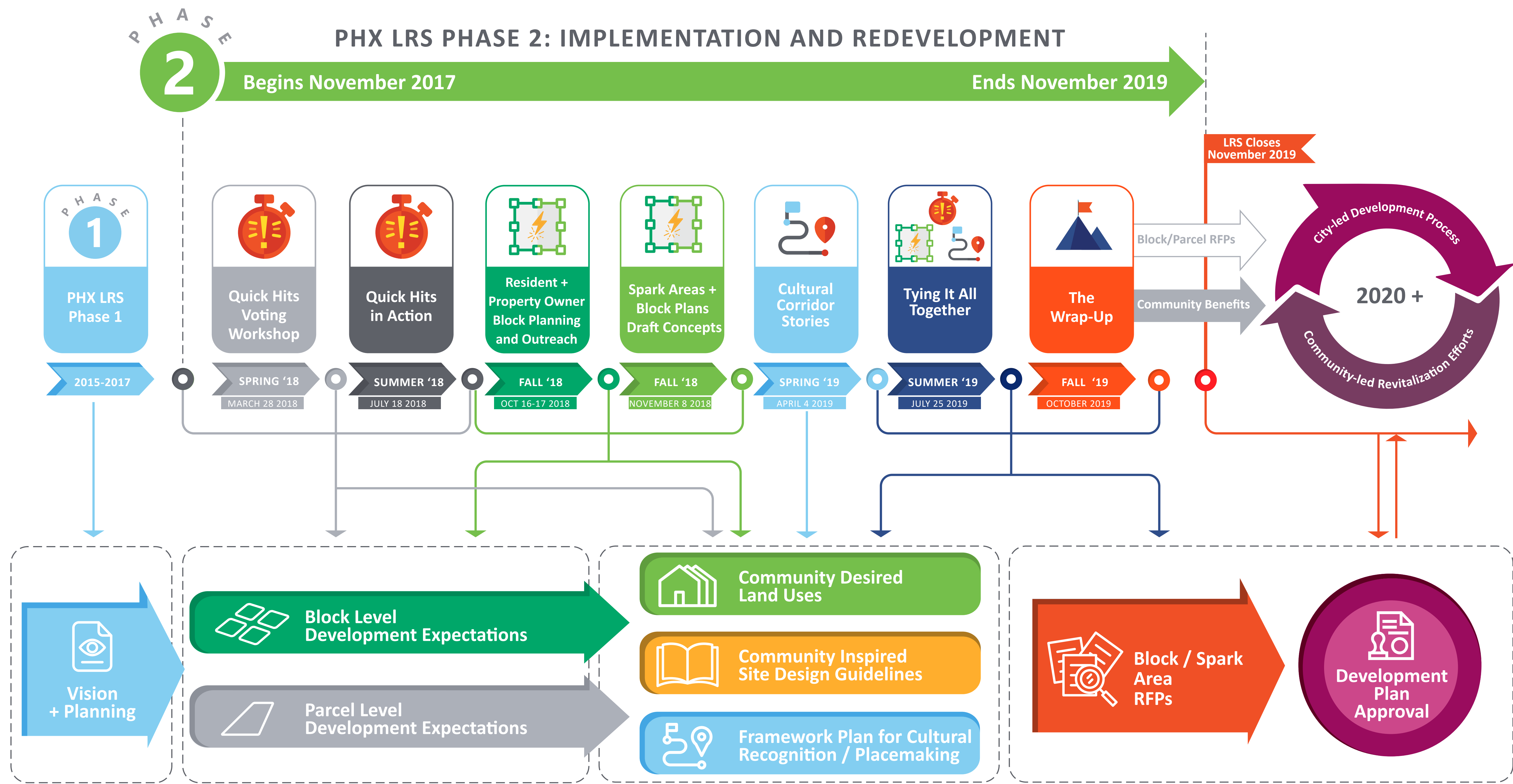


# PHX LAND REUSE STRATEGY OVERVIEW



## LRS PROCESS & OUTCOMES



### IMPLEMENTATION STRATEGIES

**Spark Area Development (Mid - to Long-Term):**

- Three large contiguous developable sites
- A development catalyst triggering economic growth and neighborhood improvements

**Block Planning (Mid-Term):**

- Contiguous noise land parcels (1 acre min.)
- New non-residential uses built to complement the neighborhood

**Quick Hits (Short-Term):**

- Put underutilized noise land parcels to use with high community benefit potential
- Interim uses to support neighborhoods, economic development and the Cultural Corridor

**Cultural Corridor:**

- Cultural Corridor Route
- Potential Route Expansion
- A community idea, developed through engagement and implementation efforts
- A multi-use trail with wayfinding and signage, linking neighborhoods and celebrating the community

### IMPLEMENTATION PHASE DELIVERABLES

**NCS**

- Implementation Strategy Report
- Implementation Strategy Report Executive Summary
- Property Offering Summary
- Project Website
- Environmental Review Documentation

**SPARK AREAS & BLOCK PLANNING**

- Spark Area RFP Template
- Spark Area Development Standards & Design Guidelines
- Block Planning RFP Template
- Block Planning Development Standards & Design Guidelines
- Standard Lease Agreement

**QUICK HITS**

- Quick Hits Implementation Handbook
- Pocket Space Design Concept Package
- Standard Lease Agreement

**CULTURAL CORRIDOR**

- Cultural Corridor Framework & Action Plan
- Cultural Corridor Design Guidelines

# WHAT WE WANT TO ACCOMPLISH

FG

## FOCUS GROUP PURPOSE

- Consider the practicality and sustainability of forming an entity that can provide long-term advocacy for redevelopment and neighborhood revitalization goals documented through the LRS program and in other community plans.
- If the group decides to move forward with formation of an entity, the group will lead the process for developing a charter, mission, and membership structure for that entity.
- Prepare stakeholder groups for the transition from Aviation and consultant team-led process and outreach to the redevelopment and revitalization phase that will be driven by developers, community groups, and City Departments like CED, NSD, and PDD (in addition to AVN).

## TODAY'S PRIMARY OBJECTIVE

Make decisions toward formation of an organization that will provide guidance and support redevelopment and community revitalization objectives identified in the LRS documents, beginning in Q1 2020.

### KEY TOPICS



- Review redevelopment oversight entity examples from other cities
- Formation committee
- Organizational leadership & membership
- Organizational mission & objectives
- Legal requirements
- Potential funding sources (start-up and on-going funding)
- Relationship to City government resources
- Action steps and assignments leading to formation of a non-profit or other entity

## NEXT STEPS

Discuss specific actions that will support transition from the LRS program to a long-range Oversight Entity beginning in Q1 2020.

### KEY TOPICS

- Follow-up / progress on oversight entity formation
- LRS in-progress programs and initiatives
  - Quick Hits & Lot Activations (Implementation Handbook)
  - RFP Template, Development and Design Guidelines
  - Cultural Corridor Framework
  - Block Planning and Block Design Guidelines
- Immediate action steps for successful transition

CASE STUDY 1

# COLORADO AEROTROPOLIS REGIONAL COMMITTEE

DENVER, CO

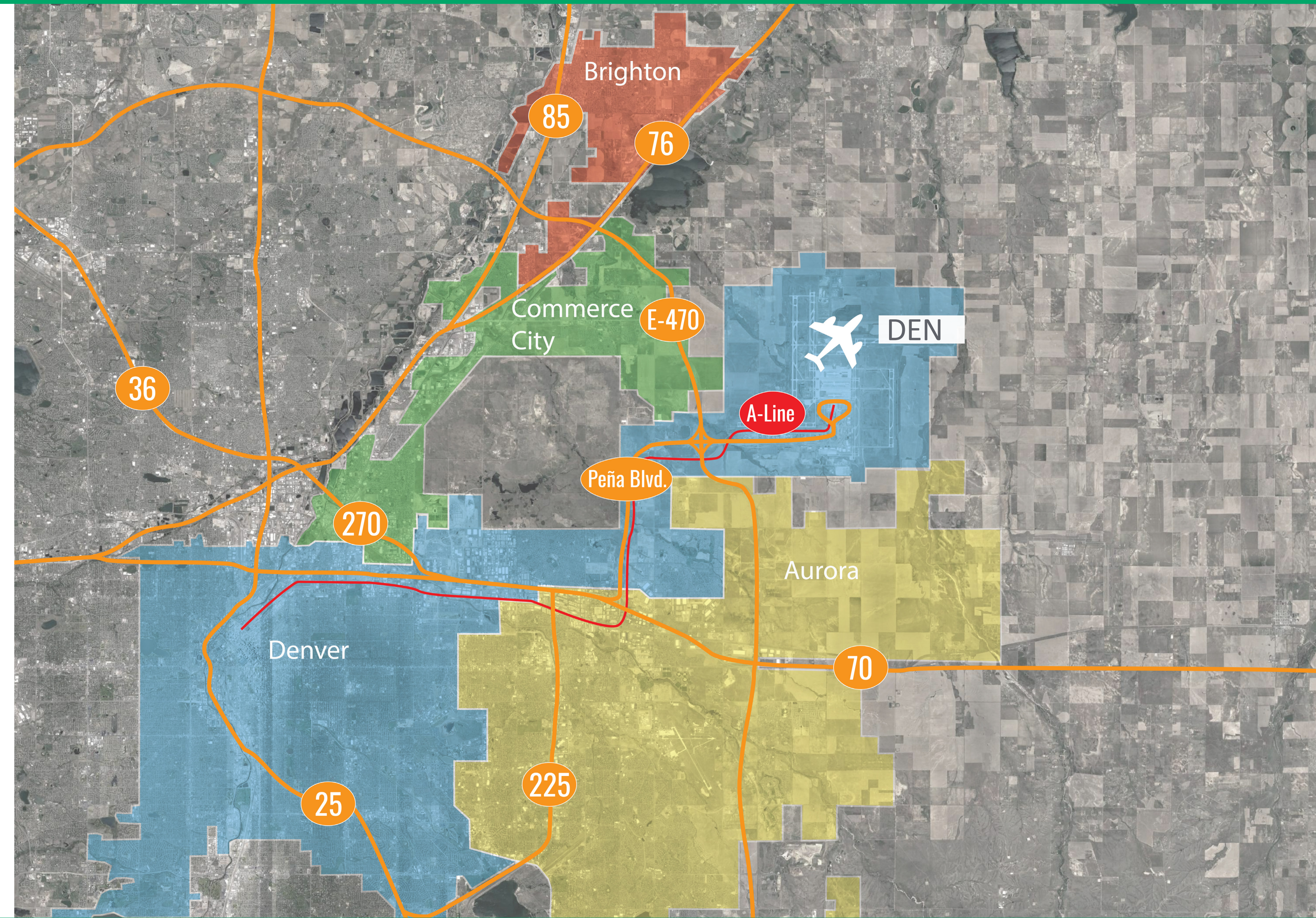


*"A COMPLEMENTARY ECONOMIC DEVELOPMENT FRAMEWORK PROMOTING THE COLLECTIVE STRENGTHS OF ITS PARTNERS."*

## OVERVIEW

The Aerotropolis Regional Committee (ARC) unifies Metro Denver's jurisdictions under a single entity aiming to accelerate economic growth, employment and improvements.

- Establish a **"complementary economic development framework"** that recognizes the economic assets of each participating jurisdiction
- Collaboratively **promote the collective strength** of the ARC partners
- Develop an **integrated marketing approach** that showcases each jurisdiction and how the Colorado Aerotropolis and Denver International Airport **advance economic growth and development**

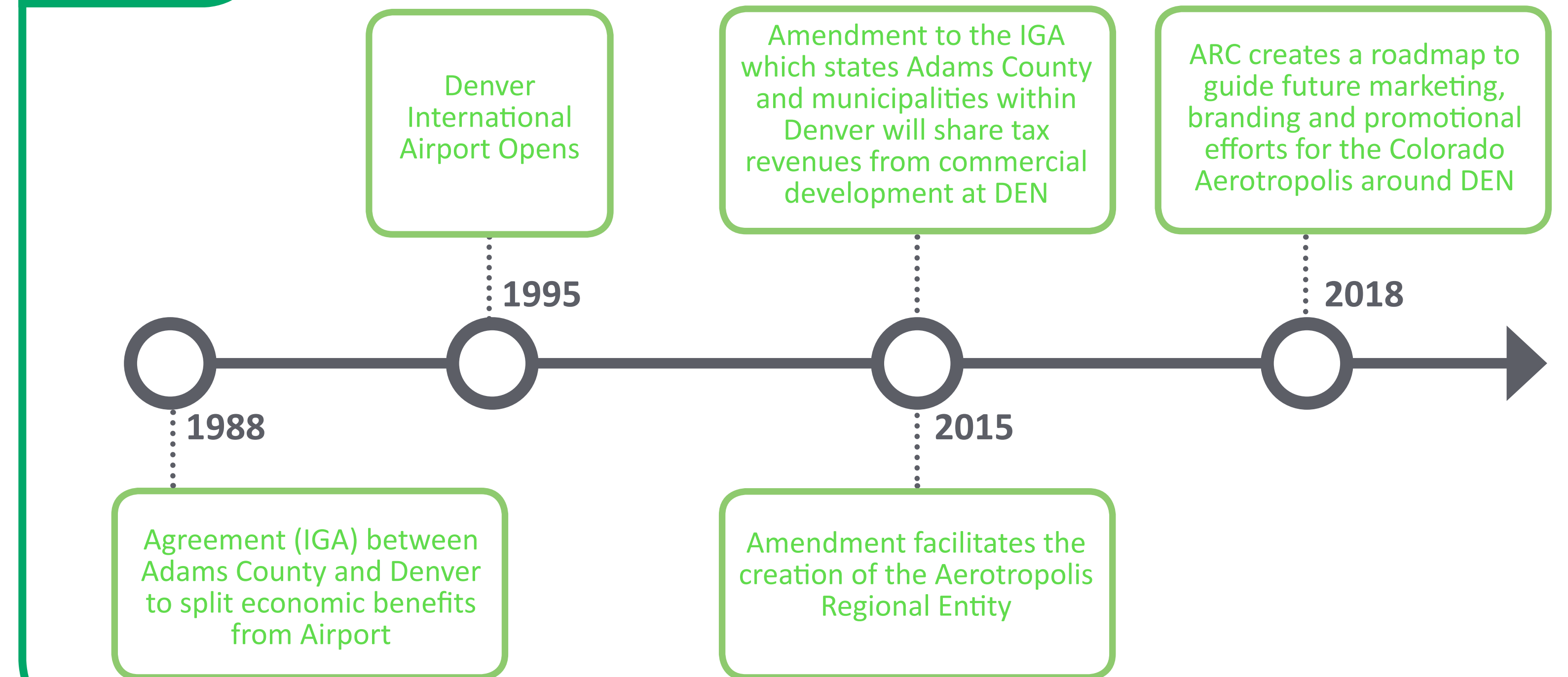


## KEY PLAYERS & ROLES

- The ARC includes representatives from various cities & counties and Denver International Airport (DEN).
- **DEN anchors the Aerotropolis** and its National and International Connectivity.



## IMPLEMENTATION TIMELINE



## FUNDING

Funding for the ARC came from a **proportional share** from each member municipality, led by the City & County of Denver and the City of Aurora.



## KEY OUTCOMES

### Branding & Strategic Roadmapping

The ARC collaborated with a marketing and public relations firm to **create a distinct brand and a strategic roadmap guide** for future initiative in the area

### Advancement Delays

The ARC has been **cautious to advance the new economic initiatives** of the Colorado Aerotropolis as each jurisdiction wants to **protect its economic assets**, which as **resulted in a delay** advancing the Colorado Aerotropolis and the initiatives of Denver International Airport.



CASE STUDY 2

# GREATER GASTON DEVELOPMENT CORPORATION (GGDC)

GASTON COUNTY, NC

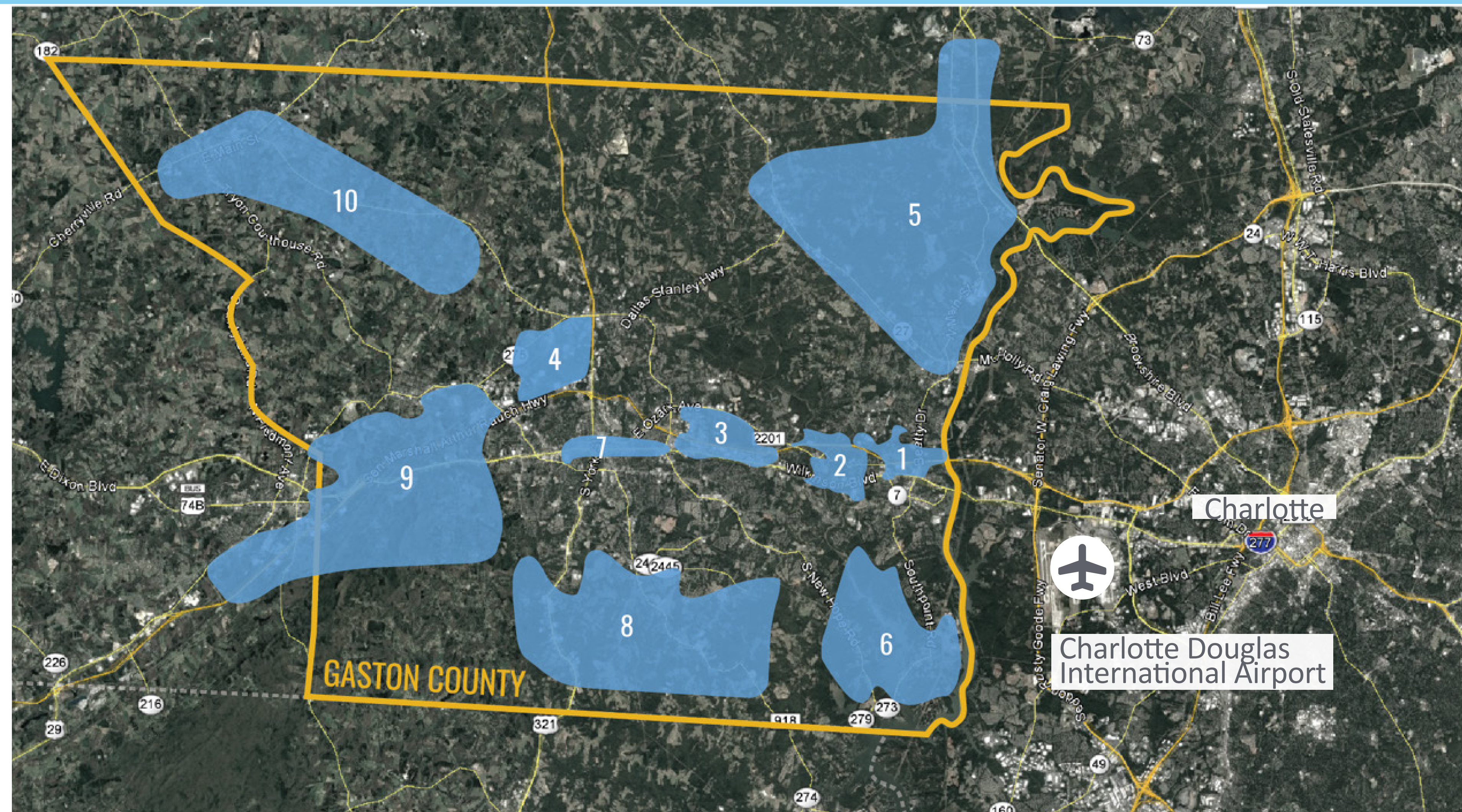


*"ATTRACT INVESTMENT, STIMULATE ECONOMIC DEVELOPMENT AND GROW THE EMPLOYMENT BASE."*

## OVERVIEW

The Greater Gaston Development Corporation (GGDC) is a non-profit organization that coordinates governments, private and non-profit organizations across Gaston County, North Carolina.

- Drive action on strategic county-wide initiatives
- Work collaboratively with its partners
- Attract investment, stimulate economic development and grow the employment base in Gaston County.



### OPPORTUNITY AREAS

- |  |                                     |
|--|-------------------------------------|
| 1. Belmont / Abbey Properties                | 6. Catawba South                    |
| 2. McAdenville / Lowell / Carmerton          | 7. Central Gastonia                 |
| 3. Lineberger / CaroMont                     | 8. South Gastonia                   |
| 4. Gaston College / Technology Park / Dallas | 9. Bessemer City / Kings Mountain   |
| 5. Mount Holly / Stanley                     | 10. Northwest Gaston / Cherry Ville |

## KEY PLAYERS & ROLES



The GGDC partners with public, private, and nonprofit institutions to stimulate job growth and attract capital investment and development to Gaston County.

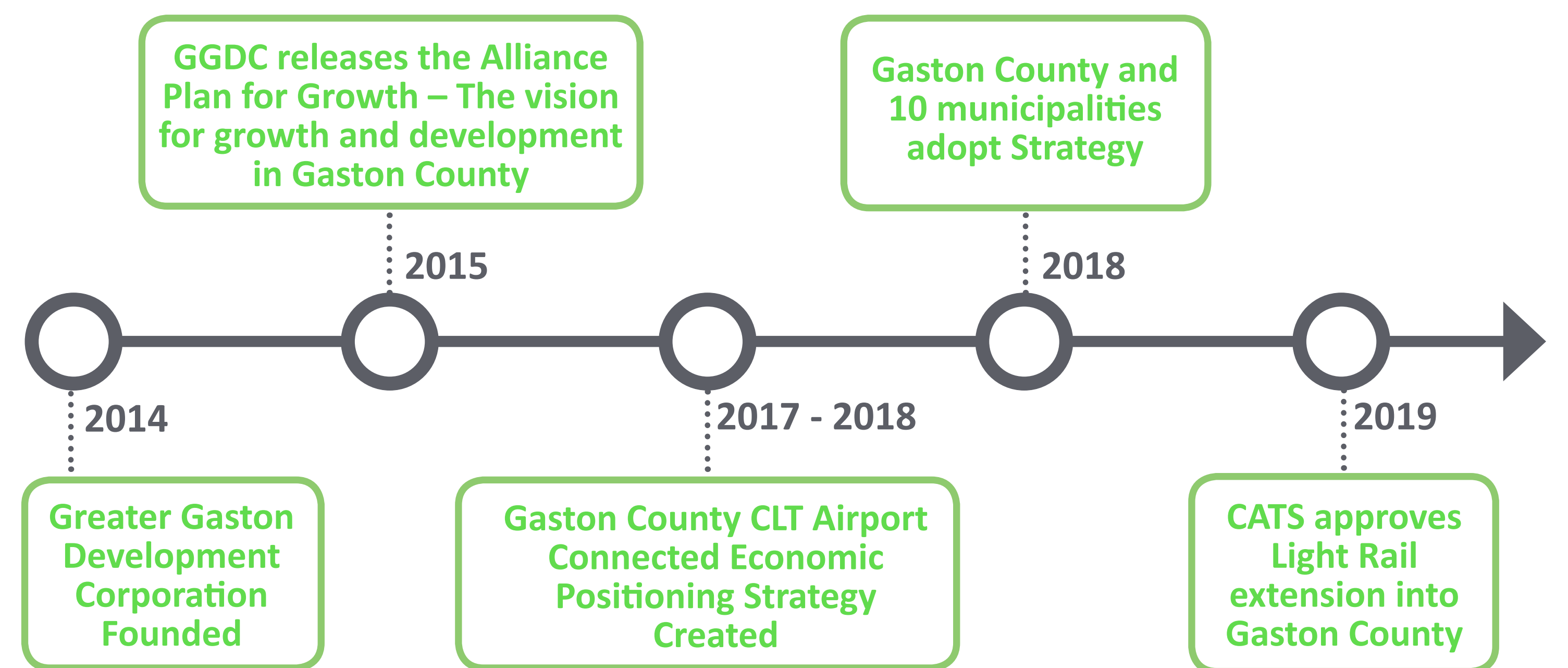
### 10 MUNICIPALITIES & GASTON COUNTY



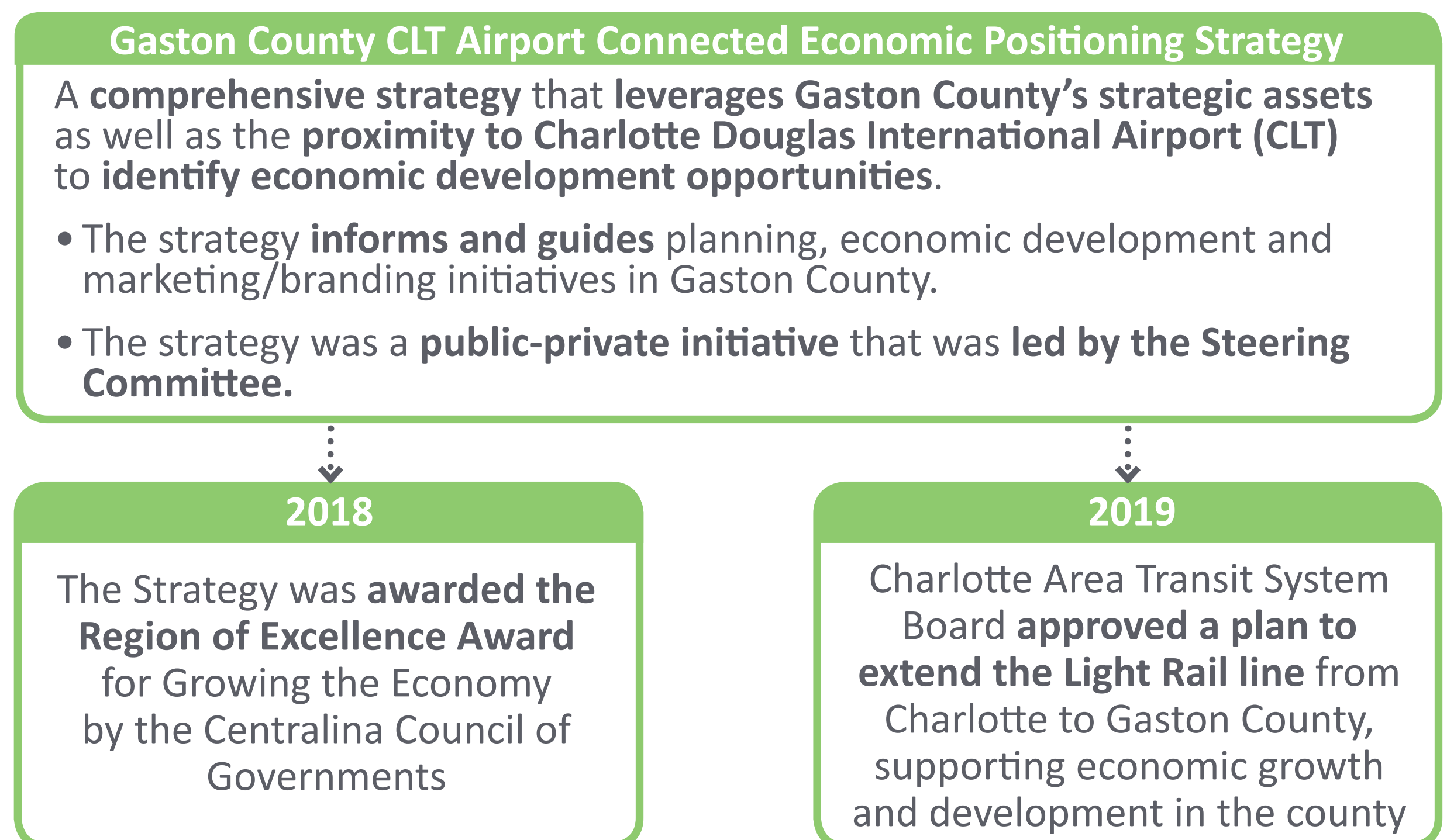
### PUBLIC, PRIVATE & NON-PROFIT PARTNERS



## IMPLEMENTATION TIMELINE



## KEY OUTCOMES



# GREATER GASTON DEVELOPMENT CORPORATION (GGDC)

GASTON COUNTY, NC



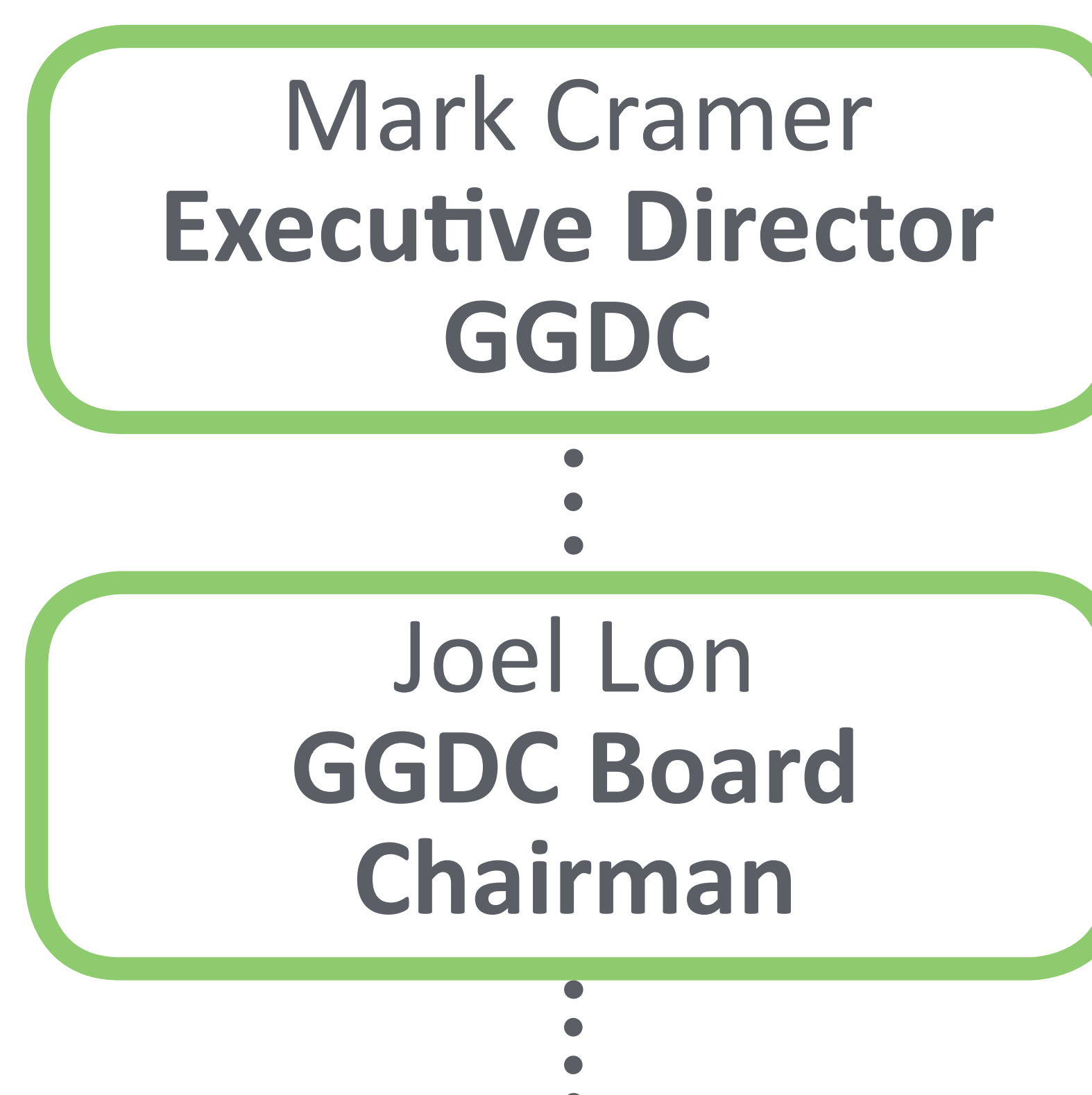
*"ATTRACT INVESTMENT, STIMULATE ECONOMIC DEVELOPMENT AND GROW THE EMPLOYMENT BASE."*



## ORGANIZATIONAL STRUCTURE

The Greater Gaston Development Corporation led the effort to leverage the success of the Charlotte Douglas International (CLT) Airport Strategy and **develop a complementary economic development strategy for Gaston County.**

- GGDC secured funding from the various municipal jurisdictions across Gaston County, as well from Gaston County, Private Sector Partners and Foundations to form a Steering Committee and prepare the Economic Positioning Strategy
- The Steering Committee includes the CLT Airport Economic Development Director and government representatives from across the County



### Members of the Steering Committee

Miles Braswell, Assistant City Manager	City of Mount Holly
Bill Carstarphen, President & CEO, Pharr	Greater Gaston Development Corp.
Robert Clay, Partner, Coldwell Banker Commercial MECA	Greater Gaston Development Corp.
Thomas Gillespie, Member, City Council & Mayor Pro-Term	City of Lowell
Stuart Hair, Economic Affairs Manager	Charlotte-Douglas International Airport
Houston Helms, Member, Town Commission	Town of Cramerton
Donny Hicks, Executive Dir., Economic Development Comm.	Gaston County
James Inman, City Manager	City of Bessemer City
Heath Jenkins, Town Manager	Town of Stanley
Joel Long, President, Commercial, GSM Services	Greater Gaston Development Corp.
Michael Peoples, City Manager	City of Gastonia
Ryan Schrift, City Council Member	City of Belmont
Maria Stroupe, Town Manager	Town of Dallas

CASE STUDY 3

# AEROTROPOLIS ATLANTA ALLIANCE

ATLANTA, GA



## "A NEW VISION OF METRO ATLANTA'S SOUTHSIDE"

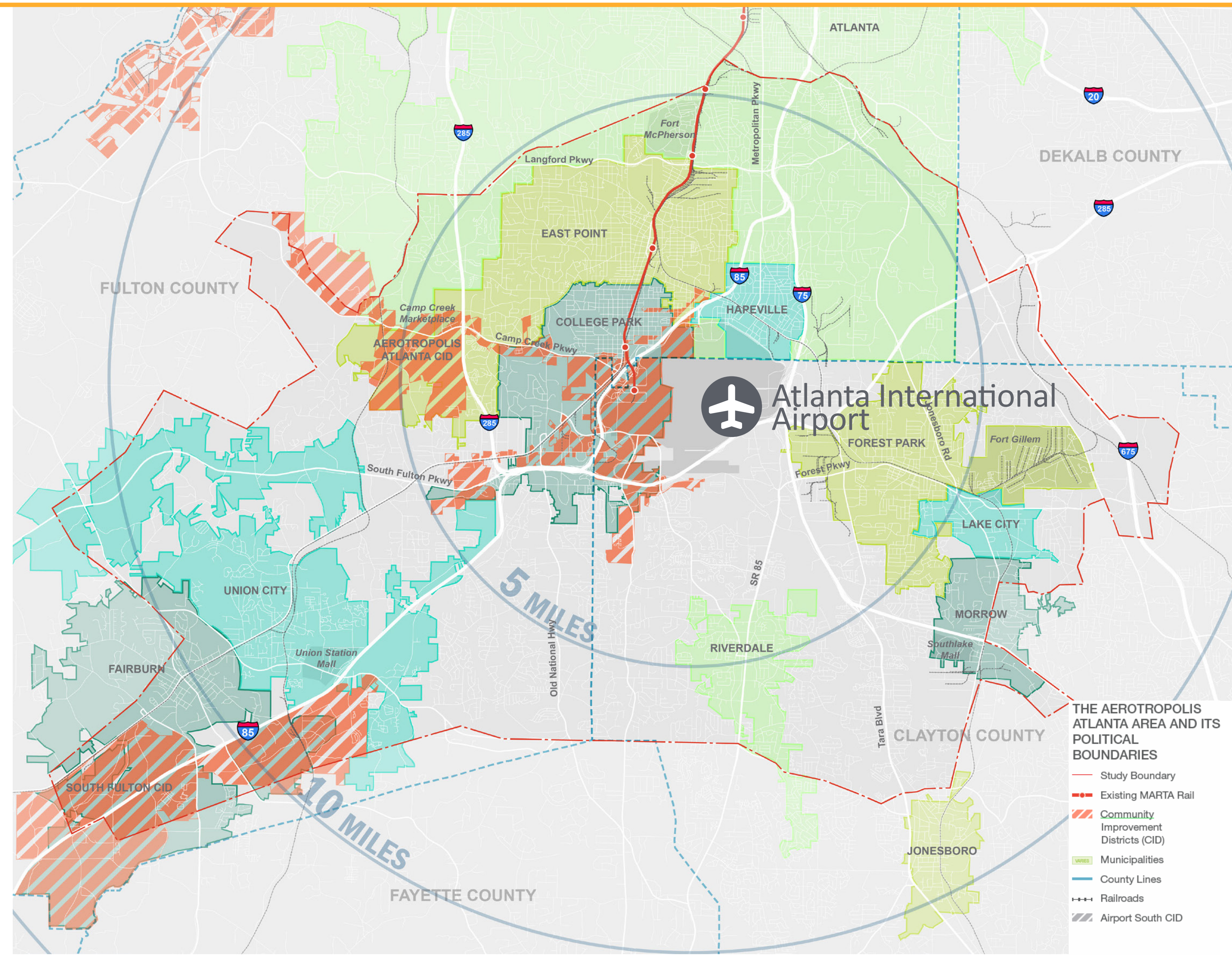
### OVERVIEW

Aerotropolis Atlanta unites various stakeholders under a joint vision and strategy to leverage Hartsfield-Jackson Atlanta International Airport as an economic engine to stimulate investment through strategic development and growth of target industries.

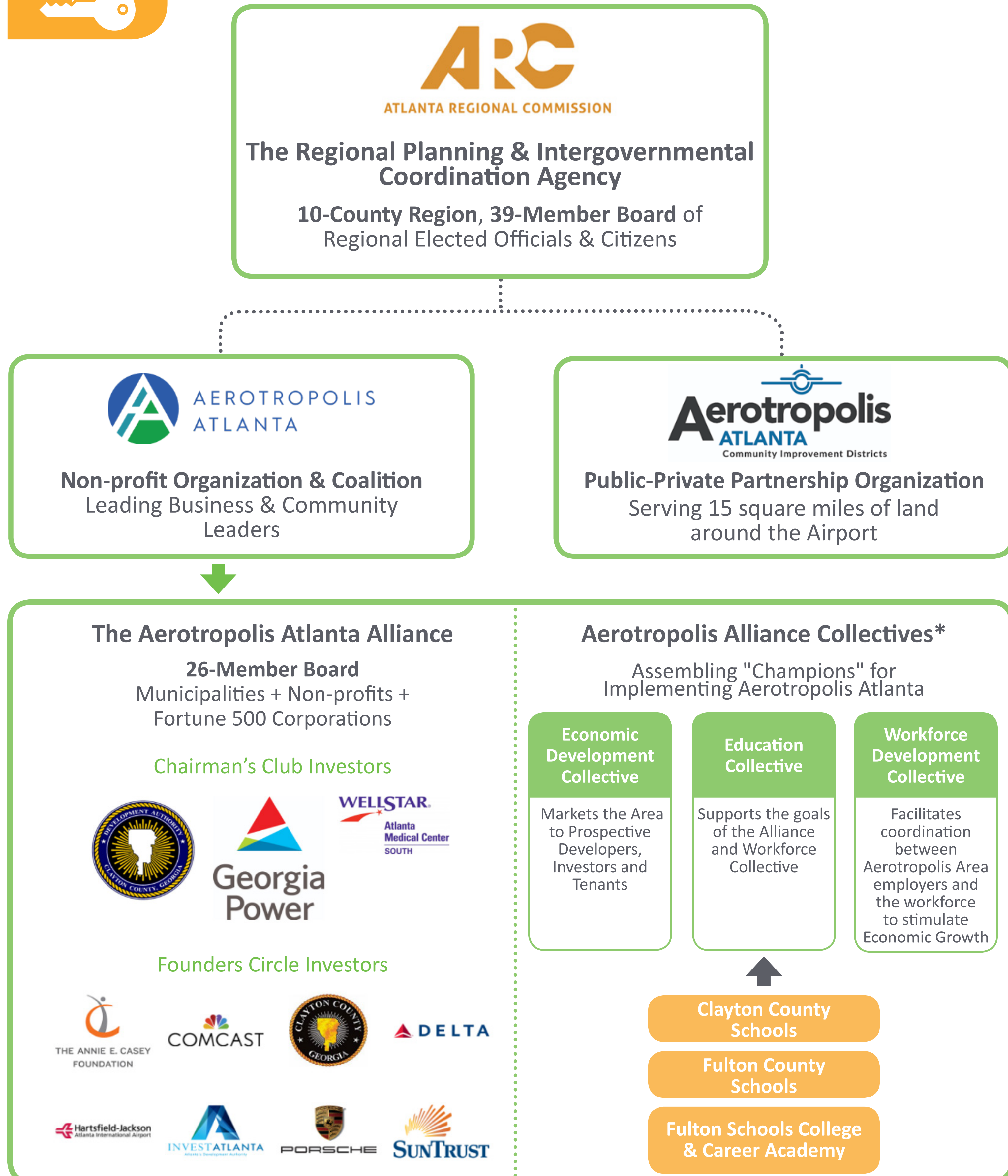
- Collaborative and comprehensive approach
- Target workforce, education and economic development
- Preserve the character of existing communities
- Demonstrate the economic opportunities leveraged by proximity to ATL Airport
- Facilitate the common marketing and promotion of the AeroATL area
- Define the Aerotropolis Atlanta Blueprint which targets specific Economic Sectors around ATL Airport

#### KEY ECONOMIC SECTORS:

- Aerospace
- Logistics
- Food + Agri-business
- Multimedia production
- Bio-life sciences



### KEY PLAYERS & ROLES



\* Collectives play the role of committees and focus on three topics important to the work of the Aerotropolis Atlanta Alliance

### PARTNERS & INVESTORS



CASE STUDY 3

# AEROTROPOLIS ATLANTA ALLIANCE

ATLANTA, GA



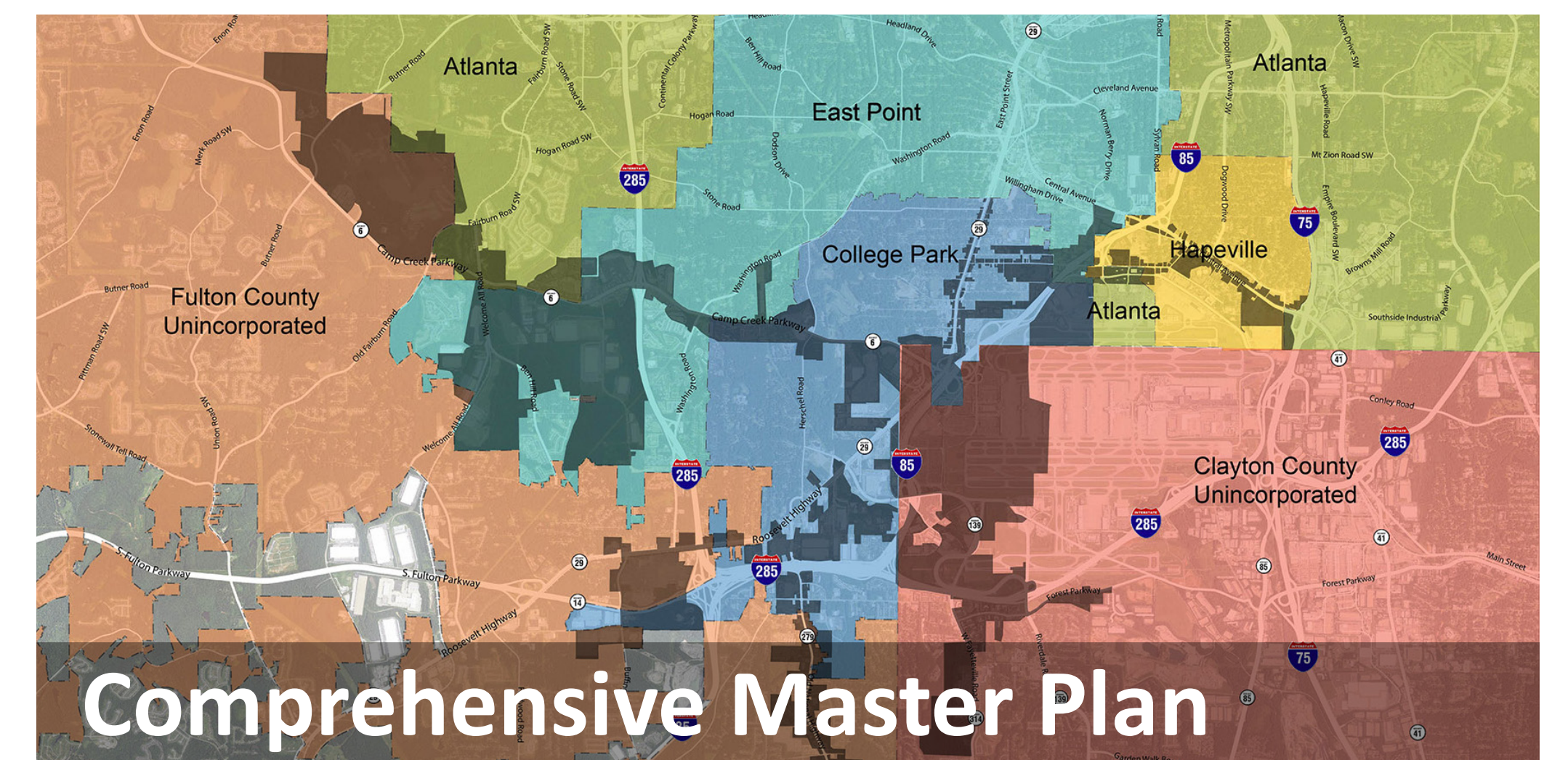
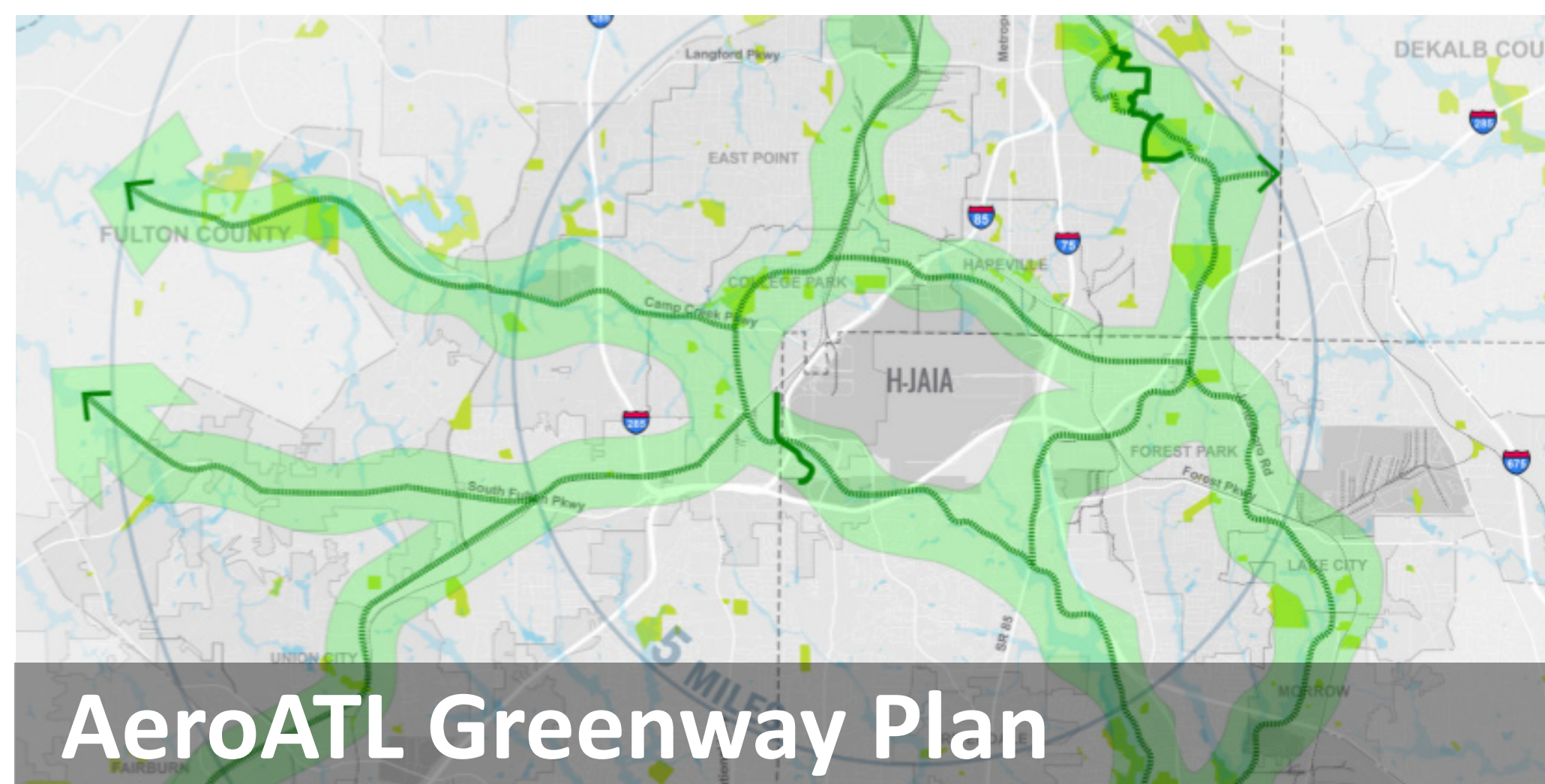
“A NEW VISION OF METRO ATLANTA’S SOUTHSIDE”



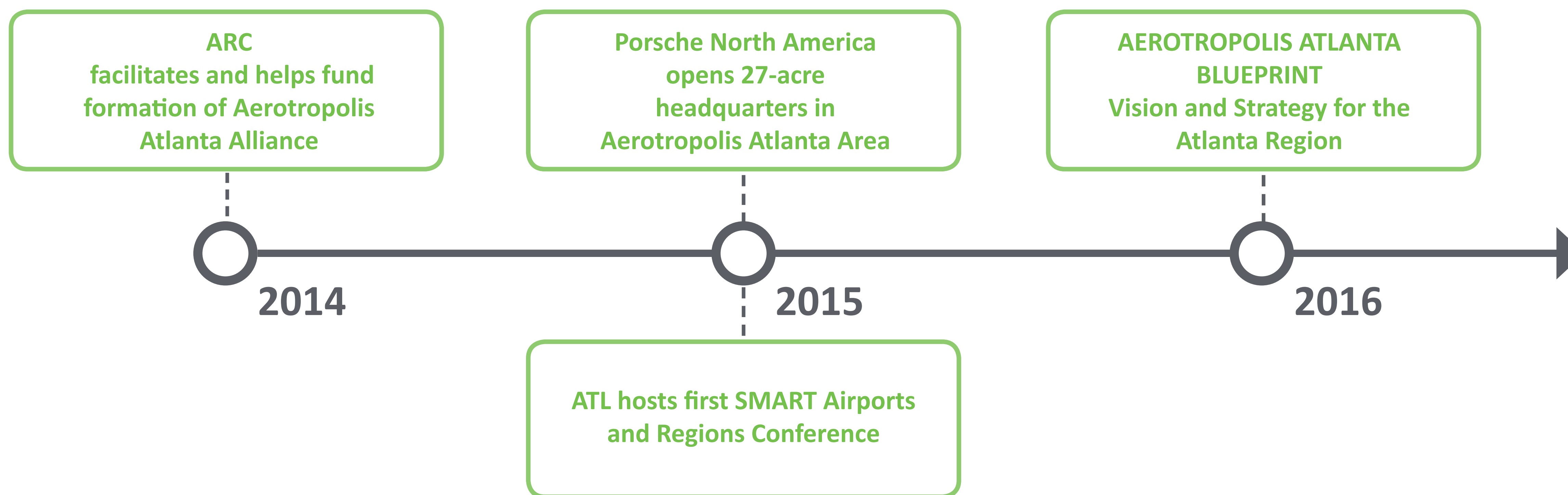
## FUNDING - COMMUNITY IMPROVEMENT DISTRICTS (CIDs)

- The **CID Board of Directors** work directly with their stakeholders, including **property owners, business owners, civic organizations and residents** for input on projects.
- Aerotropolis CID’s are a **catalyst for infrastructure enhancement** through new investments, project planning, resource management and partnership development.
- CIDs are made up of **commercial, industrial and office property owners** that agree to tax themselves at higher rates to fund various beautification, public safety and infrastructure projects in the Aerotropolis Area.

### Examples of AeroATL CID Projects

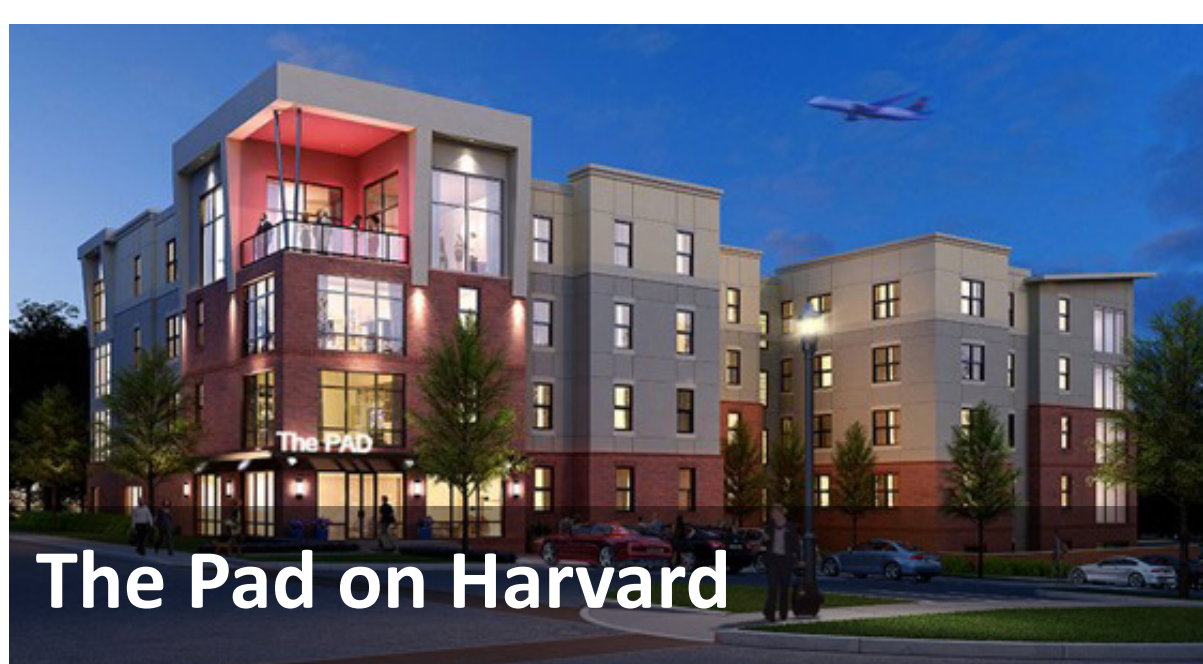


## IMPLEMENTATION TIMELINE



## KEY OUTCOMES

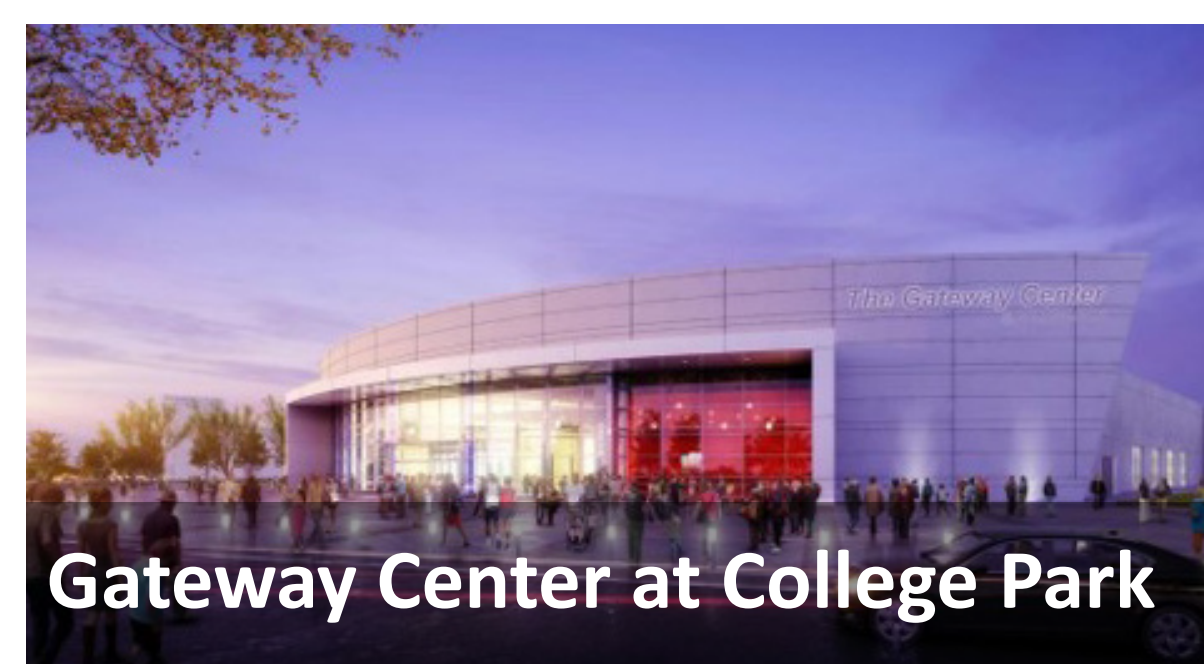
The Aerotropolis Atlanta Alliance has been instrumental in facilitating a number of development projects in Aerotropolis Atlanta around Atlanta Hartsfield-Jackson International Airport.



Transit-oriented Development featuring residential, retail and hotel.



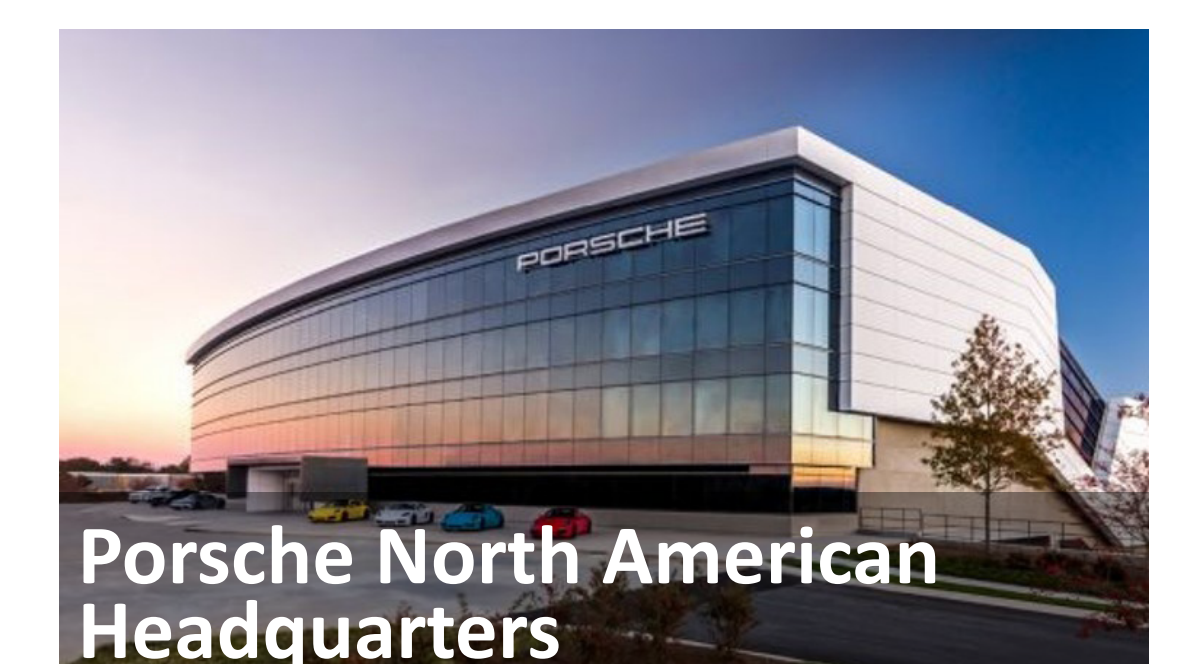
Redevelopment of a former army installation to include a film studio, office, commercial, residential. Anchored by transit and the Atlanta Beltline.



Multi-use development inclusive of a sports arena and entertainment, hotel and Class-A office space.



Hotel, office and travel plaza located adjacent to ATL’s main domestic terminal.



Porsche’s newly developed North American Headquarters facility includes 220,000 of office space, the technical training center, customer and driving experience center, and a 1.6-mile track and handling circuit.

# AEROTROPOLIS ATLANTA ALLIANCE

ATLANTA, GA

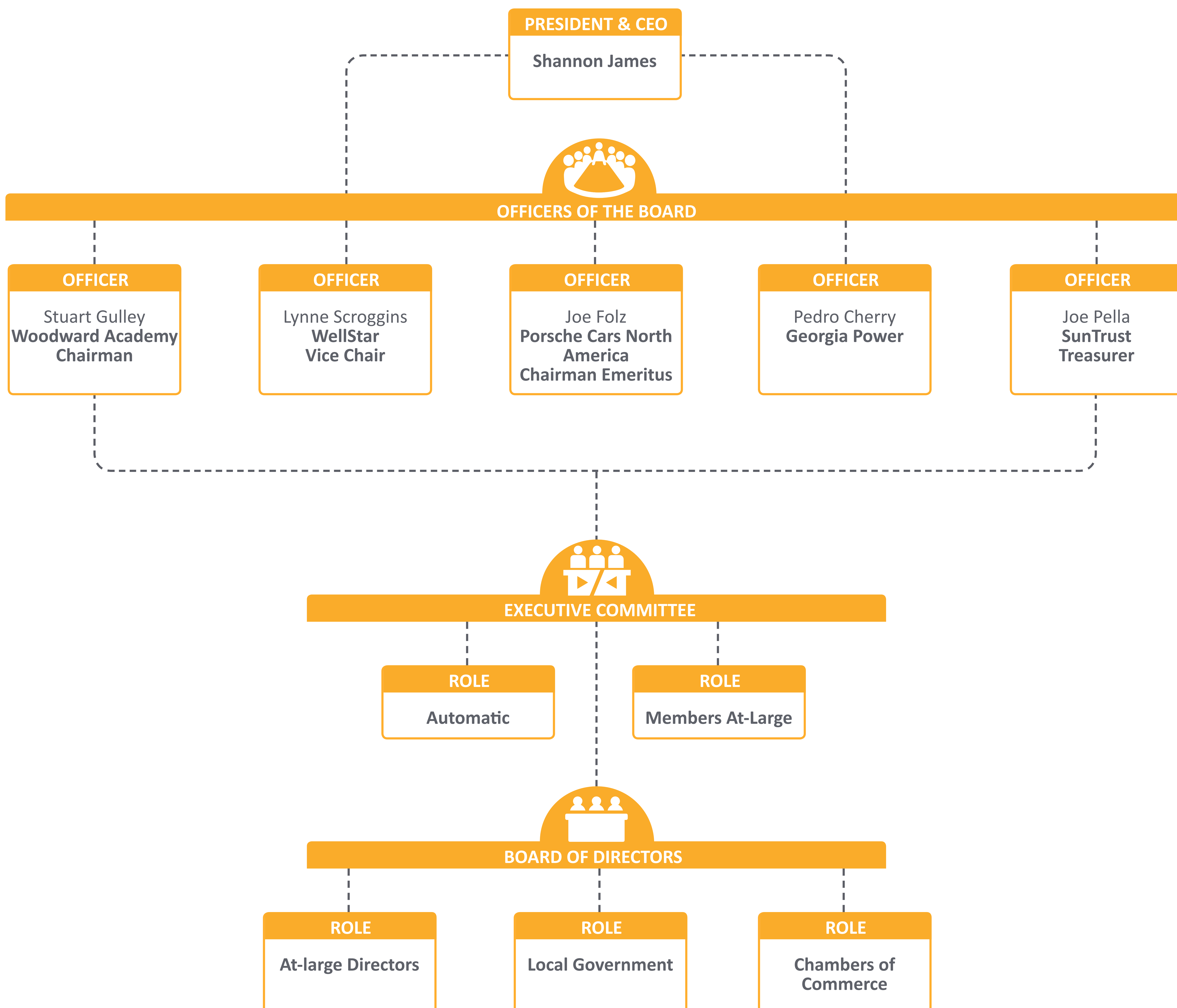


“A NEW VISION OF METRO ATLANTA’S SOUTHSIDE”



## ORGANIZATIONAL STRUCTURE

### ORGANIZATION CHART





# LESSONS LEARNED & CONSIDERATIONS



FG

## LESSONS & CONSIDERATIONS FOR LONG-TERM OVERSIGHT ORGANIZATIONAL STRUCTURE

- Organizational **Oversight Leadership Structure should involve Champions from the Local Community and City Leadership**, as well as from the Private Sector, Financial Institutions, Economic Development Agencies, Universities/Educational Institutes, Foundations, Developers, Business, Airlines and Energy/Utility Companies.
- **City of Phoenix departments that should be active participants in the organization:** Aviation, Community & Economic Development, Neighborhood Services, and Planning & Development.
- Organization funding scenarios should not only utilize “Municipal-Sourced” funds, but **also seek funds from its Key Stakeholder Partners, Foundations and other oversight organization members.**
- The concept of **“Special Assessments on Commercial and Industrial Properties”** may be considered to fund a **“Specified”** or **“Community Improvement Area”**.
- A **Brand Identity and Marketing Platform** should be created and used to promote the PHX LRS area.
- A Committee **Structure that embraces multiple levels of Champions and Advocates** of the PHX LRS should be created to **broaden involvement** and **establish Sub-Committees** (also known as “Collectives”) to address specific topics such as “Education & Workforce Development”, “Community Enhancements and Cultural Corridor”, and “Marketing and Business Development”.
- Marketing and implementing catalytic projects (like the LRS **Spark Areas, Quick Hits and Cultural Corridor**) **should be the top priority of the Organization**, in order to **establish anchors and demonstrate success** around which Community Enhancement and Redevelopment could evolve.

# KEY QUESTIONS EXERCISES

FG


Please use your Post-Its to answer the questions below.

## WHAT IS THE MISSION?



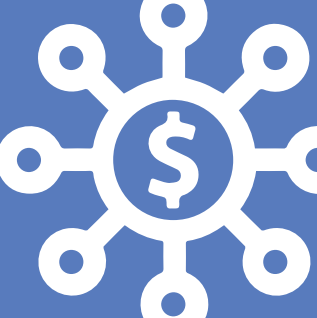
A large, empty rectangular box with rounded corners and a blue border, intended for writing the mission statement. A small blue icon of a hand holding a flag is located in the top-left corner of the box.

## WHO ARE THE KEY PLAYERS?



A large, empty rectangular box with rounded corners and a blue border, intended for writing the names of key players. A small blue icon of a person holding a key is located in the top-left corner of the box.

## WHAT ARE THE FUNDING SOURCES?



A large, empty rectangular box with rounded corners and a blue border, intended for writing the funding sources. A small blue icon of a dollar sign inside a network of nodes is located in the top-left corner of the box.

# PHX ORGANIZATIONAL STRUCTURE EXERCISE



## WHAT SHOULD THIS ORGANIZATIONAL STRUCTURE LOOK LIKE?

Please use Post-Its to create the organizational structure would best work for the LRS oversight entity.

## COMMENTS AND FEEDBACK?