, which represents owners, operators, and developers of over 300,000 rental housing units across the state of Arizona, cautions the Council against reverting the City back to 1980s-style zoning regulations.

Such action, including reducing density and height allowances for new housing developments and reversing the more recent reforms enacted in 2010 and 2018 to the city's zoning code, will further exacerbate Arizona's housing shortages.

This comes at a time when, just in May, the Arizona Legislature took the first step in addressing local zoning matters and passed a new law related to the cost of new zoning ordinances. See [Senate Bill 1409](#) (zoning ordinances; property rights; costs). This new law was passed in response to zoning regulations that have added to the cost of housing construction over the years and have contributed to the state's more recent housing affordability issues. The new law reads as follows:

Before adopting any zoning ordinance or zoning ordinance text amendment of general applicability, the legislative body of a municipality shall consider the probable impact of the proposed zoning ordinance or text amendment on the cost to construct housing for sale or rent.

If anything, SB1409 is a signal to local decision makers that the state is now actively examining barriers to housing development and is prepared to take remedial action.

At the federal level, three Administrations have also inserted themselves into the local zoning conversation. In his Administration's 2016 Housing Development [Toolkit](#), President Obama noted that:

- "Over the past three decades, local barriers to housing development have intensified, particularly in the high-growth metropolitan areas increasingly fueling the national economy. The accumulation of such barriers – including zoning, other land use regulations, and lengthy development approval processes – has reduced the ability of many housing markets to respond to growing demand."
- "Local policies acting as barriers to housing supply include land use restrictions that make developable land much more costly than it is inherently, zoning restrictions, off-street parking requirements, arbitrary or

antiquated preservation regulations, residential conversion restrictions, and unnecessarily slow permitting processes.”

- “...municipalities can facilitate more efficient development time frames and reduce costs by enabling more by-right development. This can be accomplished by **relaxing restrictions related to density, building height**, unit size, and parking minimums, thereby freeing developers from the need to seek waivers, variances, or rezoning.”

Similarly, President Trump declared in his 2019 [Executive Order 13878](#):

- “Driving the rise in housing costs is a lack of housing supply to meet demand. Federal, State, local, and tribal governments impose a multitude of regulatory barriers—laws, regulations, and administrative practices—that hinder the development of housing. These regulatory barriers include **overly restrictive zoning and growth management controls**; rent controls; cumbersome building and rehabilitation codes; excessive energy and water efficiency mandates; **unreasonable maximum-density allowances**; historic preservation requirements; overly burdensome wetland or environmental regulations; outdated manufactured-housing regulations and restrictions; undue parking requirements; cumbersome and time-consuming permitting and review procedures; tax policies that discourage investment or reinvestment; overly complex labor requirements; and inordinate impact or developer fees.”
- “**These regulatory barriers increase the costs associated with development, and, as a result, drive down the supply of affordable housing.** They are the leading factor in the growth of housing prices across metropolitan areas in the United States. Many of the markets with the most severe shortages in affordable housing contend with the most restrictive State and local regulatory barriers to development.”

Finally, President Biden [tasked](#) his administration with identifying incentives for municipalities to remove barriers to housing development such as exclusionary zoning laws. In his June 17, 2021 [article](#), the President and his staff note:

- “Exclusionary zoning laws place restrictions on the types of homes that can be built in a particular neighborhood. Common examples include minimum lot size requirements, minimum square footage requirements, prohibitions on multi-family homes, and **limits on the height of buildings.**”
- “**Exclusionary zoning laws enact barriers to entry that constrain housing supply**, which, all else equal, translate into an equilibrium with **more expensive housing and fewer homes being built.**”
- “**Restrictions in housing supply also limit labor mobility, because workers cannot afford to move to higher productivity cities** that have high housing prices.”

Again, much like the state legislature’s recent action, these recent observations by very distinct presidential administrations indicates that local policymakers should be considering ways to reduce barriers to housing construction rather than create new ones. It is for these reasons that we caution the city against moving forward with changes to the Old Town Character Area Plan. Should you have any questions, please do not hesitate to reach out at any time at [bastien@azcapitolconsulting.com](mailto:bastien@azcapitolconsulting.com).

Respectfully,



Bastien Y. Andruet  
Capitol Consulting, LLC

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Jake Hinman