

Retrofitting Suburbia
USP 410 [CRN# 44337] /510 410 [CRN# 45597]
Department of Urban Studies & Planning
College of Urban and Public Affairs [PSU Ofc-350 B]

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COURSE SYLLABUS
Winter Term 2021, Fridays, 4:00 – 6:30 p.m., Remote ZOOM



- Learn how developers are retrofitting suburbia here and nationally.
- Identify underdeveloped opportunities for prospective developers.
- Learn how to formulate mixed-use conceptual development plans and programs.
- Identify the underpinnings of development private-public deal structures.
- Plan a walkable suburbia as the next frontier for developers, planners and architects.

Retrofitting Suburbia is the next frontier for millennial developers, planners and architects, especially during and after the pandemic. We identify an array of underdeveloped opportunities for prospective developers to create walkable urbanism as we re-mold our retail centers, office parks, industrial parks, subdivisions, apartment complexes, suburban hotels, golf courses, hospitals, campuses, schools, parks, commercial strips, auto dealerships, cineplexes and road systems into mixed-use places to enhance the economic and social values to sustain the vast land and building areas of suburbia.

Millennial buyers, strapped by student debt, stagnant wages and tighter credit, are having a more difficult time renting or buying housing, especially in the close-in, walkable urban neighborhoods many appear to prefer. As this largest generation in history matures and forms families, economics alone suggest that the millennial generations must, and developers can, find unprecedented opportunities in suburbia.

The course will explore these and related issues in interactive classes, lectures, development plans for current sites within the Portland metro area, books, articles and case studies in the context of what can feasibly be developed. Each week student teams study and propose conceptual development solutions to a different site. With the end-of-week freedom from other obligations, and over refreshments, we explore, compare and contrast solutions to synthesize new development forms to retrofit, re-mold and revitalize our suburbs to enrich those who choose to live, work, shop, play in and develop them.

Students: This course is designed for planning, development and architecture students who desire to understand, and eventually participate in, the development process, either in the public or private sectors, or in their joint development efforts. It should be useful for the practicing professional who already has been exposed to the development process in a planning, design, financing, leasing or property management capacity, and who desires to expand into public-private partnerships.

Professor: William Macht is President of the development firm Macht & Company, which completed Officers' Row as developer for the Vancouver Area Development Authority. Officers' Row is a 21-acre mixed-use downtown historic project implemented through a public-private partnership. Macht & Company, in a joint venture with OTAK, Inc, was selected as one of two finalists, from a field of six developers, to plan, design, finance and construct a new Vancouver City Hall and downtown central Library and headquarters for the 3-county Fort Vancouver Library District. Mr. Macht is also a development consultant whose clients include Transpacific Development Company, Norris, Beggs & Simpson, Riverview Properties Company, Landsing Property Corporation, Smith-Ritchie Development Company, American Property Management, ROSE Community Development Corporation, D.M. Stevenson Ranch, Inc. and Multnomah County. As a Commissioner, he organized development efforts for the Port of Hood River, redeveloping a 750,000 SF downtown mixed-use project and urban waterfront development projects. He was appointed to the founding board of the Hood River Urban Renewal Agency.

Mr. Macht was formerly a Development Director of the Rouse Company [developer of mixed-use urban centers, festival marketplaces, and the new city of Columbia, Maryland]. He was an aide to Senator Javits working on the Atlantic Community Development Group for Latin America (ADELA) and an aide to Senator Robert Kennedy working on the Appalachian Regional Development Commission. He was an attorney drafting the Caribbean Development Bank charter for the U.S. Treasury. He was also International Counsel for the Gates Rubber Company and Gates Land Company. Mr. Macht is a graduate of the Woodrow Wilson School of Public and International Affairs at Princeton University, holds a J.D. degree from the University of Virginia Law School and is admitted to the Washington D.C. bar. He has taught courses on Small Cities, Planning Law and Development Planning and workshops at the School of Urban and Public Affairs since 1978. He has lectured at the Urban Land Institute [ULI], the University of Washington Cascade Center for Public Service, the National Association of Housing & Redevelopment Officials [NAHRO] and the Oregon Community Development Training Institute. He writes and edits the Solution File column for Urban Land magazine, the national publication of the Urban Land Institute. He has published law review articles in the field of development, written three chapters in a ULI book *“Remaking The Urban Waterfront”* and is the author of a proposal for a Columbia Gorge Development Bank supported by both Oregon and Washington Governors and Senators. He was appointed by Governor Roberts to the Oregon Investment Board. He was also appointed to be a founding board member of GorgeTrust, a bi-state non-profit corporation supporting sustainable development, and has served as its President. He is also an Adjunct Professor of Architecture at the University of Oregon School Of Architecture, Portland Center.

Case Study Method: In order to reflect the integrated nature of the development process for each development type, we primarily use the case study method. The case study method enables the student to explore each week the ways in which design, development, market, finance, construction, management and public policy are inter-related and integrated to make each suburban project unique, but often characteristic of, the development challenges and solutions possible for future projects.

Materials: The recommended reading materials are: **Retrofitting Suburbia**, Updated Edition 2011, Ellen Dunham Jones & June Williamson, John Wiley & Sons 2011, ISBN #: 978-0-470-93432-6. **Case Studies in Retrofitting Suburbia: Urban Design Strategies for Urgent Challenges**, ISBN: 978-1-119-14917-0 January 2021; **Sprawl Repair Manual**, Galina Tachieva, Island Press 2010, ISBN #: 978-1-59726-732-8; **Suburban Remix**, Beske & Dixon, Island Press 2018, ISBN #: 978-1-61091-863-3.

Additional materials for the course are articles and case studies written by Professor Macht and others, available from Professor Macht on Dropbox to enrolled students for academic purposes only during the term. Useful reference sources are; R.Peiser, *Professional Real Estate Development*, ULI [1992; 2003]; D. Schwanke, *Mixed-Use Development Handbook*, ULI, [2nd Edition, 2003].

Conceptual Retrofitting Plans: The wide variety of suburban development types and locations presents special challenges as well as disparate opportunities. Rather than spend an entire term formulating a detailed retrofitting plan for a single site and project, which entails limited discussion among students until the end of the term, each week students will focus on one to three existing projects of a similar type. Students will visit the site(s), formulate a different conceptual retrofitting plan for one site and present that to the class, which will help tease out the most critical issues and optimal solutions for discussion.

Each Retrofitting Plan should include a:

1. Retrofitting Concept
2. Retrofitting Program [*Uses/Types/Sizes*]
3. Development Strategy
4. Conceptual Design/ Basic Site Plan
5. Potential Deal Structure Interests
6. Public & Private Risks & Rewards

The reading materials contain myriad ideas and examples of other suburban projects of a similar type. Students' reading and research should assist in solving each week's particular challenge. Retrofitting concepts will be compared and contrasted with those of fellow students, as well as the types of solutions offered in readings.

Class Participation: Each class will focus on a different suburban challenge. The student's preparation for, presentation in, and discussion of challenges and opportunities is critical to understanding the scope of subject matter to retrofit our middle cities for the future. Therefore, it is essential that every class member attend every class. Class attendance is mandatory and will be monitored. Students should be prepared to participate in thoughtful discussion. We use the Socratic method in class, which will operate to the extent feasible as a seminar. The interaction between professor and classmates, and the stimulation of lively interactive debate, enriches the learning experience and makes it fun.

Course Grades: Grades will be determined on the basis of each student's total performance in the course, which includes active participation in every class, timely reading of the materials, and successful creation of retrofitting plans through succinct expression and articulate oral presentation. There will be no final term paper/development plan. The objective of this course is to stimulate each student's original thinking, to apply those insights and investigations to solve suburban challenges and opportunities, and to effectively present and persuade classmates of the feasibility of one's solutions.

Week	Readings/Case Studies	Week	Lectures, Presentations, Discussion
Jan 8	Suburban Downtowns <i>Retrofitting Suburbia</i> -pp.iii-14 <i>Sprawl Repair Manual</i> -Chap.1-2, 5 1-10-Principles <i>Reinventing Suburban Cores</i> 2- <i>Shifting Suburbs Reinventing Infrastructure</i> 3- <i>Bethesda Row-Bethesda, MD</i> 4- <i>Orenco Station, Hillsboro, OR</i> 5- <i>Housing Reinvented-Weaver-Chapin</i> 6- <i>Rockville Town Square-Rockville MD 2009</i> 7- <i>Winooski Falls-Vermont-2008</i> 8- <i>Housing-in-the-Evolving-American-Suburb-ULI</i> 9- <i>Columbia Downtown-50 Years Later-Macht</i>	1.	Metro Suburban (Down)Towns
Jan 15	Suburban Malls <i>Retrofitting Suburbia</i> -Chap. 6-8 <i>Sprawl Repair Manual</i> -pp. 129-149 <i>Suburban Remix</i> -pp. 95-109; 145-159 1-10 Principles- <i>Rethinking Malls</i> 2-10 Principles- <i>Developing Town Centers</i> 3- <i>Repurposing Retail Centers-Beske</i> 4- <i>Retrofitting Malls</i> 5- <i>Greyfields Into Goldfields.pdf</i> 6- <i>North Hills-Raleigh NC-Jan 2016</i> 7- <i>City Centre-Houston TX-Jan 2015</i> 8- <i>Winter Park Village FL-2006</i> 9- <i>Easton Town Center-Columbus, Ohio-2000</i> 10- <i>Santana Row-San Jose, CA-2004</i>	2.	Vancouver Mall Clackamas Town Center + Promenade
Jan 22	Industrial Parks <i>Retrofitting Suburbia</i> -Chap. 11-12 <i>Sprawl Repair Manual</i> -pp. 163-180 1- <i>Columbia Business Center</i> 2- <i>Classic Foods Regeneration</i> 3- <i>Cargo Containers</i> 4- <i>Suburban Industrial Chic-Parent Ave Lofts</i> 5- <i>Flexible Parking Structures as Civic Catalysts</i> 6- <i>Universal Structures as Sustainable Assets</i> 7- <i>California's Creative Class Warehouse Offices</i> 8- <i>Brnfld-Downtown-Macht-Fall-2017</i> 9- <i>Port Credit Village-Mississauga ON, CN</i> 10- <i>ESD 112-Ogden Business Park-\$18M</i>	3.	Columbia Business Center <i>[2100-4000 SE Columbia Way, Vanc.]</i> Terminal 6 Port of Portland <i>[7201 N Marine Dr, Portland, OR]</i> Ogden/Campus Dr. Business Park <i>[2500 NE 65th Ave, Vancouver]</i>
Jan 29	Office Parks <i>Retrofitting Suburbia</i> -Chap. 11-12 <i>Sprawl Repair Manual</i> -pp. 163-180 <i>Suburban Remix</i> -pp. 83-93 1-Sub. OfcPark> <i>New Downtown-Macht</i>	4.	Nike Campus <i>[SW Jenkins & Murray]</i> Stonemill Business Park <i>[SE Mill Plain & Park Plaza Dr.]</i>

	<p>2-Bell Labs</p> <p>3-Amazon's HQ2 Could Better Change Suburbia</p> <p>4-Concentration of Tech Campuses-Commuting</p> <p>5-Charlotte Suburbanity-Macht-pp-94-95</p> <p>6-Office Parks to MXD- WSJ</p> <p>7-Suburban Offices Left Behind-WSJ</p> <p>8-Design Depth-Getty-Mercury-LosAngeles-Macht</p> <p>9-Collective-Kentwood MI</p> <p>10-Commonspace-Syracuse</p>		
Feb 5	<p>Hospitals & Churches</p> <p><i>Sprawl Repair Manual-pp. 272-73</i></p> <p>1-New Era of Healthcare Campuses-CoStar</p> <p>2- Pill Hill MXD-Apartments-Atlanta</p> <p>3-Hospitals' Roles MXDs-Winston-Salem</p> <p>4- Hospital Integrated Development-ULI</p> <p>5-Retailization of Medical Offices and Hospitals</p>	5.	<p>Legacy Meridian Park Hospital [19300 SW 65th Ave. Tualatin]</p> <p>PeaceHealth Hospital [NE 90th & E. Mill Plain, Vancouver]</p>
Feb 12	<p>Campuses & Schools</p> <p><i>Sprawl Repair Manual-pp. 191-203</i></p> <p>1-Masonvale-George Mason-Fairfax</p> <p>2-ECO-Modern Flats-Univ AK-Fayetteville AK</p> <p>3-Building a Mixed-Use Campus</p> <p>4-Boston Suburb Swampscott HS+Senior Center</p> <p>5-NorthLake Park Community School, Orlando</p> <p>6-University Unites Uptown-University Circle</p> <p>7-Reform Commuter Campus</p>	6.	<p>PCC Community College-Sylvania</p> <p>Clark College</p> <p>WSU Vancouver</p>
Feb 19	<p>Strip Centers</p> <p><i>Retrofitting Suburbia-Chap. 6-8</i></p> <p><i>Sprawl Repair Manual-pp. 151-163, 268</i></p> <p>1-10 Principles-Reinventing Suburban Strips-ULI</p> <p>2-10 Principles for Rebuilding Neighborhood Retail</p> <p>3-Repositioning Urban Corridors</p> <p>4-Placemaking on the Pike-Macht-2016</p> <p>5-Retrofitting Arterial Strip Centers-Macht</p> <p>6-Restructuring the Commercial Strip-EPA-Sasaki</p> <p>7-Mashpee Commons, Mashpee, MA</p> <p>8-Incubating an International Marketplace-Macht</p> <p>9-Prologis-1.8Msf Meadows</p> <p>10-Garrison Square</p>	7.	<p>Delta Park Center + Portland Meadows [N. Whitaker & N. Hayden Meadows]</p> <p>Garrison Square [8000 E. Mill Plain Blvd]</p>
Feb 26	<p>Big Boxes</p> <p><i>Retrofitting Suburbia-pp.66-69</i></p> <p><i>Sprawl Repair Manual-pp. 236-7, 262-71</i></p> <p>1-Adaptive Reuse of Mega-Stores</p> <p>2-Abandoned Big Boxes-Legal Solutions</p> <p>3-Big Box Matrix-Schindler</p> <p>4-From Racquetball to School Hall-Macht</p> <p>5-Repackage Big Boxes-Garreau</p> <p>6-Ten ways to make big boxes more walkable</p>	8.	<p>K-Mart [12350 NE Sandy Blvd & 122nd]</p> <p>Portland Metropolitan Expo Center [2060 N Marine Dr.]</p>

	<p>7-Ghostbox Transformation-Christensen 8- Big-box Stores Transformed- Medical 9-Greening the Big Blue Box-IKEA 10-Take Two for Big Boxes 11-BigBoxReuse-Portland</p>		
Mar 5	<p>Apartment Complexes <i>Sprawl Repair Manual</i>-pp. 93-109 <i>Retrofitting Suburbia</i>- pp. 29-43 <i>Suburban Remix</i>-pp. 65-81 1-Rediscovering Logic of Garden Apartments 2-Combination Courtyards-Lair Condos 3-From Habitat to Inhabit-Macht-Unico 4-Garland-Carrolton TX-Macht 5-New Urban Mews-Emeryville-Macht 6-Moho Modules Modernize Manchester-Macht 7-Library Lofts-Macht-Sherman 8-Medical-Resid Condos-Macht-Salem 9-30-unit Molalla Apt Complex Adds 17 Units 10-Apt Complex Adds 24 Affordable Units 11-Steel Modules Speed Construct-Macht</p>	9.	<p>West on Murray Apartments <i>[14095 SW Walker Rd. & Murray Blvd. Beaverton]</i></p> <p>Parklane Apartments <i>[NE 101st St & NE 9th Ave Vancouver]</i></p>
Mar 12	<p>Subdivisions <i>Retrofitting Suburbia</i>-Chap. 2-3 <i>Sprawl Repair Manual</i>-pp. 55-95 -1. NW Small Blocks-Macht-ULI-2016 1. ADUs-1-Rethinking PADs-Macht 2. ADUs-2-Developing PADs-Macht 3. Affording Flexible Millennial Houses 4. Fee-Simple Small Lots Yield Density 5. ADU-Forbes-Backyard Cottages 6. ADU-WSJ-In-Law Apartments 7. Increasing Housing Density SFD Zones 8. Multnomah County Reassesses ADU Tax 9. ADU-Revenue Advisory to County 10. ADU-Vancouver's Laneway Houses 11. Financing ADUs-Umpqua Bank 12. New Avenue Economic Impact-ADUs 13. Courting Density-Macht 14. Cannery Lofts-Urbanity Amid Parking- 15. Cul-de-Sac Commune 16. Davis CA SFD Cohousing Retrofit 17. Estate Aged-Milwaukie-Macht 18. Flexible Affordability-99K House, 19. Henry Court-Berkeley-Macht 20. NORCs-Nat Occur Ret Communities</p>	10.	<p>Southcliff <i>[E. Mill Plain & Rhododendron Dr.]</i></p> <p>Lakeshore Neighborhood <i>[NW 9th Avenue-East]</i> <i>[NW Lakeshore Avenue-West]</i> <i>[NW 78th Street-South]</i> <i>NW 99th Street-North]</i></p>
Mar 19	Final	11.	Final

Title IX Reporting & Student Disability Accommodations:

The [C.A.R.E. Team](#), hosted by the Dean of Student Life, is available to consult with you regarding any issues of students in distress, including sexual misconduct. For more information about the C.A.R.E. Team, visit [the C.A.R.E. Team website](#) or call 503-725-4422 to contact the C.A.R.E. Team Coordinator.

If you have, or think you may have, a disability that may affect your work in this class and feel you need accommodations, contact the Disability Resource Center to schedule an appointment and initiate a conversation about reasonable accommodations. The DRC is located in 116 Smith Memorial Student Union, 503-725-4150, drc@pdx.edu, <https://www.pdx.edu/drc>.

- If you already have accommodations, please contact me to make sure that I have received a faculty notification letter and discuss your accommodations.
- Students who need accommodations for tests and quizzes are expected to schedule their tests to overlap with the time the class is taking the test.
- For information about emergency preparedness, please go to the [Fire and Life Safety webpage](https://www.pdx.edu/environmental-health-safety/fire-and-life-safety) (<https://www.pdx.edu/environmental-health-safety/fire-and-life-safety>) for information.

ACADEMIC INTEGRITY

Students are expected to be ethical not only in the classroom, but also out of the classroom. It is in all students' interest to avoid committing acts of academic dishonesty and to discourage others from committing such acts.

- Academic dishonesty includes, but is not limited to, the following examples:
- Engages in any form of academic deceit;
- Refers to materials or sources or uses devices not authorized by the instructor for use during any quiz or assignment;
- Provides inappropriate aid to another person in connection with any quiz or assignment;
- Engages in Plagiarism. Plagiarism is the act of claiming someone's work as your own through copying it without giving the creator of the work credit. Plagiarism can also include using another person's theories, ideas, or phrases without proper attribution.

The simplest way to avoid plagiarizing is to always cite the sources from which you gather information or develop arguments – just cite anything you use from someone else (it actually makes your work stronger!). Plagiarism is a serious issue and is a violation of the PSU Student Conduct Code http://www.ess.pdx.edu/OSA/osa_b.htm.

University policy requires instructors to report all instances of plagiarism and penalize the perpetrator(s) according to guidelines set. Please see me if you ever have any questions about how to cite your work.