

## Appendices

### VOLUME V

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## **Appendix D: Market Analysis Methodology and Benchmarking of Other Uses**

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## Market Analysis Methodology

The following is a brief summary of the methodology employed for the market demand analysis and allocation strategy conducted as part of this study.

- Identified set of land uses for examination.
- Established market study areas relative to set of land uses.
- Conducted local market field work in the Planning Area, market study areas and broader reference area to observe local market conditions and prevailing patterns of development. Evaluated market support for commercial opportunities in the Planning Area and on the Subject Parcels.
- Examined market conditions and key market metrics, including employment, population and other socio-economic and demographic information for study areas.
- Identified and analyzed existing building inventory by use for current dynamics, key development characteristics, and future potential.
- Conducted demand analysis and projected future demand by use. This analysis utilized a two-pronged approach to project demand:
  - Historical trends—used information from the commercial real estate market database CoStar and supplemented with local government data.
  - Projections of employment population—obtained from Maricopa Association of Governments.
- Tested uses for supportability against projected market demand context, specific market requirements, and relevant development characteristics of each general use to help establish their potential within the Planning Area.
  - Demand identified for these uses in both the near-term and the mid-term was anticipated to locate on land within or just outside of the market areas.
- Applied fair-share allocation to the demand identified for the market impact or trade areas in order to identify the amount of estimated demand captured by the Planning Area for the near-term and mid-term planning horizons.
  - This fair-share allocation takes into account the competitive set of vacant properties and developments planned, proposed, under construction or newly delivered within the respective study areas.
  - A capture rate of 25% was applied for all uses for planning purposes.

## Industrial & Flex Sources of Demand

- Estimated industrial-using employment to grow less than 1% annually through 2025 within the Market Impact Area
- Projected increase in population of approximately 2.0% each year for the same 10-year planning horizon within the Market Impact Area
- Historical patterns of growth and product delivery timing, path of growth trends, strategic (re)locations and projected inventory replacement

### **Office Sources of Demand**

- Estimated office-using employment to grow 1.1% annually through 2025 within the Market Impact Area
- Projected increase in population of approximately 2% each year for the same 10-year planning horizon within the Market Impact Area
- Historical patterns of growth and product delivery timing, path of growth trends, strategic (re)locations and projected inventory replacement

### **Retail Sources of Demand**

- Projected annual population increase of approximately 1.3% for the 10-year planning timeframe within the Market Trade Area.
- Socio-economic and demographic characteristics within 3- and 5-mile radii around Planning Area.
- Local employment, airport passengers and affiliated traffic, and other passerby traffic.
- Historical growth patterns and product delivery timing, path of growth trends, and projected inventory replacements.

### **Hotel Sources of Demand**

- Airport passengers including leisure travelers and tourists, business travelers, university-related travelers
- Interstate-related travel and downtown proximity
- Historical patterns of development; forecasted airport passenger growth; planned, proposed or under construction and recent deliveries timing; projected inventory replacement and expansion

Artisan and Makerspace Uses										
Location	Initiative or Program	Year Created or Developed	History	Estimated Building Size (SF)	Estimated Land Size (acres)	Use	Site Information / Surrounding Related Development Zoning	Owner/ Operator	Special Economic Incentives	Description & Tenants
Phoenix, AZ	CPLC Pickle House Makerspace Business Incubator	Under Renovation in 2016	The Arnold's Pickle House building was later left vacant but maintains its iconic sign on Van Buren Street. Now, Chicanos Por La Causa Inc. is converting the space into the CPLC Pickle House Makerspace Business Incubator.	32,000	2.34	Light Manufacturing High Tech	<p>The CPLC Pickle House Makerspace Business Incubator will provide a platform for entrepreneurs from disadvantaged backgrounds to succeed. This high-profile historic rehabilitation project currently in design will transform the historic Arnold Pickle House into a small business incubator and makerspace in Downtown Phoenix. The adaptive reuse project will include a business incubator, high-tech tools and other resources for small businesses, while retaining the nostalgia and imagery of the historic site.</p> <p>The Pickle House, located at 14th and Van Buren streets, will focus on four strategies:</p> <ul style="list-style-type: none"> <li>• Manufacturing incubation and innovation, using high-tech tools, including 3-D printers, to cost effectively make prototypes and products</li> <li>• Access to capital, including unconventional loans</li> <li>• A business enterprise to develop opportunities for small business ventures</li> <li>• Workforce development to train skilled labor</li> </ul>	Chicanos Por La Causa Inc.	Funding for this project comes from a \$2.9 million grant from the U.S. Department of Commerce Economic Development Administration. Part of that funding will be used to purchase the building. CPLC will create 200 light manufacturing and high-tech jobs.	TBA
Philadelphia, PA	Fishtown	1900's	<p>Fishtown was settled by Swedish immigrants and later developed by the English. Fishtown's shad fishing and fishery heritage are still a major part of the community, with relics and buildings that date back to the formerly booming industry in this area. When the shad fishing industry ended in the early 1900s, many fishermen switched to the shipbuilding industry or invested their money into local real estate.</p> <p>Fishtown has emerged as a hub of artistic, culinary and musical expression.</p> <p>Philly's young creative class has settled in this district, along with an influx of bars, restaurants, music venues, studios and galleries. Newcomers' integration and collaboration with the neighborhood's long-time residents and families has set Fishtown on a forward-thinking path.</p>	Varies	Varies	Restaurant Bar Music Venues Studios Galleries Residential	<p>Located immediately northeast of Center City, its borders are roughly defined by the triangle created by the Delaware River, Frankford Avenue, and York Street. It is served by the Market-Frankford Line rapid transit subway/elevated line of the SEPTA (Southeastern Pennsylvania Transportation Authority) system.</p> <p>In December 2011, IRMX (Industrial Residential Mixed-Use) district zoning was put into effect. This zoning is primarily intended to accommodate a mix of very low-impact industrial uses, including artists and artisan industrial, and residential and neighborhood-oriented commercial uses.</p>	Varies	City of Philadelphia Storefront Improvement Program (this program was used to defray the costs of refurbishing façades).	<p>Membership Fees: Not membership based</p> <p>Tenants include: Frankford Hall, Fette Sau, Pizza Brain, Little Baby's Ice Cream, Memphis Taproom, Johnny Brenda's, Kraftwork, Loco Pez, Barcade, Philadelphia Brewing Company, along with music venues, art galleries and studios.</p>
Cincinnati, OH	Lockland Industrial Park	2005	The former 100-year-old Celotex Corp. roofing products factory, a long-dormant shingle factory, was reinvented as Lockland Industrial Park in 2005-2006.	250,000	30	Brewery Coffee Fermentation	<p>Three major businesses are described below:</p> <p>Rivertown Brewing Co., 2009, 24,000 s.f.: Rivertown Brewing Co. got its start in 2009 at Lockland Industrial Park, beginning with less than 2,000 s.f. and now occupying more than 24,000.</p> <p>La Terza Artisan Coffee, 2015, 4,000 s.f.: La Terza accounts and operations manager liked not only the space but the connection with other businesses including Rivertown Brewery. Now occupying about 4,000 s.f., La Terza has its own roasting equipment, a cupping bar, a conference room and its administrative offices on site.</p> <p>Fab Ferments, 2015, s.f. unknown: La Terza helped convince the owners of Fab Ferments to locate at Lockland Industrial Park. Cofounded in 2008, Fab Ferments now resides at Lockland making handmade, raw, cultured foods from organic and local, sustainable ingredients and offers them to the Greater Cincinnati area, and online.</p>	NA	\$3 million Clean Ohio grant and a tax-increment financing deal from the village of Lockland.	<p>Membership Fees: Not membership based</p> <p>Tenants/users include: Rivertown Brewing Co., La Terza Artisan Coffee, Fab Ferments, and Petro Environmental.</p>

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Carrollton, TX	Dallas Makerspace	2010	<p>The Dallas Makerspace is a membership-based, 501(c)(3) non-profit, shared community workshop and laboratory.</p> <p>They are an organized group of local artists, engineers, makers, and thinkers who work together to provide tools and learning resources to the public.</p> <p>They use these resources to collaborate on individual and community projects in order to promote science, technology and art, while working and experimenting on innovative ideas to encourage learning within the community.</p> <p>At the Dallas Makerspace they believe that collaboration is a truly effective form of learning. Members and volunteers teach classes, hold unique educational events and collaborate on projects.</p>	NA	NA	Makerspace	<p>Classes available include Woodworking, Sewing, 3D Design, CNC Machining, Robots, Blacksmithing, Photography, Electronics, Pottery, Welding, and Arts.</p> <p>The facility is available 24/7; members and volunteers teach classes, hold unique educational events and collaborate on projects.</p>	NA	Membership-based, 501(c)(3) non-profit.	<p>Membership Fees: \$50/month or \$540/year (10% discount). Dues are automatically recurring for the period you select (monthly or yearly). Regular members are also able to add additional family members (from the same household) for \$10/month or \$120/year.</p> <p>Tenants/users include: An organized group of local artists, engineers, makers, and thinkers who work together to provide tools and learning resources to the public.</p>
Ann Arbor, MI	All Hands Active	2009	<p>All Hands Active is the Ann Arbor makerspace that allows people to relax, share what they know, learn by doing and entertain via social gaming. All Hands Active was formed in 2009 during a series of meetings by a group of hobbyists and tech enthusiasts who met to share their projects and problems. Later in 2009, the group became a hackerspace when Digital Ops offered the group space in their building. The makerspace was formally incorporated in January 2010 and formed a fiscal sponsorship relationship with the School Factory in 2011. Since then, they began acquiring additional equipment and space. More recently, they began to work on their own 501(c)(3) application to become a nonprofit entity. Currently, the makerspace occupies 1,700 s.f. and the standard membership includes 24/7 access to the facility, a locker, server space, discounted classes and materials.</p>	2,587 s.f. of a 23,000 s.f. building	NA	Makerspace	<p>Recently signed a new lease for their new location at 255 E. Liberty Street.</p> <p>Members bring their own tools to share with others, and the makerspace takes full responsibility for maintaining them and promoting proper use. Equipment can be personally owned or is lent from a local business for use by the makers. All Hands Active's membership base is around 40% technology professionals, 40% local students, and the remainder are hobbyists and enthusiasts. The makerspace organizes many classes in Arduino, soldering, 3D printer, laser cutter and CNC router classes, Linux command-line, and so on. Other courses are required for the operation of some of the makerspace's most complex or expensive machines.</p>	NA	<p>Their budget includes income from classes, workshops, and memberships in addition to donations.</p> <p>All Hands Active received a Bright Futures grant partly funded by Eastern Michigan University, which allowed All Hands Active members to teach maker classes with middle school students.</p> <p>They are currently working on their 501(c)(3) application to become a nonprofit entity.</p>	<p>Membership Fees:</p> <ol style="list-style-type: none"> <li>1) Standard: \$50/month</li> <li>2) Household*: \$15/month (*with Standard Member Sponsor)</li> <li>3) Student or Starving Hacker: \$20/month</li> <li>4) Volunteer Membership (limited opportunities)</li> </ol> <p>Tenants/users include: 40% technology professionals, 40% local students, and the remainder are hobbyists and enthusiasts.</p>
Madison, WI	Sector67	2002	<p>Sector67 is a non-profit collaborative space in Madison, WI, dedicated to providing an environment to learn, teach, work-on, build and create next generation technology. Currently, Sector67 is a fiscally-sponsored program, a Wisconsin 501(c)(3) non-profit corporation.</p>	8,500	NA	Makerspace Hackerspace	<p>Sector67 is housed in a 8,500 s.f. building with two complete garage bays. This is an environment to learn, teach, work-on, build, and create next generation technology including software, hardware, electronics, art, sewing, metalwork, apps, games, etc.</p> <p>Space includes a welding shop, metal shop, wood shop, sewing studio, 3D printing, computer lab, laser cutting, machine shop, event space, conference room, office space and storage space.</p>	Sector67	<p>Fiscally-sponsored program/501(c)(3) non-profit corporation.</p> <p>The makerspace has many supporters in the community and has received grants as well as donated tools and equipment from various local partners.</p>	<p>Membership Fees:</p> <ol style="list-style-type: none"> <li>1) \$20/hour flat rate</li> <li>2) \$50/month for college students</li> <li>3) \$100/month full membership</li> </ol> <p>Membership allows access to the space, tools and equipment for persons interested in software, hardware, electronics, art, sewing, pottery, glass, metalwork, iPhone/Android applications, and games. While prior knowledge is not required, the group offers classes to members and non-members on complex equipment (e.g., welders, mills, lathes, and 3D printers) for a flat rate of \$20/hour (participants are also required to take a safety orientation class).</p> <p>Tenants/users include: individuals and students.</p>



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Los Angeles, CA	LA Makerspace	2012	<p>LA Makerspace (LAM) is a non-profit, member-driven community space for makers, tinkerers and DIYers to create and collaborate. Their mission is to provide a place where kids can make and learn alongside adults. Members can work on their own projects while learning new, unique maker skills through workshops and mentorship all in a peer-learning environment. LA Makerspace is currently under a one-year fiscal sponsorship beneath the umbrella organization, Home &amp; Community, Inc., and is in the process of getting 501(c)(3) non-profit status. Classes and events have included programming, Arduino, fashion tech, food hacking, soldering, circuits, and more.</p> <p>In the fall of 2014, LA Makerspace became the primary provider of STEAM education for the Los Angeles Public Library (LAPL). LA Makerspace offers free, family-friendly workshops to the public at various LAPL branches. In addition to their public programs, they leverage their expertise to provide "train-the-trainer" professional development for LAPL library staff. LAPL librarians learn to develop and execute STEAM events at their own libraries.</p>	NA	NA	Makerspace Hackerspace	<p>LA Makerspace is the primary provider of STEAM (science, technology, engineering, arts, and math) education to the Los Angeles Public Library system. They aid in transforming the library into an innovation hub, where learning skills and creativity are accessible to the public.</p> <p>They create and provide professional development workshops to librarians in STEAM skill areas such as robotics, electronics, coding, and stop motion animation. Librarians then co-teach multi-session courses to the patrons at their home branch, led by an LA Makerspace instructor. They work off a LAM-created curriculum designed to leverage the particular strengths of librarians, which they use to teach the workshop independently.</p>	LA Makerspace	Currently under a one-year fiscal sponsorship beneath the umbrella organization, Home & Community, Inc., and is in the process of getting 501(c)(3) non-profit status.	Tenants/users include: Makers, tinkerers and DIYers of all ages.
Nashua, NH	Makelt Labs	2010	Makelt Labs is a registered non-profit organization offering 12,000 s.f. of space in a former 1900s foundry building. It opened in 2010 in Lowell, MA, and re-opened in 2011 in Nashua, NH. Makelt Labs moved into the foundry building in March 2016.	12,000	0.85	Makerspace Hackerspace	Members have access to a 12,000 s.f. facility that is divided into many distinct areas including electronics and computer lab, wood shop, machine shop, welding/fabrication shop, automotive garage bay, rapid prototyping areas, classrooms, meeting spaces, lounge, kitchen, etc.	Makelt Labs	Non-profit.	<p>Membership Fees:</p> <ol style="list-style-type: none"> <li>1) Hobbyist - \$40/month</li> <li>2) Pro - \$75/month</li> <li>3) Pro Partner - \$120/month</li> <li>4) Military Pro - \$40/month</li> </ol> <p>Tenants/users include: Individuals, businesses, etc.</p>
Ann Arbor, MI	Maker Works	2012	Maker Works is an 11,000 s.f. makerspace located in Ann Arbor, MI. Opened in 2012, the makerspace features several areas including metal, circuits, wood and craft, classes and a retail store. Maker Works offers three types of membership, individual, family and business, which allow access to all areas and their tools, access to computers, software and free WIFI. The makerspace provides adult, family and business memberships.	14,000	0.93	Makerspace	<p>Maker Works is located in the Starport Plaza Business Park, which consists of 27 flex-use buildings sitting on approximately 37.5 acres.</p> <p>Maker Works consists of four studio areas: Metal, Circuits, Wood and Craft. Each area has benches and tables on which to build your projects, electrical outlets for your computer, and project storage space. The Maker Works tool crib has hundreds of hand tools and clamps and power hand tools such as sanders, drills and routers. The Conference Room is used by many local maker groups and has extension cords, tables, chairs, three whiteboards, and a digital projector that is both PC and Mac compatible. There is also a kitchen to make coffee or tea and microwave or refrigerate dinner or lunch.</p>	Maker Works	NA	<p>Membership Fees:</p> <ol style="list-style-type: none"> <li>1) Day Pass: \$35</li> <li>2) Individual: \$90/month or \$900/year</li> <li>3) Family: \$90/month for the first adult + \$45 for each additional adult (15 years and younger are free with an adult membership)</li> <li>4) Pro (extended hours): \$130/month</li> <li>5) Discounts: Students 16+: \$45/\$450</li> <li>6) K-12 Teachers: \$45/\$450</li> <li>7) Veterans: \$45/\$450</li> <li>8) All-Hours: \$200/month</li> <li>9) Punch Card: \$250 for 10 visits to be used over the course of one year</li> <li>10) Personal Consulting \$30/hour for one-on-one coaching and consulting with your project</li> </ol> <p>Tenants/users include: Individuals, students, businesses, etc.</p>

Artisan and Makerspace Uses										
Location	Initiative or Program	Year Created or Developed	History	Estimated Building Size (SF)	Estimated Land Size (acres)	Use	Site Information / Surrounding Related Development Zoning	Owner/ Operator	Special Economic Incentives	Description & Tenants
Detroit, MI	OmniCorp Detroit	2009	OmniCorp is 8,000 s.f. workshop space in the Eastern Market section of Detroit. OmniCorp includes a group of designers, artists, engineers, musicians, thinkers and makers that get together to build new things as well as share and collaborate. The group does not have a hierarchical structure, as new members need to be voted in by all members.	8,000	0.6	Hackerspace	OmniCorp Detroit is located in the Eastern Market area of Detroit and across the street from the historic commercial district where buildings have been renovated into what is known today as Shed 1, 2, 3, 4 & 5 where over a 100 cafe's, restaurants and shops are available, along with the historic farmers market. Next door to OmniCorp Detroit resides Savvy Chic, a vintage boutique, and Cairo Coffee shop.  Eastern Market is a historic commercial district in Detroit, Michigan. The district was designated a Michigan State Historic Site in 1974 and listed on the National Register of Historic Places in 1978. The market was transferred from city management in 2006, and now operates through a public-private partnership with the Eastern Market Corporation. Eastern Market is the largest historic public market district in the United States, and the Eastern Market farmer's distribution center is the largest open-air flowerbed market in the United States and has more than 150 foods and specialty businesses. On Saturdays, about 45,000 people shop the city's historic Eastern Market.	OmniCorp Detroit	NA	Membership Fees: Details not available.  Tenants/users include: Designers, artists, engineers, musicians, thinkers and makers. OmniCorp is member-based. In order become a member you must be voted in.
Milwaukee, WI	Milwaukee Makerspace	2009	Milwaukee Makerspace defines itself as a social club for people who like to build, invent, tinker and/or collect new skills and expand their minds. It is recognized as a 501c3 non-profit educational charity. They have a diverse number of members including people interested in electronics, robots, wood working, embedded software, metal working, music, art, video, photography, electric cars and much more. Founded in 2009, the Milwaukee Makerspace acquired a rental space in November 2010 and the founding group expanded. Due to the need for more space, the makerspace moved to a larger building in 2012 and the membership has grown to more than 60 members. In light of its substantial membership growth, the makerspace elected a Board of Directors to manage the program. They selected to organize a Milwaukee Makerspace Investor's Group to manage the property and Makerspace of Milwaukee, Inc., a non-stock corporation in the state of Wisconsin. Most of the equipment is leased to the makerspace by members. The equipment includes a metal shop, casting, metalworking equipment, welders, wood chop, laser cutters, 3D printing area, electronics lab, textiles and crafting.	16,058	0.49	Makerspace	Milwaukee Makerspace is located behind McDonalds and Siegel's Liquor Store. This property is surround by single-family homes, apartments, a church and small retail and restaurants.	Milwaukee Makerspace Investor's Group	501c3 non-profit educational charity.	Membership Fees: 1) Full-Time Membership: \$40/month. includes 24/7 access into the space and one shelf/locker of personal storage space. 2) Spouse/Immediate Family Member: \$10/month additional per person for a second key fob and matching membership status. No additional storage space.  Tenants/users include: Individuals, families, etc. Makerspace is member-based. All new members must be vetted and confirmed by two current members and one Board member.

Source: C&S Companies; AZ Central; Visit Philly; Fishtown; PhiladelphiaPlanto.com; Lockland Industrial Park; Dallas Makerspace; All Hands Active; Sector67; LA Makerspace; Makelt Labs; Maker Works; OmniCorp Detroit; Milwaukee Makerspace; Google Earth; LoopNet.com; BizJournal.com; CoStar; Internet Research

Research and Tech Parks									
Location	Name of Park	Year Developed	History	Estimated Building Size (SF)	Estimated Land Size (acres)	Site Information / Surrounding Related Development Zoning	Owner/ Operator	Special Economic Incentives	Description & Tenants
Chandler, AZ	Innovations Science & Technology Incubator	2010	The City of Chandler pursued the Innovations Science & Technology Incubator after seeing its economic development potential. After evaluating a number of sites, the City entered into a 10-year lease with the building owner.	60,000	12.8	Innovations Incubator is a startup community for entrepreneurs supported by the City of Chandler because 80% of the city's job growth comes from local businesses. Facility includes: fully equipped independent laboratories, ranging from 900 to 1,500 s.f.; shared laboratory benches leased on a month-to-month basis in shared space; affiliate access to common lab equipment on an as-needed basis; Office & Flexible Manufacturing space ranging from 100 to 2,400 s.f.. The site is located immediately adjacent to Stellar Airpark, a privately owned, public-use airport and residential airpark.	City of Chandler operates the incubator in partnership with the University of Arizona Center for Applied Nano Bioscience and Medicine, and the non-profit Small Business Development Center	NA	Universities involved: University of Arizona.  Additional tenants include Amkor; appsFreedom; AromaeJuice; BCR Diagnostics Inc.; BMSEED LLC; Deloy, LLC; Hai Phoenix Technology; HealthTell Inc.; Karo Rx; NAVITASMAX, LLC; Pinpoint Clinical; RK Clinical Solutions; Seior Integrated; Southwest CFO Services LLC; and Virtual Scientific (VSI).  Facility Partners include Small Business Development Center (SBDC) and University of Arizona, Center for Applied NanoBioscience and Medicine.
Chandler, AZ	Continuum-Master Planned Science & Technology Park  In 2014, Continuum (tech & business park)	2010	Continuum is a technology park, formerly a Motorola research-and-development facility. Motorola sold the property for \$18.5 million in 2009 to Austin-based Capital Commercial Investments(CCI).  In 2011, CCI sold 40 acres to Cyrus One Data Center, which built a facility. In 2012, CCI spent \$4 million to renovate the building. Last year, Nationstar Mortgage and OnTrac Shipping became the first tenants. The University of Arizona also has a 10,000-square-foot learning center at this facility.  In February 2014, Southwest Value Partners purchased the development (the sale did not include the Cyrus One property) from CCI for \$51.75 million.	463,658	153	Located on the site of former Motorola property on Price Road just north of Queen Creek Road. Continuum will provide headquarters for a University of Arizona learning center to conduct programs, classes and research, as well as other high-end tenants now being recruited.  Property includes open spaces, cafeteria and a 40-seat community meeting room.  There are 81 acres of developable land at Continuum. The development could house an additional two million to three million s.f.	Continuum-Master Planned Science & Technology Park	NA	Universities involved: University of Arizona.  Additional tenants include Nationstar Mortgage, OnTrac, and CyrusOne.
Chicago, IL	University Technology Park at IIT (Illinois Institute of Technology)	2006	In December 2006, the University Technology Park at Illinois Institute of Technology, an incubator and life sciences/tech start-up facility, was started in existing research buildings located on the south end of Main Campus. As of April 2014, the University Tech Park at Illinois Institute of Technology houses a number of companies.	300,000	120	University Technology Park consists of four buildings located 10 minutes from downtown Chicago, the Technology Business Center, the Incubator, the IIT Tower, and IITRI Life Sciences.	Illinois Institute of Technology	More than \$317 million in federal, state and private funding captured by UTP resident companies.	Universities/medical centers involved: The University of Chicago, University of Illinois at Chicago, and Rush Medical Center.  Additional tenants include Advanced Cooling Therapy, LLC; Ai-Tronics Systems LLC; Cavendish Energy; Data Defenders, LLC; Denovx; Forelight, LLC; Innopsys, Inc.; Medtech Bioscience; Mumetel, LLC; Qualysense; Roberson and Associates, LLC; Samdi Tech, Inc.; Sigenics, Inc.; SiNode Systems, Inc.; Sword Diagnostics; Therapeutic Proteins International, LLC; VG Amrtglass; and Video Analytica.
Mesa, AZ	Arizona Health & Technology Park	2000	Founded in 1892 and the country's first osteopathic medical school, AT Still University (ATSU) has grown into a leading graduate health education institution with residential campuses in Mesa (and Kirksville, MO), as well as a broad range of online programs. ATSU has a current enrollment of nearly 3,400 students and is comprised of six schools offering master's degrees across all health disciplines and doctorates in athletic training, audiology, dental medicine, health administration, health education, health sciences, occupational therapy, osteopathic medicine, and physical therapy. In keeping with its nonprofit mission to care for those with little or no access to healthcare, ATSU trains students to work in rural, inner-city and other underserved communities. The Health & Technology Park was opened in 2000 and houses ATSU and a number of health care and research tenants.	129,000	50	Granted PEP (Planned Employment Park) zoning from the City of Mesa.  100,000 +/- s.f. AT Still University facility. The facility is situated between three major hospitals.	Arizona Health & Technology Park	NA	Universities involved: AT Still University, Arizona School of Dentistry and Oral Health, and the Grand Canyon School of Nursing.  Additional tenants include The Ahwautukee Dental Laboratory, Inc.; the Orthopedic Clinic Association (TOCA); and YMCA.

Research and Tech Parks									
Location	Name of Park	Year Developed	History	Estimated Building Size (SF)	Estimated Land Size (acres)	Site Information / Surrounding Related Development Zoning	Owner/ Operator	Special Economic Incentives	Description & Tenants
Oro Valley, AZ	Innovation Park	2008	Innovation Park is the high-tech center of Oro Valley, featuring a number of medical and biotech campuses. In 2008, Northwest Medical Center-Oro Valley opened a 220,000 s.f. hospital, along with a 70,000 s.f. medical office building.	2,500,000	535	193 acres of natural open space; linear park, walking paths and trails; and next door to Catalina State Park.  194 acres available for development; 35 acres for sale.  Easy access to Interstate 10.	Innovation Park	NA	Universities involved: None.  Tenants include Oro Valley Hospital, Innovation Corporate Center, Roche/Ventana Medical Systems, and Sanofi Avertis.
Peoria, AZ	BioAccel/BioInspire	2012	BioInspire was launched by BioAccel (a nonprofit) in 2012. It has supported the recruitment of additional companies providing advisory services, funding, individual and common laboratory space and support services. Thus far it has helped launch 17 companies and provided education and mentorship for more than 100 Arizona entrepreneurs.  Programs offered include the Technology Advancement Program, New Venture Development Program, Student Entrepreneur Training and Mentoring at Universities, and Solutions Challenge.	400,000	180	NA	BioAccel/BioInspire	The city's investment each year will include the cost to lease the space as well as seed funding if needed for companies. Plaza Companies gave the city six months of free rent and pitched in with \$426,000 toward building improvements.	Universities involved: None.  Tenants include Arizona Medical Systems, Hildeez Recovery Garments, Kulira Technologies, Nasseo, Yolia Health, and MediCoventures.
Phoenix, AZ	Phoenix Biomedical Campus (PBC)	2010	In 2010, the Arizona Board of Regents approved construction of the \$136 million Health Sciences Education Building at the PBC. This provided Northern Arizona University the opportunity to expand its allied health programs.  In the fall of 2012, Northern Arizona University opened the physician assistant and doctor of physical therapy programs at the PBC. Twenty-five students joined the inaugural class of the physician assistant program. The physical therapy program admitted 24 students in fall 2014.  Northern Arizona University developed the first occupational therapy doctoral program in the state, with the inaugural class beginning in fall 2014.	6,000,000	30	The Phoenix Biomedical Research Center is a six-story biomedical research facility on the Phoenix Biomedical Campus located in Downtown Phoenix. The development of the Campus is part of a larger City of Phoenix master plan for the area, which anticipates the additional expansion of future research and growth.  PBC Campus Amenities Include spacious landscaped common areas, campus-wide Wi-Fi, Light Rail access, on-campus meeting facilities and significant collaborative research opportunities with current and future campus tenants. Access is key; the campus offers excellent access to all major freeways, (I-10, SR-51, and Loop 202), and is in walking distance to major hotels and retail amenities. Educational participants on the campus provide a well-trained work force to surrounding businesses.	Phoenix Biomedical Campus	A \$9,000 per employee tax credit for new, quality jobs created; A 35% angel investor tax credit and state tax credits for job training and research and development; Property tax abatement in the central city; Foreign Trade Zone status, which can reduce import/export costs as well as lower property tax.	Universities involved: Arizona State University, University of Arizona, and Northern Arizona University.  Tenants include the Arizona State University School of Nutrition and Health Promotion; Bioscience High School; International Genomics Consortium; National Institute of Diabetes, Digestive and Kidney Diseases; Northern Arizona University; St. Joseph's Hospital and Medical Center's Barrow Neurological Institute; Translational Genomics Research Institute; the University of Arizona College of Medicine – Phoenix; the University of Arizona College of Pharmacy – Phoenix; and the University of Arizona Mel and Enid Zuckerman College of Public Health.
Tempe, AZ	Arizona State University Research Park	1985	In 1956, the 320-acre Jones farm was acquired with funds from the Arizona State College Foundation (now the ASU Foundation) and was utilized by the college as an experimental farm. In 1979, the University disbanded its agricultural program and began to formulate a plan for re-use of the farm. The actual formation of the Research Park took several years, and required collaboration by a number of governmental agencies. Enabling legislation was enacted in April of 1983, authorizing the use of improvement bonds for infrastructure, and prescribing the formation of a park authority.  In July of 1983, the Arizona Board of Regents authorized ASU to form a not-for-profit research park corporation, and in May 1984 the experimental farm became the ASU Research Park. The infrastructure improvements included streets, utilities, landscaping and lake system that users of the Park enjoy today.  The official groundbreaking occurred in December of 1984, and the first ground lease was executed in April of 1985.	1,800,000	320	The ASU Research Park is one of the most highly improved office parks in the greater Phoenix area. The 320-acre Research Park offers its corporations a professional business environment, with mature landscaping and three lakes covering eighteen surface acres. Recreation facilities include over six miles of surfaced jogging trails and picnic ramadas.  The highly acclaimed Bright Horizons Family Center in the ASU Research Park provides high quality child care and early education opportunities from infancy through kindergarten.	Arizona State University	Municipal improvement bonds were issued by the City of Tempe to construct the Park's infrastructure, with repayment generated from long-term ground leases of park land (infrastructure improvements included streets, utilities, landscaping and the lake system).	Universities involved: Arizona State University.  Additional tenants include Advanced Vein Institute of Arizona; AEGON USA Realty Advisors; Air Products and Chemicals, Inc.; Amazon.com; Amkor Technology; Applied Microarrays, Inc.; ASE (US), Inc.; ASML; ASU MacroTechnology Works; Atlantis Health Group; Avella Specialty Pharmacy; Avnet; Bright Horizons; Ceko Concrete Construction; CMC Laboratories; Cytec Engineered Materials; Deca Technologies; Digital Realty; Doctor's Outpatient Surgical Center; Edward Jones; Elster Services, LLC; Etched In Time, Inc.; EV Group; Fertility Treatment Center; Foresite Consultant; FTA FTB Research Corp Center; ASU Flexible Display Center; GoDaddy; Great Wall Semiconductor; Infocrossing, Inc.; Iridium Satellite, LLC; Institute for Supply Management; ITO America; KinetX Aerospace, Inc.; Laser Components DG, Inc.; Levine Investments, LP; Lexington Realty Trust; Linear Technology; Manpower; NAGRA USA; North Central Association; NXP Semiconductors, N.V.; OrthoSenor, Inc.; Phoenix Analysis & Design Technologies; Physicians Research Group; Piedmont Office Realty Trust; Quantenna Communications; others.

Research and Tech Parks									
Location	Name of Park	Year Developed	History	Estimated Building Size (SF)	Estimated Land Size (acres)	Site Information / Surrounding Related Development Zoning	Owner/ Operator	Special Economic Incentives	Description & Tenants
The Bridges, AZ	University of Arizona BioPark	2012	Groundbreaking for this 65-acre biotech park began in 2009. The site was ready for aboveground development after the completion of infrastructure improvements including drainage and utilities, graded pads, lighting, sidewalks, roads, signage and landscaping in 2012.	3,200,000	65	<p>The biopark was intended to be an urban campus with dense development and a location that allows companies to be closer to the center of Tucson, the main UA campus, three big hospitals and the airport. UA has broadened its focus beyond just bioscience to include other research areas where UA excels and partnered with a private developer for the park. The park has become a mixed-use development featuring bioscience companies, retail stores and housing.</p> <p>BioPark is a partnership of the UA, 5151 LLC (Lennar Homes and KB Home) and Retail West/Eastbourne Investments. The Bridges is anchored by the UA's 65-acre BioPark, which is being developed and managed by the UA Office of University Research Parks. The Bridges is bringing retail and residential development to Tucson's central city. It is home to two large retailers with several smaller retail pads under development.</p>	University of Arizona Office of University Research Parks	A \$4.7 million federal stimulus grant from the Economic Development Administration in 2009 helped pay for the improvements.	Universities involved: University of Arizona.
Tucson, AZ	Tech Parks Arizona Formerly University of Arizona Tech Park	1996	<p>The Park began actively recruiting companies and attracted its first major tenant, Microsoft, in 1996. Since that time, it has contributed greatly to regional economic development and is one of the region's largest employment centers.</p> <p>In 2003, Arizona Center for Innovation, a business incubator, was developed to accelerate technology commercialization, helping entrepreneurs transform their ideas into successful companies.</p> <p>In more recent years, the Tech Park's focus has turned to facilitating the testing, evaluation, and demonstration of new technologies through initiatives such as the Solar Zone and The Security Innovation Hub.</p> <p>In 2007, through a creative financing model, the University acquired a second property closer to main campus to develop a second research park.</p> <p>In April 2013, UA President Ann Weaver Hart initiated Tech Launch Arizona to enhance the University of Arizona's technology commercialization efforts. As part of that refocusing, the Office of University Research Parks was renamed Tech Parks Arizona and incorporated as a component of Tech Launch Arizona.</p>	2,000,000	1,345	Tech Parks Arizona is located in Pima County, which has a total population of 996,554, and the city of Tucson with a population of 520,116. Over 41,000 residents live within a five-mile radius. The Park is located on a 1,345-acre campus on Tucson's suburban southeast side with easy access from Interstate-10 with two off-ramps (Rita and Kolb Road Exits). It is located only 15 minutes from downtown, 20 minutes from the University of Arizona Main Campus, and only 12 minutes from Tucson International Airport. This park is within the Tucson Tech corridor, which consists of 70+ companies from Willmot Road to Houghton Road along Interstate-10.	University of Arizona Tech Launch Arizona	NA	<p>Universities involved: University of Arizona.</p> <p>Additional tenants include AgentSage; Arizona Technology Council; Arzon Solar; BASF, The Chemical Company; Citi; Cleveland Electric; Codelucida; Darling Geomatics, Ltd.; DILAS Diode Laser, Inc.; DMetrix; Drone Control Systems; DRS Technologies; Duke Energy Renewables; Edible Optics; and EOITech.</p>

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Champaign, IL	Research Park, University of Illinois at Urbana-Champaign	2001	The Research Park gained the approval of the University of Illinois Board of Trustees in November 1999 and established its governance with the University of Illinois Research Park Limited Liability Company in March 2000. The Research Park opened its first building in 2001 and grew quickly into a 200-acre technology hub for corporate research and development operations.	663,721	200	Research Park is located on the south side of the University campus which provides several advantages such as easy access to University facilities, close proximity to University faculty, and flexibility to use University students for internships. In 2003, the State of Illinois provided funding to build the EnterpriseWorks Incubator, a 43,000 square-foot business technology incubator for early-stage tech firms, and the first tenants moved in during early 2004. In May 2000, the University entered into a partnership with Fox/Atkins, who now leases the land from the University and constructs customized buildings for Research Park's tenants. The company is responsible for transforming the land from fish ponds, agricultural fields, and livestock barns to a thriving, supportive environment for modern tech entrepreneurs. The next phase of development in the new master developer agreement involves adding 160 acres of additional land east of the main Research Park area. This expansion represents the continuing success of advancing the economic development in the state and region at large. The total operation in the Research Park annually contributes \$4.1 million in tax revenues to the state of Illinois. The total construction over 10 years contributed \$7.2 million in state tax revenue.	University of Illinois	In 2003, the state of Illinois provided funding to build the EnterpriseWorks Incubator.  Between the years of 2010-2014, 14% of all Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) grants awarded in the state went to companies in the Research Park, totaling more than \$72 million.  Startup companies incubated in the Research Park have raised \$879 million in outside capital.	Universities involved: University of Illinois.  In addition, Research Park contains more than 202 companies/tenants. University students gain valuable experience from highly regarded paid internship opportunities such as mobile app and software development, business intelligence, and modeling/simulation. Research Park has created about 1,500 direct jobs, 240 indirect jobs, and 500 induced jobs, with an economic output of \$169,549,000 to Champaign and the state of Illinois. Research Park is home to 50+ startup companies located in the EnterpriseWorks Incubator, which is in the heart of Research Park.  EnterpriseWorks is the University's technology business incubator. Located in the heart of the University of Illinois' Research Park, its mission is to launch, support, and advance science-based startups that are commercializing disruptive technologies.  Some companies at the park include: ADM, Abbott Laboratories, AbbVie, AB InBev, Ameren, Capital One.
Pittsburgh, PA	University of Pittsburgh Applied Research Center (U-PARC)	1985	Originally founded as the research laboratories of Gulf Oil in 1933 and moved to Harmar Township in 1935, it served many decades as one of the leading industrial research centers in the world, with labs engaging in petroleum chemical polymer refining and nuclear research. At its peak, it employed over 2,000 scientists and engineers and had an annual budget of \$100 million (\$220 million in 2016 dollars). Upon Gulf Oil's acquisition by Chevron Oil in 1985, the research park was donated to the University of Pittsburgh in order to keep the center open for the benefit of the region.	1,000,000	85	A high-security research park campus of the University of Pittsburgh. Comprised of 53 buildings situated on over 85 acres, U-PARC is located 14 miles from Downtown Pittsburgh in Harmar Township, Pennsylvania, adjacent to the Route 28 expressway and Interstate 76, the Pennsylvania Turnpike.  U-PARC's pilot plant services range from petroleum, petrochemical, and chemical-based technologies to environmental, synthetic fuels, biotechnology, and other emerging technologies. Buildings are connected indoors throughout the campus via underground tunnels. On-site amenities include 24-hour monitored access points, free parking, catering service, meeting/conference space, a U.S. Postal Service sub-station, a credit union, ATMs, picnic areas, outdoor dining, volleyball courts, locker rooms, and shower facilities.	University of Pittsburgh	NA	Universities involved: University of Pittsburgh.  U-PARC is home to more than 120 different companies from around the world, including several Fortune 500 Companies. The University's Swanson School of Engineering maintains laboratories and its Manufacturing Assistance Center at the site. It also serves as the home to the School of Health and Rehabilitation Sciences' Masters of Science program in Physician Assistant Studies.
Research Triangle Park, NC	The Research Triangle Park (RTP)	1959	RTP was created in 1959 by state and local governments, nearby universities, and local business interests. RTP is one of the largest research parks in the world. It is named for the three hub cities of Durham, Raleigh and Chapel Hill, or more properly for the three major research universities in those three cities, Duke University, NC State University, and the University of North Carolina. The Research Triangle region of North Carolina received its name as an extension of the name of the park.	22,500,000	7,000	Besides the three anchor cities, the park is also bounded by the communities of Morrisville and Cary and the proposed annexations to the town of Pittsboro would also bring that community into close contact with the RTP. Approximately one fourth of the park's territory lies in Wake County, but the majority of its land is in Durham County.  On October 1, 2015, President and CEO of the Research Triangle Foundation, Bob Geolas, announced RTP's plans for a \$50 million redevelopment involving the formation of "Park Center." \$20 million will be allocated from Durham County, \$10 million from the Durham-Wake Counties Research and Production Service District, and \$20 million as a result of land purchases and site work provided by the Research Triangle Foundation of North Carolina.  Park Center is to be over 300,000 s.f. of public space at the heart of the Research Triangle Park. This public area will include retail outlets, food and beverage venues, and entertainment space.	Research Triangle Foundation	Park Center development will be funded by \$20 million from Durham County, \$10 million from the Durham-Wake Counties Research and Production Service District, and \$20 million as a result of land purchases and site work provided by the Research Triangle Foundation of North Carolina.	Universities involved: University of North Carolina, Duke University, and North Carolina State University.  In addition, there are more than 200 companies on the site.

Research and Tech Parks									
Location	Name of Park	Year Developed	History	Estimated Building Size (SF)	Estimated Land Size (acres)	Site Information / Surrounding Related Development Zoning	Owner/ Operator	Special Economic Incentives	Description & Tenants
Richmond, VA	Virginia BioTechnology Research Park	1992 Opened in 1995	The park was incorporated in 1992 and opened in 1995. It houses more than 60 public and private bioscience companies, research institutes affiliated with Virginia Commonwealth University, and prominent state and national medical laboratories.	1,500,000	34	The Virginia BioTechnology Research Park is a 34-acre commercial life sciences hub in downtown Richmond, Virginia, adjacent to the VCU Medical Center at Virginia Commonwealth University.	Virginia Commonwealth University	From 1995 to 2011, the park generated approximately \$108 million in tax revenue for the Commonwealth, according to the Virginia Economic Development Partnership. The park's business incubation program has graduated more than 40 client companies and graduates have attracted more than \$400 million in equity, grant and strategic capital.  This site does not receive direct money from the Commonwealth, City of Richmond, or VCU. The park is funded mostly by parking and leasing fees.	Universities involved: Virginia Commonwealth University.  In addition, the park houses more than 60 public and private bio science companies, research institutes affiliated with Virginia Commonwealth University, and prominent state and national medical laboratories. Major tenants include the national headquarters for the United Network for Organ Sharing (UNOS), the Virginia Department of Forensic Science, the Virginia Office of the Chief Medical Examiner, and Health Diagnostic Laboratory Inc. The park's largest tenant is Richmond-based Altria Group, Inc., which opened the metal-clad, 450,000 s.f., \$350 million Center for Research & Technology on the site in 2007.
Waco, TX	Baylor Research and Innovation Collaborative (BRIC)	2010	The BRIC is a multidiscipline research and academic facility, housed inside a renovated 1944's, 304,000 s.f., General Tire manufacturing plant (closed in 1985).	304,000	21	Located in the heart of Waco's Central Texas Technology and Research Park, the facility made use of an existing 300,000 s.f. building. The expansive, 21-acre site provides the potential to add 550,000 to 700,000 total gross s.f. of property development for future research, business and industry initiatives.  BRIC provides 175,000 s.f. of graduate research space for Baylor University and an additional 50,000 s.f. for collaborative industry/university research. To increase the value of these university/industry-based joint research efforts, an additional 45,000 s.f. of high technology, workforce development space is interspersed among the various research focus areas.  The renovation provides a facility with a unique blend of university research, industry, workforce development and training, public symposia and business start-up support space.	Baylor University	NA	Universities involved: Baylor University.
Cambridge, MA	University Park at MIT	1984	From the project's onset in 1984, the vision for University Park has included office, research and development, hotel, retail and residential uses. The University Park master plan sets the framework for a dynamic urban environment and provides the facilities that allow for a diverse range of research and development.  Building by building, an industrial graveyard has morphed into a \$750 million, 2.3 million square foot, bioscience and residential campus - uniting the park with the neighborhood, and further afield, making it one of the best known facilities of its kind in the United States.	2,300,000	27	Located at the Cambridge life science cluster near the city's premier universities and two longstanding residential neighborhoods, University Park has 10 research and office buildings, 250,000 square feet of hotel, restaurant and retail space, 674 residential units and structured parking for 2,700 cars.  University Park offers 1.3 million square feet of state-of-the-art research space supporting some of the most prominent institutions in the bioscience industry. The research facilities at University Park accommodate the complex design, construction and operational needs of the biomedical industry. Each building was conceived specifically to support a diverse range of research.	Massachusetts Institute of Technology	MIT participates in the growth of income derived from the project over time, receiving 15 percent of cash flow above a base established when each building is initially 90 percent leased, as well as a 15 percent participation in net refinancing and sales. Forest City is a nonrecourse borrower. Each commercial building project was financed separately using conventional financing. The residential projects, particularly those with affordable components, have been financed with state bond funds or other financing sources dedicated to housing.	Universities involved: Massachusetts Institute of Technology  Companies included are Alkermes, Inc., Partners HealthCare System and the corporate Headquarters of Millennium Pharmaceuticals

Research and Tech Parks

Location	Name of Park	Year Developed	History	Estimated Building Size (SF)	Estimated Land Size (acres)	Site Information / Surrounding Related Development Zoning	Owner/ Operator	Special Economic Incentives	Description & Tenants
Pittsburgh, PA	The Center for Biotechnology and Bioengineering	1992	<p>The Center for Biotechnology and Bioengineering is a state-of-the-art facility that has won architectural awards for its design. Among many unique projects and educational efforts, the center sponsors approximately 80 undergraduate interns who work with faculty in bioengineering, musculoskeletal research, chemical engineering, and tissue engineering.</p> <p>The center is located in a technology park in South Oakland, on the banks of the Monongahela River. A shuttle connects the center with the Pitt campus.</p>	85,000	2.6	<p>Located on the banks of the Monongahela River, the Pittsburgh Technology Center was a project of the Pittsburgh Urban Redevelopment Authority launched to recover a brownfield site left vacant by the removal of an immense integrated steel mill.</p> <p>The University of Pittsburgh's Biotechnology and Bioengineering Center draws researchers from a broad spectrum of biomedical research programs and functions as a national center for genetic engineering and its allied research fields. Further, the Center provides a catalyst for additional private sector investment in research, development, and manufacturing, which adds vitality to Pittsburgh's regional economy.</p> <p>The Biotechnology Center itself consists of "generic" research laboratory space outfitted to the specifications of individual researchers as their research programs were funded. An exceptionally high degree of flexibility in the building's mechanical and electrical systems was provided to meet unanticipated, as well as, constantly changing future needs. Common support facilities such as administrative offices and a vivarium are also included.</p>	University of Pittsburgh	NA	<p>Universities involved: University of Pittsburgh.</p> <p>In addition, U-PARC is home to more than 120 different companies from around the world, including several Fortune 500 Companies.</p>

Source: C&S Companies; Innovation Incubator; AZCentral.com; Continuum Arizona; WranglerNews.com; University Technology Park at IIT; Arizona Health & Technology Park; Innovation Park Arizona; BioAccel.org; Phoenix BioMedical Campus; Arizona State University Research Park; University of Arizona BioPark; Tech Parks Arizona, Research Park-University of Illinois at Urbana



Short-Term / Interim Uses

Location	Initiative or Program	Year Created or Developed	History	Use	Site Information / Surrounding Related Development Zoning	Owner/ Operator	Special Economic Incentives	Description & Tenants
Cleveland, OH	Pop-Up City	2007	<p>Established by Kent State University's urban design graduate program and its College of Architecture and Environmental Design and Cleveland Urban Design Collaborative in 2007, Pop-Up City is an action-based research program that explores ideas for urban reinvention through temporary interventions. This research contributes to an understanding of the challenges of shrinking cities, an area of growing social importance since an increasing number of cities worldwide are grappling with population decline.</p> <p>Temporary uses are undervalued in an urban context. Public officials prefer permanent projects that create an appearance of stability and progress. However, short-term interventions are a useful tool in shrinking cities, where unpredictable conditions are best addressed with improvised, adaptable responses.</p> <p>Pop-Up City has evolved over the years to respond to the changing needs found in underused urban environments. Projects range in duration from a few hours to several weeks and vary in scale from a single storefront to multiple city blocks. Each Pop-Up City project aims to explore different questions and share new lessons regarding temporary use as an urban activation strategy.</p>	NA	<p>The spaces chosen for temporary uses are as diverse as those selected for conventional uses. Specific types of use look for spaces that are suitable for them. Conversely, specific kinds of space attract temporary uses that match their particular character. For example, users engaged in informal commerce look for locations with high pedestrian traffic and thus prefer locations near railroad stations, department stores, and major intersections. Dance clubs wish to be easily accessible. They often use unusual facilities in order to make themselves distinctive, but they avoid residential neighborhoods because of the noise problem. By contrast, sociocultural institutions depend precisely on a close connection with a neighborhood. Start-up offices and galleries also value the connection with a neighborhood, in part because of the availability of walk-in customers, in part because of the presence of service providers in the immediate vicinity, e.g., restaurants and cafés.</p> <p>Examples: craft bazaar in vacant building; one-day dog park on the site of the future permanent park; staging music/art festivals on a bridge or vacant parcels; temporary bicycle/transit infrastructure.</p>	Cleveland Urban Design Collaborative Kent State University	NA	<p>Temporary users have little in the way of financial resources, but they have a large amount of social and cultural capital, a high degree of energy and commitment, and willingness to improvise. New spaces are not taken over by longtime residents of an area but by newcomers, people whose lives are in a state of flux. Three groups of actors can be distinguished on the basis of their relationship to established social structures:</p> <p>The first group consists of young entrepreneurs and hatching of schemes who use an urban niche as a springboard for the realization of an idea. With little starting capital, a concept can be tested and then, if it is successful, firmly established and further expanded. In other words, temporary use offers a low entry threshold and possible avenue for the potential establishment of an economic, cultural, or social concept. Typically, the actors in this category are young, well-educated people between school and career; they include students, migrants, and others.</p> <p>The second group consists of those engaged in temporary use as a kind of hobby. They have a regular income and look to sociocultural projects or the initiation of sports-related uses to provide them with enriching experiences beyond conventional categories. These people belong to established social structures, but parallel to these they seek the freedom to pursue experimental life practices.</p> <p>The third group includes trailer- and houseboat-owners as well as homeless people. This relatively small subset of temporary users is looking for opportunities to “drop out” of society and build alternative living arrangements.</p>
Miami, FL	The Wynwood Arts District	2009	Taking over what used to be the warehouse and manufacturing district of Greater Miami, developers have rehabilitated neglected warehouses, shuttered factories, and other unused buildings, transforming them into the numerous art complexes, galleries, performing art spaces, restaurants, cafes, and other creative businesses that are seen there today.	Arts & Cultural Urban Food	<p>The Wynwood Arts District is home to over 70 art galleries, retail stores, antique shops, eclectic bars, and one of the largest open-air street-art installations in the world.</p> <p>The Wynwood Arts District Association has been legally operating since 2009 for the well-being and improvement of the Wynwood Arts District, one of the largest and most prominent creative communities in the United States.</p>	NA	NA	Numerous fine arts galleries, performing arts venues, restaurants, boutique retail, and traditional retailers.
Phoenix, AZ	Phoenix Street Food Coalition	2013	The Phoenix Street Food Coalition (PSFC) is a group made up of mobile, specialty food vendors, dedicated to increasing the awareness of innovative street food to the Phoenix Metro area. Their mission is to provide education, advocacy, collaboration, community awareness and integration of specialty and locally sourced foods through responsible street vending.	Food Trucks (mobile food vending)	Phoenix Street Food Coalition is set up to provide information for food truck vendors including resources to get a food truck business started including applying for a Federal Employer ID, City Tax License, etc.; application for membership; Coalition benefits including job leads, exclusivity to city-wide events, vendor resources, etc.; Coalition requirements; and industry sites and articles.	NA	NA	NA
Phoenix, AZ	Roosevelt Row - Adaptive Re-Use of Temporary Space (A.R.T.S.)	2002	Roosevelt Row has emerged as an example of how planning can relieve some of the negative effects that come with expansion. Transit-oriented infill development and the art scene has made this a desirable place to live, work and visit. In 2002, community members wanted to bring a stronger pedestrian focus to the streets in the Roosevelt Row neighborhood. After 10 years, this corridor features a bike lane, wider sidewalks lined with trees, new outdoor patio dining, and public art.	A.R.T. projects	This program is a program launched to address urban blight in downtown Phoenix. This project focuses on putting vacant lots into productive use. A.R.T.S projects can include arts and crafts markets, gardens, public art, cultural festivals, outdoor films, and concerts. One A.R.T.S. project, Valley of the Sunflowers, planted two acres of sunflowers on vacant city-owned land. The flowers transformed how people thought of downtown and created a new temporary destination. BioScience High School students harvested the seeds and produced biofuel for a hybrid solar/biofuel vehicle that they designed and built.	City of Phoenix	NA	Various users
San Antonio, TX (Downtown San Antonio)	Alamo Street Eat - Bar	2011	A local hybrid, fusing the open-air ambience of a San Antonio ice house with the growing food-truck trend. The business model, 512 Brewing Co., provides the beer and the food trucks provide the food.	Food Trucks (mobile food vending)	Located at The Historic Acapulco Drive Inn, Alamo Street Eat Bar provides gourmet eats and local beers. Events feature local musicians.	Alamo Street Eats	NA	Various food truck vendors

Short-Term / Interim Uses

Location	Initiative or Program	Year Created or Developed	History	Use	Site Information / Surrounding Related Development Zoning	Owner/ Operator	Special Economic Incentives	Description & Tenants
San Diego, CA	Quartyard Park (by RAD Lab) at Park Boulevard and Market Street	2015	Originally began as a thesis project and turned into reality. This project involved rewriting the city's conditional use permit rules.  RAD Lab invested \$10,000 of their own money and raised \$60,000 from Kickstarter and attracted more than \$400,000 from five private investors.	Urban Food Dog Park Music & Entertainment	City-owned parking lot block has been populated with 14 recycled shipping containers to house a cafe, restaurant, beer garden and restrooms. Also, daily musical acts, weekly craft markets, rotating food trucks and special events are a part of the Quartyard. There is a 5,000 s.f. off-leash dog park. RAD Lab acknowledged the bureaucratic challenges that existed: "We had to get a brand new code conditional-use project rewritten based around the project; the codes were changed. It was a long, drawn-out process, but we paved the way for future projects like this to happen on a much quicker and easier basis."	Developed by RAD Lab; City owns the land	RAD Lab invested \$10,000 of their own money and raised \$60,000 from Kickstarter and attracted more than \$400,000 from five private investors.	S&M Sausage and Meat, beer garden run by Best Beverage Catering, and rotating roster of food trucks curated by Curbside Bites
Seattle, WA	Seattle Food Truck	2011	SeattleFoodTruck.com started in May 2011 and has grown rapidly. They have become the leading destination for consumers and businesses, connecting food fans with their favorite food trucks and also catering events for leading companies including Amazon, Microsoft, Expedia, T-Mobile, Comcast, ZipCar, Privateer Holdings, Tableau and more.	Food Trucks (mobile food vending)	Curbside Provisions and the Downtown Seattle Association have teamed up to bring the diverse flavors of the city's best food trucks to Westlake Park, in the heart of downtown Seattle. The highly anticipated daily event draws neighborhood residents, workers, and tourists who enjoy this unique opportunity to try food from the many local vendors.	Downtown Seattle Association & Curbside Provisions	NA	Various food truck vendors
Various Locations	Pocket Park	Varies	As an example, Philadelphia was one of the first cities to begin developing pocket parks within its neighborhoods. These were constructed on the site of vacant or abandoned lots that had become eyesores and were located in low-income areas that needed local open space in addition to the limited facilities already available. These parks involved the community in their design and construction and had a specific focus on children's play areas.	Small Park	Pocket parks, also known as minipark or vest-pocket parks, are urban open space at a very small scale. Usually only a few house lots in size or smaller, pocket parks can be tucked into and scattered throughout the urban fabric where they serve the immediately local population. Ideally, pocket parks are closely tied into the neighborhoods they serve. By nature, they tend to be scattered because they are usually created opportunistically. With some planning, they can be connected if they are placed along greenways or bike paths as long as they would still be visible to a sufficient number of pedestrians who are also potential users.  Features can include climbing structures, areas for exploration, bright colors, community involvement, basketball courts, flower or vegetable gardens, "tot lots," etc.	Often City-owned with support from community groups for development and maintenance	In the case of Philadelphia, land was acquired at Sheriff's sales "at no cost other than the write-off of municipal liens, which often are unrecoverable"  Some pocket parks have also been funded by individuals/foundations.	NA
New York City, NY	GrowNYC	1970	GrowNYC was originally created in 1970 as the Council on the Environment of New York City (CENYC). Born out of the spirit of the first Earth Day, CENYC was initially a policy-based organization, writing comprehensive reports about quality of life issues like air quality, traffic, and noise.  Over the past 40 years they've worked to become more engaged with New York City and its citizens whether it's operating the world-famous Union Square Greenmarket, building a new community garden, teaching young people about the environment, or improving recycling awareness.	Agriculture Program	Programs include: <b>Greenmarket</b> - Network of Greenmarket farmers markets, Youthmarkets, fresh food box pick-ups and Greenmarket Co. ensures that all New Yorkers have access to the freshest, healthiest local food. <b>Recycle</b> - They blanket the five boroughs with resources like textile and food scrap collection, Stop 'N' Swaps, and free training to make waste reduction easy for all. <b>Garden</b> - They build and support community and school gardens through tool loans, volunteer days, technical assistance, training, school garden grants and more. <b>Education</b> - They foster future environmental stewards by providing 30,000 children each year with programs that provide meaningful interactions with the natural environment.	GrowNYC	Relies heavily on donations.	GrowNYC is a hands-on non-profit that improves New York City's quality of life through environmental programs that transform communities block by block and empower all New Yorkers to secure a clean and healthy environment for future generations.
Detroit, MI	Power House Design 99	2012	NA	Sculpture for abandoned home	NA	Architects are part of Kresge Arts, funded by the Kresge Foundation	NA	Detroit-based Design 99 uses off-the-grid technologies to instigate change in its neighborhood. Power House encourages residents to turn abandoned homes into sculptures that double as supply sources of off-the-grid energy. The pair, working with Dutch group Partizan Publik, transformed a modest 1923 wood-frame house into what Reichert calls "a test lab of sorts for ideas and methods, low and high tech building systems, and a point of conversation for the entire community." It is a demonstration home for sustainable systems, a model for long-term economic investment, a bright spot in the struggling neighborhood, and a site for knowledge sharing on solar and wind power technologies.
Indianapolis International Airport (IND), Indianapolis, IN	The Sodalis Nature Park	2011	NA	Nature Park	The airport opened the Sodalis Nature Park on airport lands that have been protected under a Habitat Conservation Plan for the endangered Indiana bat, which inhabits the wooded areas in and surrounding the park. The park was designed to include visitor trails, picnic areas, year-round educational programs and a 5.5-acre pond with a fishing pier.	Indianapolis Airport Authority	NA	NA

Source: C&S Companies; Kent State University College of Architecture and Environmental Design and Cleveland Urban Design; Wynwood Arts District; Phoenix Street Food Coalition; Alamo Street Eat-Bar; Quartyard Park by RAD Lab; Seattle Food Truck; Grown NYC; Architect Magazine - Power House Design 99; Sodalis Nature Park; Lost Nation Sports Park; Internet Research

Vacant Property Programs							
Location	Initiative or Program	Year Created or Developed	History	Zoning	Site Information / Surrounding Related Development Zoning	Special Economic Incentives	Description & Tenants
Birmingham, AL	RISE Removing Blight, Increasing Property Values, Strengthen Neighborhoods, and Empowering Residents	2013	<p>Mayor William A. Bell, Sr.'s RISE initiative – an acronym for Removing Blight, Increasing Property Values, Strengthen Neighborhoods, and Empowering Residents – was launched in the Pratt Community in 2013. The four components of strengthening code enforcement, creating and launching a land bank authority, targeting demolition efforts, and educating citizens on and providing wills and trusts for estate planning were coordinated in Pratt to create conditions for renewed investment and revitalization. RISE is well-positioned as part of the Community Framework Plan implementation tools to be used to help communities around the City of Birmingham.</p> <p>In 2011 a massive tornado hit the community; however, long before the community's housing stock and economic vitality had been devastated by neglect and under investment. The tornado dramatically increased human misery and instantaneously accelerated the rate of devastation. This raised the focus on the community's challenges from background to the foreground. The elevated focus provides a unique opportunity to systematically address the community's structural deficits that account for the ongoing deterioration while at the same time responding to residential stakeholders who are distressed as a result of the storm.</p>	Residential Commercial	The Pratt community, both historically and today, faces disparities in poverty, education, environmental hazards, and health issues. The April tornado put additional stress on the community. Focusing on community health and quality of life provides a unique benefit for the new Pratt city community. Among other things it may serve as model of the way in which other communities in Birmingham may be transformed.	<p>Smarter Cities Challenge grant from IBM in 2014 (services valued at \$500,000).</p> <p>Implementing the RISE strategy citywide would cost an estimated \$76.3M. However, it costs the city \$1,000 annually to maintain delinquent properties for a \$6.6M total cost. The City's public school system missed out on \$1M last year because of tax-delinquent properties.</p>	<p>Pratt Community development to date includes:</p> <ol style="list-style-type: none"> <li>1. Pratt Library was reconstructed and now serves as a digital hub</li> <li>2. State-of-the-art fire station</li> <li>3. Reconstruction of Dugan Avenue (from Columbia St. to Pratt Hwy.)</li> <li>4. Custom-designed and fabricated bus shelter</li> <li>5. Construction of 60+ assisted living units</li> <li>6. Construction of 84 residential units (currently under construction)</li> </ol>
New York City, NY	Living Lots NYC by 596 Acres	2011-2015	NA	NA	<p>A four-phase approach to releasing data about city-owned vacant land, progressing from city data that can be outdated and incomplete to a living database that is more accurate and community-driven.</p> <p>The first phase purely involves data and software that manipulates that data. In 2011, the 596 Acres team used the Local Law 48 of 2011 and the IPIS databases, both of which are published by the Department of Citywide Administrative Services, to create a baseline. They used the fields that describe the use of these lots to narrow down to the lots that are city-owned, vacant, and unused.</p> <p>The next phase is "virtual groundtruthing." When 596 Acres started this project in 2011, they hired a NYC property data expert to examine each lot individually using OASIS, satellite imagery, and Google Streetview. When lots were found to be in use, a gutterspace, or inaccessible from the street, they were flagged accordingly in the database.</p> <p>Next, in areas where a lot of city-owned land has clearly recently been transferred (e.g. the Arverne-by-the-Sea area of Rockaway), a member of the team manually checked the transaction records to bring information to the present .</p> <p>Finally, the database was published publicly online as a map, and real groundtruthing began. Neighbors of lots continue to write in when city-owned lots are mislabeled or missing. Sometimes neighbors also fill in the history of a lot - what used to be there, plans there had been for it, etc. by adding notes to it. The 596 Acres Team visits neighborhoods with concentrations of vacant lots to hang signs and start conversations with people who live there, and update the database to reflect what they learn, often by removing lots that have been built on, but sometimes also adding lots that were missed in the first three phases. Living Lots NYC is really a living map.</p>	NA	NA

Vacant Property Programs

Location	Initiative or Program	Year Created or Developed	History	Zoning	Site Information / Surrounding Related Development Zoning	Special Economic Incentives	Description & Tenants
Philadelphia, PA	Curbed Philly	2014-2015	<p>In early 2015, the Philadelphia Land Bank solicited its first request for proposals from developers to acquire and develop 17 contiguous parcels along the 1600 block of North Bodine Street. This RFP marked the first step in putting thousands of Philadelphia's 40,000 vacant, underused, blighted, delinquent properties to new uses through the municipal land bank.</p> <p>The land bank is setup to welcome new investment to create a single, consistent, written process for obtaining publicly owned land; add transparency and accountability to the transfer of land by tracking all vacant land holds, offers and sales in a single database; allow publicly owned land to be marketed with price and priority uses disclosed upfront; permit the creation of more developable sites through assembly; and increase the viability of neighborhood markets as blight is eliminated.</p> <p>There is also an emphasis on sustainability with goals to make neighborhoods healthy and more sustainable by transforming blight into new uses; open up land for urban gardens and farming; create a user-friendly process for owners to obtain a sideyard; improve stormwater management on currently vacant land; and allow for innovative use of land for alternative energy, fruit orchards and other sustainable uses.</p> <p>Also, the City offers homeowners with vacant lots adjacent to their property the opportunity to turn those lots into sideyards. In some cases an adjacent homeowner can acquire the sideyard without writing a check for the full purchase price.</p>	Varies	Focused on vacant land.	NA	<p>The City offers homeowners with vacant lots adjacent to their property the opportunity to turn those lots into sideyards. In some cases an adjacent homeowner can acquire the sideyard without writing a check for the full purchase price.</p> <p>If the property:</p> <ul style="list-style-type: none"> <li>- Is less than \$25,000</li> <li>- Shares a border with your property</li> <li>- Is less than 3,000 s.f.</li> </ul> <p>Then the City will reduce the money you need to bring to settlement by up to \$15,000.</p> <p>This means that if the property is valued at less than \$15,000 you will not have to write a check at all, other than closing costs. If the property is valued between \$15,001 and \$25,000, the check you will write will be between \$1 and \$10,000 (plus closing costs). Regarding closing costs, the purchaser is responsible for these, which could cost \$1,000 or more and which are based on the entire value of the property, not the reduced amount that you will be out of pocket. Note that the \$15,000 doesn't just go away. The City will place what's called a "soft second self-amortizing mortgage" on the property for that amount (or, if the property price is less than \$15,000, the entire property price), and if you fail to maintain the property or sell it at a profit within 10 years, the City will call in the mortgage and you will have to pay some or all of that amount. Properties valued at more than \$25,000 are sold at market value.</p>
Detroit, MI	Detroit Land Bank Authority City of Detroit	2014 - Current	<p>Detroit occupies approximately 140-square miles of land. At its height, the city was filled with single family homes where people could live out the American dream. But following a significant loss of population, many of these homes sat empty and open for scrappers to strip out wire and pipes or for squatters to lay claim to the blighted properties leaving the structures vulnerable to fires.</p> <p>Since Detroit emerged from bankruptcy, the city has accelerated its blight demolition initiative. While many empty or burned out homes are disappearing from the landscape, empty side lots are being left behind. To counter these empty lots, the city has made them available for homeowners to purchase—provided they're up-to-date on their taxes.</p>	Residential	The Detroit Land Bank program sells vacant lots throughout the city to adjacent homeowners for a small fee in exchange for the homeowner agreeing to maintain the empty parcel.	Program provides inexpensive land in exchange for maintenance.	NA

Vacant Property Programs							
Location	Initiative or Program	Year Created or Developed	History	Zoning	Site Information / Surrounding Related Development Zoning	Special Economic Incentives	Description & Tenants
Philadelphia, PA	Front Door	2012	<p>In 2012, the Philadelphia Redevelopment Authority's "Front Door," created a database and map of the city's property holdings, coupled with a streamlined sales process. There are an estimated 40,000 vacant parcels, including parcels and abandoned buildings that depress the property values, mar neighborhoods and pose safety risks. 12,000 of the properties are owned by city-related agencies.</p> <p>This database was set up to help would-be buyers avoid a confusing bureaucratic thicket of city land-holding agencies with conflicting policies and agendas.</p>	Varies	The Front Door does not address many other problems associated with the 40,000 vacant lots in Philadelphia. It is not a land bank, and remains non-committal on the proposed legislation to create a land bank. Front Door does not address problems created by privately owned vacant lots and the epidemic of property tax delinquency.	NA	<p>Database allows developers, non-profits and average residents to be able to easily submit applications to purchase city-owned vacant properties through the Front Door. Front Door policy includes:</p> <ul style="list-style-type: none"> <li>- An end to informal "holds" on properties. In the past, land-owning agencies would routinely set aside certain parcels for developers and non-profit groups. To get a hold in the future, a formal agreement will be drawn up, and for-profit developers can expect to pay for the privilege.</li> <li>- Enhanced marketing of prime city properties. Some lots will be sold by realtors and advertising on the Multiple Listing Service.</li> <li>- When there are multiple, potential, qualified buyers for a single property, the city will give each party a chance to submit their highest and best offer.</li> <li>- Buyers must not be tax delinquents, and cannot have had other properties foreclosed on for tax purposes.</li> <li>- Buyers cannot have serious outstanding Licenses &amp; Inspections violations.</li> <li>- It shouldn't take quite so long to acquire title to city properties in the future. Listing prices ahead of time could cut the process by two months in and of itself.</li> <li>- Buyers will be able to track the progress of their applications online.</li> <li>- The city will produce monthly or quarterly reports showing how many applications were received, how many properties were sold and other basic data.</li> <li>- The new listings do not include properties held by the Philadelphia Housing Authority or the Philadelphia Industrial Development Corporation.</li> </ul>
Rockford, IL	Mow to Own	2015	NA	NA	The program is targeted at nonprofits or people living next to the city-owned vacant land. They could buy it at a low cost if they mow the grass instead of the city doing it. Participants have to show long-term commitment, maintaining the property for two years before they can purchase it. City is allowing 120 vacant, city-owned properties to be sold for as little as \$1 a piece.	Program provides inexpensive land in exchange for maintenance.	NA
Youngstown, OH  Other similar vacant lot programs are located in Philadelphia and Baltimore	Urban Green Space	2010	With 31 percent of the city's land area vacant, Youngstown launched a program to turn those empty spaces into an asset. From 2010 to 2014, they hired a contractor to mow the plots and put fences around them. After a year they added a program that gave local communities the funding to improve vacant lots as they chose, including gardens, fruit trees, and monuments.	NA	The city of Youngstown created a funded program in which the community creates and takes care of vacant land including creating gardens, fruit tree lots, monuments, etc. This program had a positive impact on the community. With a study published in 2015 by UrbanStudies, they found that the treatment lots had lower rates of property crime, like theft and burglary, and violet crime.	The City provides the funding.	NA

Source: C&S Companies; Detroit Land Bank; City of Detroit; RISE Birmingham, AL; Living Lots NYC by 596 Acres; Curbed Philly; Front Door Philadelphia; Mow to Own Rockford, IL; CityLab; Urban Studies; Internet Research

Urban Farm and Restaurant Incubator									
Location	Initiative or Program	Year Created or Developed	History	Estimated Land Size (acres)	Zoning	Site Information / Surrounding Related Development Zoning	Owner/ Operator	Special Economic Incentives	Description & Tenants
San Francisco, CA	San Francisco Garden Registry Future Farmers	2012	NA	NA	NA	NA	NA	NA	The San Francisco Garden Registry is an online map and social networking tool created to connect urban gardeners and to locate current or potential open spaces in the city that are suitable for growing food. By registering these "food production zones" online, a comprehensive land use portrait begins to emerge. Set up by San Francisco art and design collective Futurefarmers, the Garden Registry seeks to quantify the total farmable acreage within the city in order to better support, connect, and cultivate these spaces. To date, some 1,500 acres have been identified.
Boston, MA	Freight Farms	2010	Founded in 2010, CEO and co-founder Brad McNamara, M.B.A./M.S., incubated and launched Freight Farms while still a graduate student at Clark. With early support and guidance from Director of Sustainability Jenny Isler, he and partner Jon Friedman developed a prototype in the Maywood Street parking lot behind the Recycling Center. Few at the time knew the two men entering and exiting the nondescript trailer were creating a model for automated agriculture that would allow people to grow fresh vegetables and herbs in places where traditional farming is not feasible, like business settings, university campuses and especially urban neighborhoods where access to healthy food can be severely limited.	NA	Container Farming (as a temporary, accessory structure) Industrial Conditional in Institutional & Commercial areas	The company's Leafy Green Machine, as they call their upcycled 40-foot shipping containers, comes with its own computerized brain that allows you to monitor the temperature, moisture, humidity, and nutrient levels of the hydroponic system remotely with a smartphone.  Each Shipping container will provide as many as 500 heads of lettuce a week during peak times, 365 days a year. As many as 4,500 plants per year within the 320 s.f. trailer can be maintained and monitored remotely through a mobile app.  Specifications are as follows: Dimensions - 40 ft. by 8 ft. 9.5 ft.; weight - 6.5 Tons; power - 60 amp; water usage - 10 gallons per day; operating temperature - current farms have been confirmed to operate at -20F and 100F; and training program - two-day "Farm Camp," an all-inclusive training for up to three key operators.	Purchaser	Freight Farms can be purchased with USDA grants for agricultural/farming equipment	Freight Farms is addressing the needs of the world's changing food landscape by providing physical and digital solutions for creating local produce ecosystems on a global scale. Freight Farms customers are located across North America and range from entrepreneurs and small businesses, to hotels and restaurants, to corporations and educational institutions. By decentralizing the food supply chain and bringing production closer to consumers, Freight Farms is drastically reducing the environmental impact of traditional agriculture and empowering any individual, community or organization to sustainably grow fresh produce year-round, no matter their location, background or climate.  One example are owners Shawn & Connie Cooney of Corner Stalk Farms. The Cooneys purchased five Leafy Green Green Machines (four located at a vacant lot near Boston's Logan Airport, plus one at another location) in 2013. Today, Corner Stalk Farms harvests 4,000 - 6,000 plants a week, generating approximately \$15,000 a month.
Global Started in Kansas City, MO Lykins Neighborhood	The Urban Farming Guys	2011	In 2011, the Urban Farming Guys uprooted from suburbia and relocated their (20 families) homes and base of operations to Lykins Neighborhood, Kansas City. The families all bought houses within a five block radius of one another, aiming to provide food to their neighborhood at an affordable price, reduce crime, create jobs, alleviate poverty and restore dignity to what is considered to be one of the most blighted neighborhoods in the city. They've put down their stake for the youth, the poor, and the next generation.	NA	Agriculture	The program includes a community garden, an orchard and additional vacant lots for expansion. They constructed hoop houses, a water system, shed, aquaculture greenhouses, a Community Cafe, and raise chickens.  The Urban Farming Guys non-profit (501c3) mission is to establish sustainable communities in the most difficult and overlooked places on earth. It begins with local food and water security, alternative energy, and local economic resilience. We are running hard to put the most innovative, accessible, low tech and reproducible solutions for self-sustaining community into the hands of everyday people from the inner-cities to the nations in a way that is caught and spread on a local level. Together we are beating a path for communities and villages to THRIVE in any economy.	The Urban Farming Guys	NA	The Urban Farming Guys exists to help established sustainable communities. They go where no one else will, into the most blighted and dangerous places on earth to join arms with vulnerable communities around the globe. They aim to help establish self-sustaining solutions that can be caught and replicated at a local level. Everything from urban fish farming to alternative energies, and are sharing this work with the world step by step.  Projects: Alternative Energy, Aquaponics, Community Gardens, Composting, Gardening, Solar Power, Tilapia Breeding, Water Technologies, Worm Farming, to name a few.
Philadelphia, PA	Greensgrow Farms	1997	1997 Greensgrow Farm was born. The first cases of produce were delivered out of the back of a little red truck, Greensgrow has changed a great deal. Now, with 6,000 sq. feet of greenhouses and providing fresh produce to the community, Greensgrow Farms has expanded and has a second location in West Philadelphia.	0.84	Agriculture	Greensgrow sits on a previous factory site in the middle of a neighborhood. Each season, they grow over 20 different types of vegetables, totaling over 2,000 pounds of fresh produce for their market and the CSA (Community Supported Agriculture). The farm has 3 large raised beds, hydroponic systems, greenhouses, smart containers and an off-site farm contributing to the farm.	Greensgrow	Community Food Grant CSA Donations Phillies Charities Grant Fund  (amounts of grants and donations not mentioned)	Greensgrow's 2020 Vision: By 2020, people in Philadelphia and communities all across America will see urban agriculture as a useful tool in creating and sustaining regional food economies. The multifaceted urban agriculture work of Greensgrow will be seen as a model for creating livable, sustainable, connected communities.  Greensgrow is a nationally recognized leader in urban farming and is open to the public year round. Greensgrow is an Idea Farm that has given birth to their CSA, the Community Kitchen, Greensgrow West and other projects resulting in permanent jobs and sustainable income which in turn allows them to start new projects. Rethinking land, abandoned space, ideas, oil barrels, PVC, tools and trash is what they do. Veggie waste composts into fertilizer, a shipping container grew into a garden shop and rain gutters find a life as a farm. Everything they own from their 6,000 square foot greenhouse to mobile market trucks has come from a previous owner. Because they've never over capitalized on equipment they have been free to change things up. Everything they buy goes through a stringent cost benefit analysis to prove that it can be used at an optimal level.
New York City, NY	Five Borough Farm	2009	The first phase developed policy and metrics recommendations to support and grow urban agriculture in NYC in partnership with Added Value. To work towards implementation of our key policy and metrics goals, we partnered with the NYC Parks Department on a second phase of the project. Now in its third and final phase, we are working with Farming Concrete to scale up urban agriculture in NYC.	NA	Agriculture Industrial Commercial	New York City has more than 700 food-producing urban farms and gardens citywide. In all five boroughs, New Yorkers have turned vacant lots and rooftops, schoolyards and NYCHA gardens into places to grow food. But urban agriculture also encompasses a wide range of other activities: participants earn income at farmers markets, capture stormwater, compost food waste, gain leadership and job skills, learn about nutrition and the environment, and create safe, attractive public spaces. These activities contribute to many citywide health, social, economic, and ecological benefits, as well as to the goals of municipal agencies and elected officials.  Yet while many government agencies are engaged in urban agriculture, there is no citywide policy or plan to coordinate actions across agencies, and few systematic efforts to track the full range of urban agricultural activities that take place at the city's farms and gardens.	Design Trust for Public Space	NA	Five Borough Farm, a project of the Design Trust for Public Space, offers a roadmap to farmers and gardeners, City officials, and other stakeholders to understand and weigh the benefits of urban agriculture. Phase I (2009-12) was conducted in partnership with Added Value. Phase II (September 2012 - March 2014) was conducted in partnership with the NYC Department of Parks & Recreation. Phase III, in collaboration with Farming Concrete, will run from March through December 2014
Phoenix, AZ	Urban Farm Greg Peterson (on Stakeholder List)	2001	In 2001, Greg Peterson created a new concept called the Urban Farm (www.urbanfarm.org), a real world environmental showcase home in the heart of Phoenix, Arizona. He applied his extensive background to transform this 1950's built tract home into an innovative holistic home site.	0.33		The Urban Farm, features an entirely edible landscape, including over 70 fruit trees, rainwater and greywater harvesting, three solar applications, and extensive use of reclaimed and recycled building materials. The site is opened periodically throughout the year to the public and offers classes, lectures and tours.			Greg Peterson is a green living and sustainability innovator sharing his passion about how to grow food in our cities. He created The Urban Farm, an environmental showcase home in the heart of Phoenix, which he opens periodically for tours and classes. Having grown food in Phoenix for over four decades, Greg is well-versed in urban sustainability and food production.  Greg's 1/3 acre farm features an entirely edible landscape on a city lot in Phoenix, Arizona. Greg's home, The Urban Farm, is a showcase of beautiful and productive permaculture — a chicken run, gardens, 85 fruit trees including apple and citrus hedges, and much more! Greg is an active educator, hosting urban farming, permaculture, and urban chicken keeping workshops. The Urban Farm has helped to plant 10,000 fruit trees throughout Phoenix.

Urban Farm and Restaurant Incubator									
Location	Initiative or Program	Year Created or Developed	History	Estimated Land Size (acres)	Zoning	Site Information / Surrounding Related Development Zoning	Owner/ Operator	Special Economic Incentives	Description & Tenants
Richmond, VA Washington, DC	Farm to Family	2009	Farm to Family started as a mobile farmer's market in a converted school bus in June 2009, delivering local and organic Virginia grown produce and products, and has grown to a year-round indoor market, USA Farm Shares and now the urban BusFarm. The business connects communities in the hopes to re-establish a personal relationship with locally grown food and to encourage a local diet of fresh grown/made products here in central VA.	1.75	Agriculture	BusFarm, Inc. / Farm to Family is a bridge from farm to city, distributing locally grown food to families in urban areas and educating people about food security. Using different methods for accomplishing their mission: a year-round indoor farmer's market, CSA (Community Supported Agriculture) Programs in Richmond and Washington, DC, and a FarmBus, a mobile farmers market in a converted 1987 international diesel school bus. Their indoor market and FarmBus both carry fresh grown seasonal and local produce, organic local meats, fresh local dairy, and other homemade products. We use the FarmBus as a mobile extension of our market so that we can visit schools, and other places to teach people about fresh foods, and how to cook it.	BusFarm, Inc.	NA	Feeding Communities, One Stop At A Time. The farmbus distributes seasonal, locally grown produce, meat, and dairy products to families in urban areas and educate people about food security from our retrofitted school (farm)bus. The bus is a mobile micro farmers market on wheels that can come to you -- OR you can visit their year-round indoor farmer's market. The market is 2,500 sf and the greenhouse is 2,900 sf.  BusFarm is a 501(c)3 non-profit based in Richmond, VA focusing on sustainable urban agricultural initiatives, including an urban agriculture-training center that will train youth and adults how to grow healthy soil, food and communities. Striving to inspire and motivate people into action, BusFarm aims to provide the resources that help individuals take responsibility to sustain their communities. The BusFarm urban farm re-connects people back to the earth and their food through the hands-on processes of daily activities and seasonal rhythms including: planting, harvesting, cooking, preserving, construction, composting, soil building, bee keeping, vermiculture, aquaponics, retail marketing and entrepreneurship. Their goal is to create a local, regenerative, highly resilient model others can follow.
Chattanooga, TN	Crabtree Farms	1998	Crabtree Farms, a 501(c)3 nonprofit organization, was founded in 1998 to bring urban sustainable agriculture to Chattanooga. The mission of Crabtree Farms is to connect Chattanooga with our local food shed. Crabtree Farms serves the greater Chattanooga community through education and advocacy programs that teach about growing food sustainably and choosing local produce.  The property has been in agricultural use since the early 1800s and was donated to the city by the Crabtree and McGauley families with the stipulation that it must retain its agricultural heritage.	22	Agriculture	The property features a 5-acre urban demonstration farm cultivated by employees, volunteers and interns. There's also a 1-acre community garden divided into 41 plots that Chattanooga residents can lease from March through November. Each plot is 200 square feet, and community gardeners have access to tools, compost and water.	Crabtree Farms	Community Supported Agriculture (CSA) program. A group of people provides donations at the beginning of the year to help purchase supplies for the farm. In return, the people will receive a box of fresh produce each week during the months of May through November, equaling approximately \$28 a week of fresh vegetables.	Crabtree Farms , a 501(c)3 nonprofit organization, brings urban sustainable agriculture to Chattanooga. The mission of Crabtree Farms is to connect Chattanooga with our local foodshed. Crabtree Farms serves the greater Chattanooga community through education and advocacy programs that teach about growing food sustainably and choosing local produce.  Crabtree promotes locally-grown produce and artisan-crafted products in the Chattanooga region with the "TasteBuds" Local Food Guide. Our "What's Ripe" monthly email updates, farm events, workshops and community outreach keep Chattanooga locals educated and informed. Crabtree's Farm-To-School and adult education programs teach the importance of healthy living and sustainable agriculture through tours and hands-on demonstrations of farming and gardening at our Urban Farm. Our programs include: Future Farmer Internships, Farmer-For-A-Day, Community garden training, Farm Field Days for kids and tours for all ages. On-site education takes place on the awesome Urban Farm- the heart and soul of Crabtree Farms. In 2010, Crabtree's Farm-To-School program "Dig In Kids" educated 1,000 area students about sustainability, farming fresh foods and cooking. Regionally, the "TasteBuds" Local Food Guide, events and community outreach. These efforts all highlight sustainable gardening and eating practices, resulting in a healthier, more active Chattanooga.
Dallas, TX	Trinity Groves	2012	Trinity Groves was created by and is part of West Dallas Investments, which consists of Phil Romano, Stuart Fitts and Butch McGregor. The 31-acre entertainment destination is located directly next to the Trinity River and also at the foot of the Margaret Hunt Hill Suspension Bridge.	31	Agriculture Retail Restaurant Office Multi-Family	At the base of Margaret Hunt Hill Bridge, this site was set up as a restaurant incubator. Owner Phil Romano created this idea where new/young entrepreneurs who have big ideas and little money can create new concepts for a restaurant, submit an application, and go through a review process and several taste tests before being accepted into the Trinity Groves restaurant incubator. The Incubator program allows these young chefs to open new restaurant concepts and see if they're successful enough to expand nationwide.  The site used to be a trucking terminal. All 20 concept restaurants are occupied and new concepts are ready to step in. Romano owns 50% of each restaurant.  Art galleries, retail and apartments are all a part of this concept to create a new urban neighborhood close to downtown.	Owned and Managed by Stuart Fitts, Larry McGregor and Phil Romano	\$3.5 million tax increment reimbursements	Restaurants: Amberjax Fish Market Grille, Bab Brothers BBQ and Blues, Casa Rubia, Chino Chinatown, Kitchen LTO, LUCK (Local Urban Craft Kitchen), Off-Site Kitchen, Resto Gastro Bistro, Saint Rocco's, Souk, Sushi Bayashi, and The Hall Bar & Grill.  Brewery: Four Corners Brewing Company.  Catering: 3015 at Trinity Groves.  Retail & Arts: Cake Bar, Erin Cluley Gallery, Kate Weiser Chocolate, and The Workroom & Gallery 422.  Residences: Cypress at Trinity Groves (Coming Spring 2016).
Louisville, KY	FoodPort  (Developed by Seed Capital KY, a non-profit organization, in partnership with Louisville Metro, the West Louisville FoodPort Community Council, and for-profit and non-profit partners)	2016 – Groundbreaking  2017 – September, Phase 1 FoodPort to open	The West Louisville FoodPort (a \$56 million development) is poised to become one of the most transformative urban reinvestment projects of the decade. On a 24-acre campus at 30th and West Market Streets in West Louisville, the FoodPort will locate food-related businesses in one place where they can buy food from local farmers and hire neighbors for jobs. Designed by world-renowned architecture firm OMA, the FoodPort will unite Louisville with a state-of-the-art landmark that spurs economic activity in a historic, but under-invested section of our city. The entire project invests over \$25 million into the community.  The first phase of construction will commit \$31 million, including \$2.7 million already invested by Seed Capital in site design, an environmental assessment, and hiring the architects, engineers and landscape designers necessary to plan the project.  Also included in the initial costs are the value of the land and a \$23.5 million investment by FarmedHere, which plans to build an indoor vertical farm and food processing facility at the FoodPort.	24	Agriculture	Transforming property from its current state as a barren brownfield into a living, dynamic, productive asset for our community.  The West Louisville Food Port envisions buildings that would house offices, commercial kitchen space, storage and packaging facilities, and a year-round indoor farm, among other things, zigzagging across the property.	Seed Capital	The city's total investment comes to \$1.57 million for the land and, with Metro Council approval, \$300,000 for new sidewalks around the project.	Tenants will include farmers, educator, distributors, food processors, startups, and retailers.  Additional benefits include: - Businesses and individuals can buy more local food – and regional farmers can sell more of what they grow – in one place. - The FoodPort will bring over 300 jobs and is committed to filling as many of those jobs as possible with people from West Louisville. - The FoodPort will provide space for classes on cooking, nutrition and gardening, both indoors and at its two-acre demonstration farm. - The site and two large public plazas will include walking paths, play spaces, and public space for gatherings, public markets, concerts and other events. - Investments in sustainability will include solar power, geothermal energy, and using rainwater for irrigation and water needs. - Retail spaces will be rented to stores selling food for workers, neighbors, and others attracted to the site. - Increased presence of employees, neighbors, and visitors will bring restaurants and food markets to life on the busy Market Street corridor.

Urban Farm and Restaurant Incubator									
Location	Initiative or Program	Year Created or Developed	History	Estimated Land Size (acres)	Zoning	Site Information / Surrounding Related Development Zoning	Owner/ Operator	Special Economic Incentives	Description & Tenants
New York City, NY Chicago, IL	Gotham Greens	2009	<p>The founders had a vision for a local, urban farm operation that could offer New Yorkers the freshest and highest quality culinary ingredients, year-round, at competitive prices.</p> <p>Inspired by innovation and technology, driven by a sense of duty to address ecological issues facing our agricultural system, and motivated by a farmer's penchant for challenge, Gotham Greens built its flagship greenhouse - the first commercial scale rooftop greenhouse in the United States - in 2011. The state of the art greenhouse facility, located in the Greenpoint neighborhood in Brooklyn, represented a shift in the concept of urban farming, from seasonal community gardening resource to a year-round, viable, commercial scale farming enterprise.</p> <p>In early 2014, Gotham Greens opened its second greenhouse, located on the rooftop of Whole Foods Market's flagship Brooklyn store, which was the first ever commercial scale greenhouse integrated into a supermarket. Since then, the company has built additional greenhouse facilities in New York City and Chicago totaling 170,000 s.f. with several new projects under development.</p> <p>Inspired by the growing local and artisanal food movement and humbled by the high demand of Gotham Greens produce, the company has set out to expand its operations to cities around the country to create a brand of truly "local," premium quality produce.</p>	4.3	Industrial Retail	<p>The following describes the individual greenhouses:</p> <p><b>Greenpoint Greenhouse</b> - A tenant of the Greenpoint Manufacturing Design Center, a pioneering non-profit industrial developer dedicated to revitalizing Brooklyn's remaining industrial spaces for small-scale, small-batch, entrepreneurial manufacturing.</p> <p><b>Gowanus Greenhouse</b> - On the roof of Whole Foods Market's first ever Brooklyn store. The rooftop greenhouse, designed, built, owned and operated by Gotham Greens, measures over 20,000 s.f. and grows over 200,000 pounds of fresh leafy greens, herbs and tomatoes each year.</p> <p>This groundbreaking project represents the first commercial scale greenhouse farm integrated into a supermarket. Gotham Greens was approached by Whole Foods Market based on its experience and expertise in urban agriculture as well as its dedication to growing the highest quality produce with strong commitment to sustainable agriculture. The partnership with Whole Foods Market was a perfect match for Gotham Greens based on the retailers' unparalleled leadership and commitment to promoting local, healthy and sustainably produced food.</p> <p><b>Hollis Greenhouse</b> - The 5th story greenhouse facility towers over the Long Island Railroad to the South and Jamaica Avenue to the North. The greenhouse is built on the historic Ideal Toy Company factory complex first built in 1920. The Ideal Toy Company, best known for creating and marketing the Teddy Bear and the Rubik's Cube, is part of Hollis' rich manufacturing history. Hollis is also known as a hotbed of Hip Hop talent, creating iconic artists including Run DMC, Russel Simmons, LL Cool J, Ja Rule, and Young MC.</p> <p><b>Pullman Greenhouse</b> - A unique partnership between Gotham Greens and Method Products, leaders in their respective industries — urban farming and eco-friendly cleaning products — is a groundbreaking vision for the 21st century manufacturing facility. Method's factory, designed by William McDonough + Partners, is the world's first LEED-Platinum certified manufacturing plant in its industry.</p> <p>Gotham Greens and Method are proud to be contributing to the economic revitalization of the historic Pullman Park district. Located on the far south side of the city, Pullman was one of America's first model industrial towns built by the Pullman Palace Car Company. The area is a Chicago Landmark district and was recently declared a National Historic Monument.</p>	Gotham Greens (privately held)	<p>Based on the project's energy-saving potential, it received a \$400,000 grant from the New York State Energy Research and Development Authority.</p> <p>Note: Gotham Greens raised more than \$30M in three funding rounds.</p> <p>The company's expansion into Hollis brought an additional \$1M from the New York State Energy Research and Development Authority to make the New York greenhouses more energy efficient.</p>	<p>Gotham Greens is a worldwide pioneer in the field of urban agriculture and a leading regional producer of hyper-local, premium-quality, greenhouse grown vegetables and herbs. Gotham Greens' pesticide-free produce is grown using ecologically sustainable methods in technologically-sophisticated, 100% clean energy powered, climate-controlled urban rooftop greenhouses. Gotham Greens provides its diverse retail, restaurant, and institutional customers with reliable, year-round, local supply of produce grown under the highest standards of food safety and environmental sustainability.</p> <p>This technology produces food that is more nutrient-rich, and it is able to produce 30 times more crops per acre than traditional farms.</p> <p>The greenhouses are chemical-pesticide-free zones, so the company will have beneficial insects, such as ladybugs, shipped in via UPS in foam containers. Those bugs are then sprayed on the produce to feed on smaller pests.</p> <p>Flagship Greenhouse - Greenpoint, Brooklyn, NYC 15,000 s.f. Built in 2011 Built on the roof of Greenpoint Manufacturing Design Center \$1.4M project, powered by 2,000 s.f. of solar arrays on the rooftop next door to the greenhouse.</p> <p>Gowanus Greenhouse - Gowanus, Brooklyn, NYC 20,000 s.f. Built in 2013 Built on the roof of Whole Foods Market</p> <p>Hollis Greenhouse - Queens, NYC 60,000 s.f. Built in 2015 5th story greenhouse built on the historic Ideal Toy Company Employs 50 full-time individuals</p> <p>Pullman Greenhouse - Chicago, IL 75,000 s.f. Built in 2015 2nd Floor Rooftop Approximately two acres</p>
Phoenix, AZ	Sun Valley Farming	NA	NA	Varies	NA	Abandoned land, backyards, front yards, and even trucks have all contributed to Phoenix Arizona's flourishing urban agriculture scene.	Varies	NA	<p>10 Urban Agriculture Projects in Phoenix:</p> <ul style="list-style-type: none"> <li>- Slow Food Phoenix is part of the larger Slow Food Movement (a non-profit, eco-gastronomic, membership organization that educates people about how their food choices affect the rest of the world). Slow Food Phoenix chapter members range from professional chefs to home cooks who enjoy the philosophy of quality slow food.</li> <li>- Truck Farm Phoenix debuted in the Fall of 2011 with the goal of reaching out to youth in at least 25 locations including underserved school districts, farmers' markets, youth day camps, community centers, festivals, and fairs.</li> <li>- Urban Farm (noted above) provides communities with the knowledge and skills to successfully grow, harvest, and share food from their very own yards. Urban Farm also seeks to engage communities with the 10,000 Urban Farms Project, whose goal is to develop a farm on every street.</li> <li>- Tiger Mountain Foundation (TMF) is a non-profit organization that promotes community development through gardening on more than 4-acres of inner-city land in South Phoenix. Varying seasonally, the gardens produce a wide assortment of produce, from vine-ripened tomatoes to fresh collard greens. TMF utilizes the Asset Based Community Development Model (ABCD), created by John McKnight and John Krentzmann of Northwestern University to bring sustainability back to the community.</li> <li>- Phoenix Urban Research Farm is where "urbanites go to learn how to garden or even start a small farm business." The farm is managed by faculty at the Maricopa County Cooperative Extension, part of the University of Arizona College of Agriculture and Life Sciences, and began with a half-acre on a vacant lot in the heart of the Phoenix. The research farm is now part of a 15-acre urban revitalization project, a partnership of Keep Phoenix Beautiful and landowner Barron Collier Companies. This farm is located south of Phoenix Sky Harbor International Airport at 4341 E Broadway Road, between S. 40th Street and S. 48th Street.</li> <li>- Roosevelt Row Growhouse is a quarter-acre property in downtown Phoenix dedicated to urban agriculture practices and local food. The Growhouse started on a vacant, blighted property as an informal greening, arts, and revitalization initiative by two artists in November of 2008. A.R.T.S. (Adaptive Re-use of Temporary Space) transformed the space into a place to learn about urban desert vegetable farming, sustainable living, healthy eating, and edible landscaping. The garden prides itself on providing fresh veggies to markets and cafes within blocks of where they were grown.</li> <li>- The Farm at Agritopia is a 15-acre USDA Certified Organic urban farm in the heart of the Agritopia community. Founded on ecological farming principles, farmers here grow a variety of fruits and vegetables year-round and offer produce through: a CSA program, local farmers' markets, a self-serve farm stand, and several local restaurants. The farm's mission</li> </ul>



Urban Farm and Restaurant Incubator

Location	Initiative or Program	Year Created or Developed	History	Estimated Land Size (acres)	Zoning	Site Information / Surrounding Related Development Zoning	Owner/ Operator	Special Economic Incentives	Description & Tenants
									<p>is to be sustainable, educational, and beautiful. In addition to 100+ crops, sheep, chickens, and honeybees also play an integral role to the ecology of the farm, acting as cultivators, fertilizers, and pollinators. This farm is located at 3000 E. Ray Road, Gilbert, AZ 85296, southeast of Phoenix.</p> <ul style="list-style-type: none"> <li>- University of Arizona's Cooperative Extension offers classes designed to teach job skills and nutrition to homeless men and women in Phoenix. This is a partnership between the Maricopa County Human Services Campus and UA Cooperative Extension. Volunteers and staff offer educational programming twice a month in the campus's 1-acre urban garden.</li> <li>- Arcadia Edible Garden Tour urban orchards of stone-fruit trees, espaliered apple trees, nut trees, vegetable &amp; herb gardens that use traditional and raised bed techniques, berry hedges, pollinator gardens of mixed beds of flowers and edibles, composting systems in a variety of sizes, grey water ponds, and everyone's favorite – the backyard chicken coops. On May 7, 2016, this tour around the Phoenix area includes 9 edible gardens including David &amp; Caroline Van Silky's Boho Farm; Hope House Community Gardens; Don &amp; Paula's Red River Farm of Arcadia; David's Care-A-Lot Farm; Troy &amp; Rebecca's Farmyard; Hal &amp; Jill's Sweet Life Garden; SARRC Beneficial Beans Edible Garden; Jon and Carrie's Historic Home &amp; Garden; The Gardens at Arcadia Neighborhood Learning Center</li> <li>- International Rescue Committee (IRC) responds to the world's worst humanitarian crises. The IRC restores safety, dignity, and hope to millions who are uprooted and struggling to survive and rebuild their lives. The IRC's New Roots program, "is enabling refugee farmers to revitalize urban spaces, share their homegrown crops at neighborhood farmers markets and rebuild local food systems."</li> </ul>

Source: C&S Companies; Freight Farms; Trinity Groves; FoodPort; Gotham Greens; Internet Research

Sports Complexes									
Location	Initiative or Program	Year Created or Developed	History	Estimated Building Size (SF)	Estimated Land Size (acres)	Use	Site Information / Surrounding Related Development Zoning	Owner/ Operator	Special Economic Incentives
Glendale, AZ	Arizona Sports Complex	NA	NA	52,250	8.25	Sports Complex	Arizona Sports Complex offers 3 state of the art, full sized arena soccer fields (80' x 180'), 2 indoor and 1 outdoor. The indoor fields offer a unique feature with their full length sheets of glass, providing the spectator with full view of all the action on the field. The newly remodeled outdoor field offers a view of the Arizona sunset.	Arizona Sports Complex Athletics Association a non-profit 501(c)3	NA
Scottsdale, AZ	Scottsdale Sports Complex	NA	NA	NA	71	Sports Park	Scottsdale Sports Complex is a 71-acre outdoor facility designed to be a state of the art competitive sport field complex offering tournament level playing conditions. The complex attracts national and regional tournament play and provides a quality facility for a variety of sporting activities. The facility accommodates a variety of 10 flat field sports such as soccer, lacrosse, football, and rugby. The park is open from Sunrise to 10:30 p.m. and fields are available by reservations only during the months of March through December. The complex offers Drop-in areas on a first come basis. Other park features include shaded playground, lighted basketball court, multi-use paths, restrooms.	City of Scottsdale	NA
Willoughby, OH	Lost Nation Sports Park	1998	Lost Nation Sports Park East began operations in 1998. A team headed by Patrick Parker (Former Chairman & CEO of Parker Hannifin) and Mike Sarsen (Former Treasurer of the Cleveland Browns) converted a large 80,000 s.f. aircraft repair facility into northeast Ohio's most unique, multi-faceted, family-oriented sports and recreation facility.	80,000	13	Sports Park	Conversion of a large 80,000 s.f. aircraft repair facility into northeast Ohio's most unique, multi-faceted, family-oriented sports and recreation facility. The original indoor complex was further enhanced in 2002 with the opening of a natural grass, 13-acre outdoor soccer field complex, featuring up to nine outdoor soccer fields. This unique combination of 1st-class indoor sports facilities and outdoor soccer fields has given LNSP national stature as a premier, year-round soccer facility.	Lost Nation	NA
Maitland, FL	RDV Sportsplex & Ice Den	1998	In the mid-'90s the DeVos family had a vision of linking health with sports. They were looking for a way to connect their Orlando Magic NBA and Orlando Solar Bears IHL franchises with the Central Florida community while providing a place for health and sports. The idea was to use the lure of sports as a way to enhance the health of residents: make health fun and people will come back for more.  To honor Mr. DeVos, the new facility was given his initials as its branded name. In February 1998 RDV Sportsplex, a one-of-a-kind, 365,000 square foot, \$60 million state-of-the-art fitness, wellness, sports and recreation facility was unveiled by RDV Sports and Florida Hospital. RDV provided a unique approach to health and fitness in a world class facility with modern equipment and the latest programming needs. By blending sports, fitness, retail and medicine by Florida Hospital, the facility remains one of the most unique and comprehensive multi-purpose health and athletic facilities in the country.	365,000	22.36	Sportsplex	RDV is an indoor sports facility including sports, fitness, ice skating, retail and medicine by Florida Hospital, the facility remains one of the most unique and comprehensive multi-purpose health and athletic facilities in the country.	Owner: Orlando Sportsplex, Ltd.  Operator: RDV Sportsplex Athletic Club	NA
Sanford, FL	Orlando North Seminole County Sports Complex	2016	Completed in 2016, Seminole County built a \$27 million sports mega-complex. This 102-acre complex should draw thousands of visitors from across the country to watch and play in tournaments, filling area hotels and restaurants and generating millions of dollars for the local economy. This complex sits east of Orlando Sanford International Airport and near Disney World and other large theme parks.	NA	102	Sports Park	102 acre complex includes a baseball stadium, fields for soccer, lacrosse, football and softball featuring 15 lighted fields with synthetic turf. The complex includes a pavilion, walking paths, playground and an area for food trucks, three centrally located concession/hospitality buildings, administration building with park offices, meeting space and restrooms.	Seminole County	Funds from county's 5% hotel tax used to fund land purchase and development
Boulder City, NV	Aerodrome Eldorado Droneport	2016 (intermittently operational)  Phased development should be completed by 2019	World's first commercial droneport and teaching facility located in Boulder City. This facility is one of only a handful of FAA-appointed UAS test sites in the United States.	NA	50	Droneport	Offers training, maintenance and other support functions for the commercial drone industry, as well as for individual drone pilots. The plan is to complete the constructions of the droneport with its adjacent training facilities in about three years. The team already operates on a five acre parcel in Boulder. Once this facility is complete and up and running, they plan to expand in other areas of the U.S.  Aerodrome is located southwest of Boulder City Municipal Airport and is north of a solar farm.	Aerodrome	The state of Nevada imposes no franchise, corporate income or personal income taxes.

Sports Complexes									
Location	Initiative or Program	Year Created or Developed	History	Estimated Building Size (SF)	Estimated Land Size (acres)	Use	Site Information / Surrounding Related Development Zoning	Owner/ Operator	Special Economic Incentives
Victor, NY	Pinnacle Athletics Complex	2015 Phase 1	<p>After 15 years of planning, Victor, NY resident and developer Jim Ludwig began development of the Pinnacle Athletics Complex. First Phase of 20 acres opened in November of 2015. This project is multi-phased and when complete will be a 94 acre multi sport health and wellness complex.</p> <p>The campus will also house the Victor RailRiders collegiate baseball team.</p>	135,000	20 (Phase 1)  Total of 94	Sports Complex	<p>A combination of indoor and outdoor, team and individual sports, training and competition facilities as well as an array of outdoor adventure amenities make our Campus the true recreational epicenter of the region. Pinnacle offers core sports including Baseball/Softball, Basketball, Lacrosse, Martial Arts, Soccer and Volleyball. They also have a kids program in every sport.</p> <p>90,000 s.f. Field House (including 85 by 70 yard turf area) &amp; 45,000 s.f. office complex</p> <p>20 acre (Phase 1) of a 94 acre multi-sports health and wellness complex - Pinnacle Athletic Campus</p> <p>When completed, the complex will include an indoor sports facility, commercial office buildings, two hotels, three medical buildings, several outdoor athletic fields, healthy cafe, locker rooms, meeting rooms and tenant space, along with 900 parking spaces. The complex will be equipped to host indoor and outdoor team and individual sports, training and competitions. It will offer fitness classes and equipment for all ages, including aerobics, yoga, speed and agility training, treadmills, ellipticals, free weights and nutrition training.</p>	NA	NA
Myrtle Beach, SC	City of North Myrtle Beach Park and Sports Complex	2014	<p>Opened in early 2014, this multimillion dollar park and sports complex is located on Robert Edge Parkway off SC 31 in North Myrtle Beach. Located on city owned land west of the IntraCoastal Waterway the spacious complex encompasses a total of 145 acres.</p>	NA	160	Sports Complex	<p>Offers a diverse selection of outdoor sport event facilities that are easily accessible and can accommodate a range of activities – such as baseball, softball, lacrosse, soccer, quidditch, and flag football. The list of facilities include: 4 regulation youth baseball/collegiate softball fields; 2 regulation high school/collegiate baseball fields (can be transformed to regulation youth baseball and collegiate softball fields); 8 regulation soccer/lacrosse fields, 8 batting tunnels</p> <p>This sport facility also comes equipped with a wide selection of amenities including: umpire/official rooms; misting fans in each dugout; concessions areas; 27 acre lake, Zip line; Veteran's Plaza; outdoor amphitheater; 7 picnic shelters; 3 playgrounds; amphitheatre; walking/bike trails; 3 acre dog park; 25 acre lake for water-related activities; 10 acre meadow; 550+ parking spaces.</p>	City of North Myrtle Beach	NA
Williamsburg, VA	Williamsburg Indoor Sports Complex	2000	<p>Williamsburg Indoor Sports Complex (WISC) opened its doors in 2000. WISC provides a climate-controlled environment giving members an opportunity to escape unpleasant weather conditions without missing a beat. Founder and President is Chris Haywood.</p>	100,000	100	Sports Complex	<p>This facility is a unique state-of-the-art 100,000 square foot indoor facility, WISC is home to a turf indoor field, a fully equipped Fitness Center, a first class Team Gymnastics Center, Academy Gymnastics Center, Dance &amp; Karate Studio, Kids Club - a superior Preschool - and a Before &amp; After School Center.</p> <p>The Zone offers safe, indoor fun for all ages. The area includes Clip N' Climb, Laser Tag, Laser Maze and an Indoor Playground. Also on site is a Redemption Game Room. They also offer a setting for special events including birthday parties, corporate functions, and trade shows.</p> <p>WISC is adjacent to James City County Warhill (outdoor) Sports Complex.</p>	WISC, Ltd.	NA

Source: C&S Companies; Lost Nation Sports Park; RDV Sportsplex; Orlando North Seminole County Sports Complex, Aerodrome Eldorado Droneport; City of N. Myrtle Beach; Williamsburg Indoor Sports Complex; Internet Research

Select Water Parks/Aquatic Centers in Phoenix Region									
Location	Name of Park	Year Created or Developed	History	Estimated Building Size (SF)	Estimated Land Size (acres)	Use	Zoning	Site Information / Surrounding Related Development Zoning	Owner/ Operator
1500 N. McClintock Dr. Tempe, AZ 85281	Big Surf Waterpark	1969	Big Surf Waterpark opened on October 24, 1969. In 1965, four years before the “surf center” opened, it was just an idea thought of by Phil Dexter. Dexter took that idea and in 1966 built the first model of his wave machine...in his backyard.  Big Surf served as more than just a surf center. It was a popular destination for numerous concerts from musicians like: Pink Floyd, Elton John, the Red Hot Chili Peppers, the Beach Boys, Chicago, Sting, Rod Stewart and many, many more. The concert tradition was revived in 2011 with two Sound Wave Electronic Dance Music festivals. Big Surf was also featured in two motion pictures: Just One of the Guys (1985) and Storm of the Century (1999).	19,328	17	Commercial 2 Star Sports & Entertainment Amusement Park	I-2	Outdoor waterpark offering multiple water rides & zip line. Fun for the whole family.  Parking: 400 free surface spaces	Owner: Namwest-Town Lakes LLC
155 W. Hampton Ave. Mesa, AZ 85210	Golfland SunSplash	Golfland opened in 1983 SunSplash opened in 1986	Golfland-Sunsplash is a series of water parks and family amusement centers, with its original located in Mesa, Arizona. The park is separated into two separate parks. Golfland operates year-round and features three miniature golf courses, an arcade, a pizza restaurant, a go-cart track, and bumper boats. Sunsplash operates in the summer and features 29 water-based attractions.	37,836	12	Sports & Entertainment Amusement Park	NA	Entertainment park including miniature golf, fast car raceway, family fun center with over 200 video games and multiple outdoor water rides and wading pools.	Owner: Golfland Entertainment Centers
4243 W. Pinnacle Peak Rd. Glendale, AZ 85310	Wet 'n' Wild Phoenix	2009	WaterWorld Safari originally opened on the site of Wet'n'Wild Phoenix. After Village Roadshow Limited invested over \$30 million in the park on ownership, and new attractions, Wet'n'Wild Phoenix opened its doors on July 1, 2009. In November 2013, CNL Lifestyle Properties purchased Wet'n'Wild Phoenix from Village Roadshow, along with the rights for the Wet'n'Wild brand in the United States.	96,572	35	3 Star Sports & Entertainment Amusement Park	R-43	Outdoor park is located close to the intersection of Hwy 60 and S. Country Club Drive and sits behind a Hampton Inn hotel.	Owner: CNL Lifestyle Properties, Inc.  Operator: Premier Parks, LLC
8000 S. Arizona Grand Pkwy. Phoenix, AZ 85044	Oasis Water Park @ Arizona Grand Resort and Spa	NA	NA	NA	7	Resort with water park	NA	Outdoor swimming and water park located at Arizona Grand Resort and Spa. This hotel consists of 744 suites and villas. The water park is an amenity that is only available to guests staying at the resort.	Classic Hotels & Resorts
Mesa, AZ	Brimhall Aquatics Complex Carsib Aquatic Complex Fremont Aquatic Complex Kino Aquatic Center Mesa Aquatic Complex Rhoads Aquatic Complex Flowrider & Splash Pad Shepherd Aquatic Complex Skyline Aquatic Center Stapley Aquatic Complex	NA	NA	Varies	Varies	Aquatic Center	NA	Outdoor swimming and water park owned and operated by City of Mesa. Park offers swim lessons, summer teams and other aquatic classes.  Both Kino and Skyline offer year round lap pool.  Other pools are opened May 28 through September 5.	City of Mesa, AZ

Select Water Parks/Aquatic Centers in Phoenix Region									
Location	Name of Park	Year Created or Developed	History	Estimated Building Size (SF)	Estimated Land Size (acres)	Use	Zoning	Site Information / Surrounding Related Development Zoning	Owner/ Operator
Chandler, AZ	Desert Oasis Aquatic Center Hamilton Aquatic Center Nozomi Aquatic Center Mesquite Groves	NA	NA	Varies	Varies	Aquatic Center	NA	Outdoor swimming and water park owned and operated by City of Chandler. Park offers swim lessons and other aquatic classes. Open March-September	City of Chandler, AZ

Source: C&S Companies; CoStar; Big Surf Waterpark; Golfand SunSpash; Wet 'n' Wild Phoenix; Oasis Water Park; City of Mesa; City of Chandler; Google Maps

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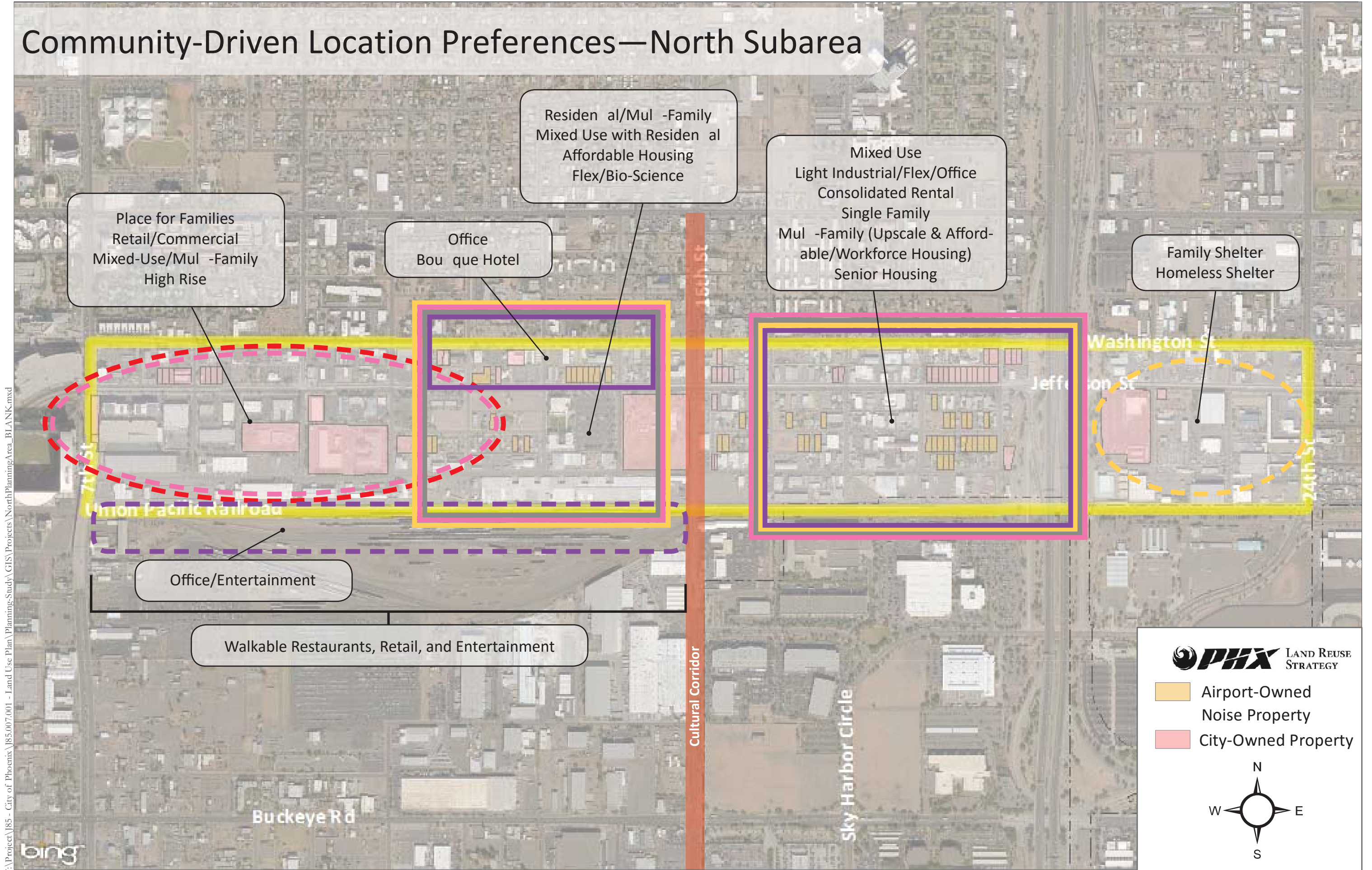
## Appendix E: Location Preference Maps

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# Community-Driven Location Preferences—North Subarea

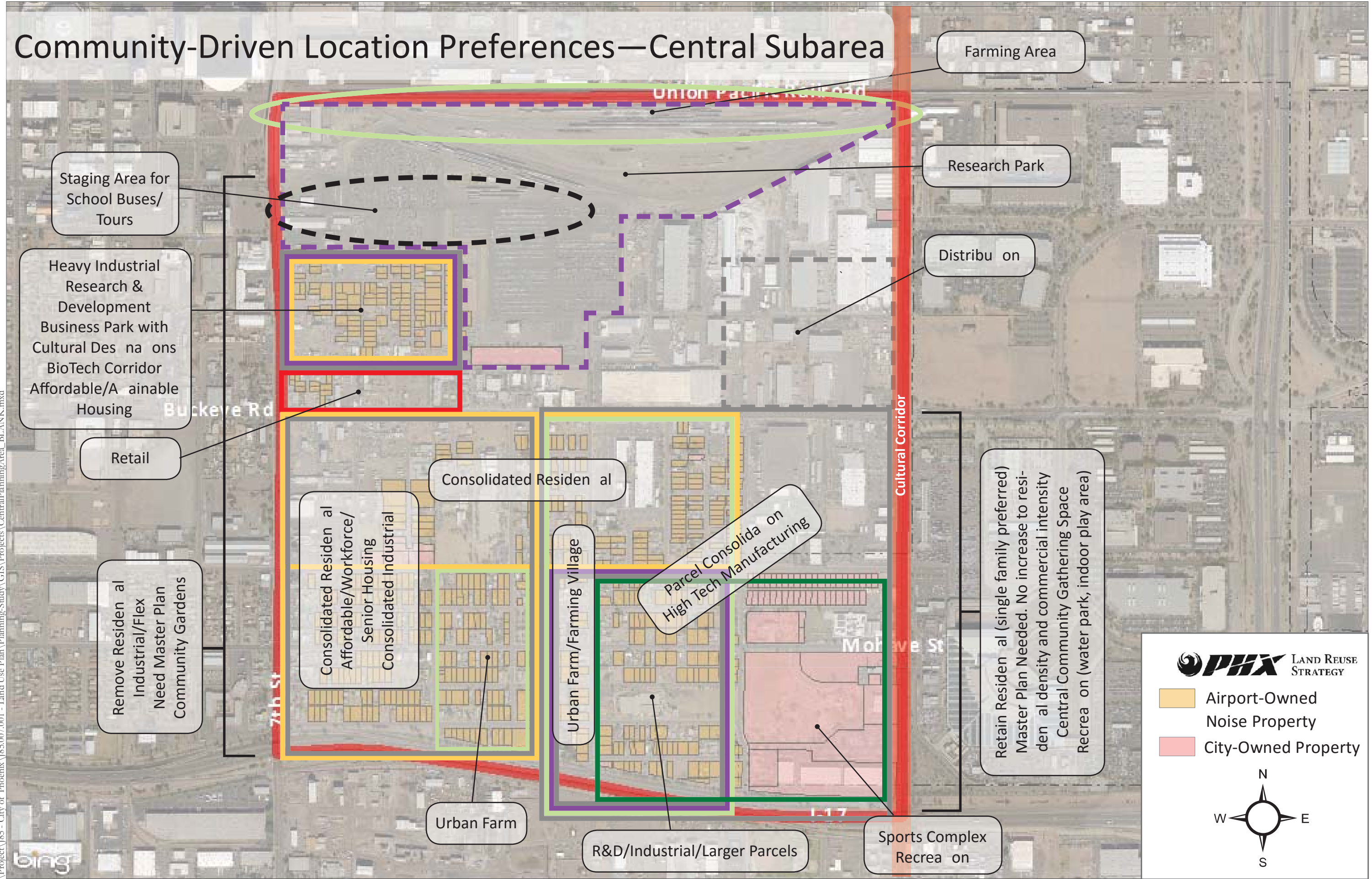


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SOURCE: Bing Aerial Imagery (Basemap), February 2016; City of Phoenix, Aviation Department, VARS boundary and Acquired Properties, Obtained December 2015; Data Compiled by Maricopa Association of Governments (2012 Existing Land Use) obtained in August 2014; Parcels along with owner data was acquired from Maricopa County, 2012 PREPARED BY: C&S Companies, August 2016.

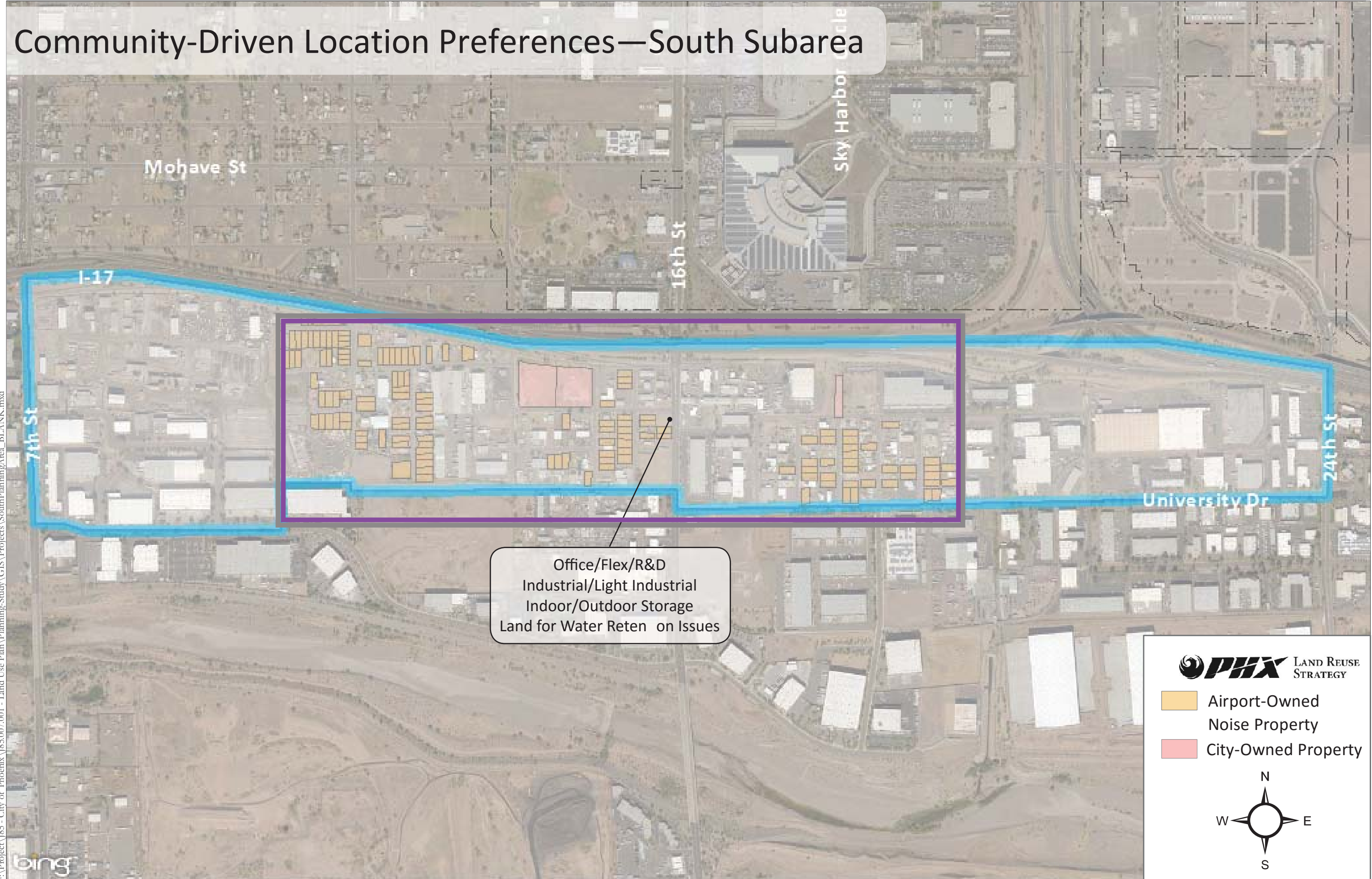
# Community-Driven Location Preferences—Central Subarea

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SOURCE: Bing Hybrid Aerial Imagery (Basemap), February 2016; City of Phoenix, Aviation Department, VARS boundary and Acquired Properties, Obtained December 2015; Data Compiled by Maricopa Association of Governments (2012 Existing Land Use) obtained in August 2014; Parcels along with owner data was acquired from Maricopa County, 2012 PREPARED BY: C&S Companies, August 2016.

# Community-Driven Location Preferences—South Subarea



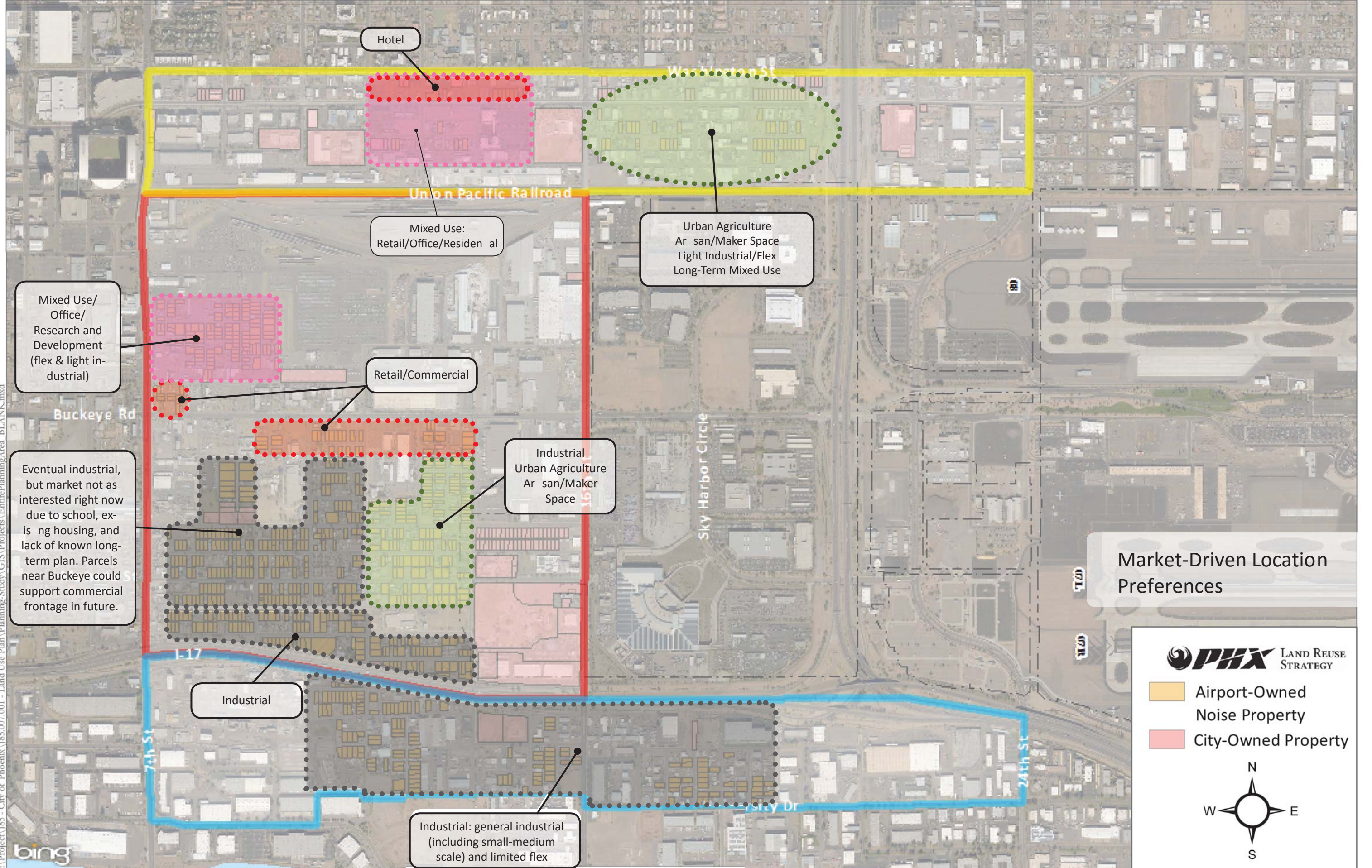
Office/Flex/R&D  
 Industrial/Light Industrial  
 Indoor/Outdoor Storage  
 Land for Water Retention Issues

**PHX** LAND REUSE STRATEGY

- Airport-Owned Noise Property
- City-Owned Property

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SOURCE: Bing Aerial Imagery (Basemap), February 2016; City of Phoenix, Aviation Department, VARS boundary and Acquired Properties, Obtained December 2015; Data Compiled by Maricopa Association of Governments (2012 Existing Land Use) obtained in August 2014; Parcels along with owner data was acquired from Maricopa County, 2012 PREPARED BY: C&S Companies, August 2016.



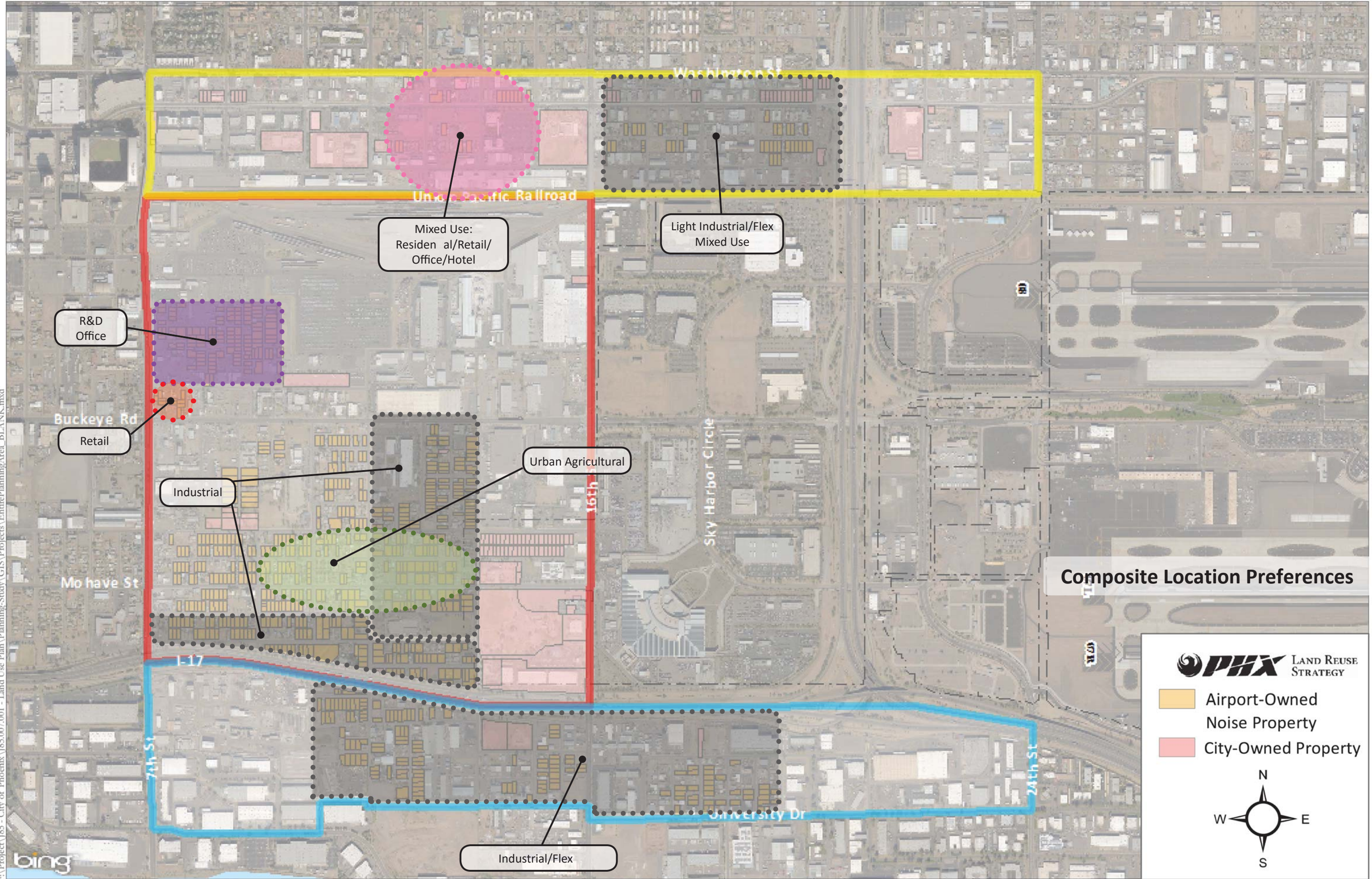
Market-Driven Location Preferences

**PHX** LAND REUSE STRATEGY

- Airport-Owned Noise Property
- City-Owned Property

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Composite Location Preferences

**PHX LAND REUSE STRATEGY**

- Airport-Owned Noise Property
- City-Owned Property

SOURCE: Bing Hybrid Aerial Imagery (Basemap), February 2016; City of Phoenix, Aviation Department, VARS boundary and Acquired Properties, Obtained December 2015; Data Compiled by Maricopa Association of Governments (2012 Existing Land Use) obtained in August 2014; Parcels along with owner data was acquired from Maricopa County, 2012 PREPARED BY: C&S Companies, August 2016.

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## **Appendix F: Framework Evaluation Matrix**

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**Frameworks Evaluation Matrix**

Criteria	Description	Framework A:	Framework B:	Framework C:
<b>Stakeholder/Community Input</b>	Establishes uses that are aligned with the desired uses of stakeholders including the residential community. <b>Reference for Evaluation:</b> Community-Driven Land Use Map	Aligns with community needs and input in North Subarea, regarding mixed-use west of 16th. Single-family residential is not proposed. East of 16th considers employment potential. Intense industrial in South Area would be separated from residential. Central Subarea does not support relocation of residential or replacement of residents.	Aligns with community input; would swap parcels to reconstitute a neighborhood (pending FAA approval). Also considers cultural preservation. Mixed-use in North Subarea was also emphasized by community.	Speaks to community input through cultural/historical corridor. Also responds to resident interest in consolidated neighborhood, though outside of 65 DNL noise contour. In comparison to Framework B, Framework C has less residential area.
<b>Local/Community Plans</b>	Establishes uses that are compatible with existing and proposed surrounding uses and does not conflict with objectives of the community and local plans and policy including zoning and overlay districts. <b>Reference for Evaluation:</b> Summary of Previous Plan Recommendations in Working Paper 2	More aligned with the General Plan since Central Subarea fully transitions to industrial. Framework A is similar to baseline conditions. Mixed-use within the TOD overlay and reflects how other plans have characterized this area.	North Subarea is proposed for mixed-use, which aligns with TOD overlay for that area and the Reinvent Phoenix TOD Plan. Central Subarea recommendations are in compliance with the General Plan (from residential to industrial). However, less alignment with General Plan than Framework A because not entirely shifting toward Industrial in Central Area. South Subarea is aligned with Rio Salado Plan.	North Subarea includes mixed-use area west of 16th street in TOD overlay; area east is outside of the TOD overlay. Not compliant with General Plan, which shows all residential transitioning to industrial. Framework showing intentional and reinforced residential.
<b>Historic/Cultural Considerations</b>	Recognizes historical and cultural resources and history. <b>Reference for Evaluation:</b> Cultural and Historic Resources Map	Cultural corridor is the most limited in this framework but tries to address key sites. Does not provide direct access to all resources and provides for fewer interpretative signs.	Historic and cultural corridor incorporating existing resources utilizing historical signage and markers. Would leverage design standards to maintain character. Capturing most historic resources.	Another option for cultural corridor, capturing significant number of resources (also along existing roadway).
<b>Sustainable Design</b>	Encourages parcel assembly to accommodate developments which can financially and physically enable the incorporation of sustainable design elements. Examples include shade tree requirements, reduction of pervious coverage, stormwater capture, retention and reuse, and renewable/alternative energy generation.	Does not discourage development of larger parcels but no city involvement in parcel assembly and less certainty in use of sustainable practices. Other frameworks involve City-driven assembly.	Framework B would assemble larger parcels. Proximity to interstate would be leveraged to attract larger-scale development. Business parks/catalytic development sites would also represent larger parcels.	Similar to Framework B, though emphasis on larger sites.
<b>FAA Guidelines</b>	Encourages parcel assembly to accommodate developments which can financially and physically enable the incorporation of sustainable design elements. <b>Reference for Evaluation:</b> Noise compatibility vignette in Frameworks; Table 6.1 - Compatible Land Use (Page 6-3) of Working Paper 1 - Inventory	Does not include any residential uses within 65 DNL. Most compliant with FAA guidelines.	2015 noise contour shows that the residential area in the Central Subarea is outside the 65 DNL.	Core residential area is outside of the 65 DNL area. Proposes mixed-use east of 16th street in North Subarea, but outside of 65 DNL.
<b>City Investment</b>	Minimizes initial or long-term investment required by the City to execute framework (e.g., infrastructure improvements to ready the site). <b>Reference for Evaluation:</b> Development Parcel Vignette and Transportation Vignette	Private developers are responsible for parcel assembly and associated infrastructure improvements.	Requires improvements. Need to assemble parcels, abandon roadways and relocate utilities. The Cultural Corridor does not follow an existing road network north of Buckeye.	Requires improvements. Need to assemble parcels, abandon roadways and relocate utilities. May attempt to span railway that challenges connectivity.




Criteria	Description	Framework A:	Framework B:	Framework C:
<b>Flexibility</b>	Accommodates potential for changes in future City, PHX and neighborhood priorities and needs, as well as unforeseen market shifts and changing market dynamics. <b>Reference for Evaluation:</b> Consider definitions of land uses and potential zoning	No focused residential area diminishes need for context sensitivity. Less flexibility given light industrial only (with no heavy industrial) in Central Subarea does not allow for more intense uses to take advantage of I-17 access.	Framework B includes commerce park zoning with design guidelines; would allow for flexibility to develop according to market needs in the future. Residential in Central Subarea provides for context sensitivity.	In comparison to Framework B smaller residential area reduces context sensitivity. Mixed Use, east of 16th St. limits opportunities.
<b>Market Demand, Timing and Characteristics</b>	Land use recommendations are supported by current and projected market demand; framework allows for phasing to address general market timing and market characteristics including variety in scale of available land (note that some development types can vary in scale, e.g. vertical or horizontal), key adjacencies, location requirements/preferences and characteristics (e.g. access, visibility). <b>Reference for Evaluation:</b> Summary of Demand for Planning Area compared with acreage per use within the Planning Area; Parcel Assembly Vignettes, Average Parcel Size by use graphic, Opportunities & Constraints by use, Market-driven preference maps or Location Requirements and Characteristics by use	In comparison to Frameworks B and C, Framework A provides less designated area to accommodate demand for commercial land use. However, this could be allowed in industrial areas. Provides greater industrial supply than market timing and demand dictate. Provides less designated commercial zones in key locations for this use. Higher-intensity industrial area next to Union Pacific rail yard replaces possibility for well-located business park given key adjacencies to Downtown, including Biomedical campus and Warehouse District.	Framework B reflects current and future market needs. There is not sufficient market demand to accommodate all development shown in 10 years, and current arrangement of parcels does not allow for larger uses to develop. Variety of lot sizes with concentration of a few larger-lot areas and business parks. Assembly needed given limited parcel adjacency. Location requirements suggest, office included in multi-use business park or mixed-use development. Industrial is well-located. Retail supported by visibility and access including transportation corridors. Commercial uses benefit from location along major corridors, near employment centers, and proximate the airport.	Framework C accommodates market needs, but like Framework B, the level of demand is not sufficient to fully transition within a 10 year timeframe. Framework C attempts to create opportunities for larger parcel assembly, which are limited within the broader market area, and take advantage of regional access. Business park in Central Subarea could include office and industrial/flex but does not protect strong corner for commercial retail at major intersection.
<b>Target Sectors</b>	Maximizes potential for alignment with Phoenix's target sectors as defined by the Greater Phoenix Economic Council; Arizona Commerce Authority; Maricopa Community Colleges, Workforce Development; and Phoenix Innovation Corridor. <i>Healthcare, Bioscience &amp; Biomedical</i> <i>Advanced Business Services</i> <i>Advanced Manufacturing</i> <i>Aerospace &amp; Defense</i> <i>Technology &amp; Innovation</i> <i>Sustainability and Renewable Energy</i>	Assembly left to private market so less certainty of focusing on or incentivizing target sectors.	Light-industrial flex is preferable for R&D and biotech, which is a target sector. Advanced manufacturing would also be accommodated by industrial or light industrial uses. Warehousing, distributing and logistics could be accommodated by larger-format industrial.	Certain target sectors would need larger-scale parcels, which would be accommodated by this Framework. Also, Framework C suggests slightly larger (compared to Framework B) business park north of Buckeye, which is well-positioned to align with the biomedical campus and could offer a key location for those types of users.

## **Appendix G: Implementation Strategies List**







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# Implementation Strategies

<p><b>Plans</b></p> 	<p><b>Codes— Strategy Types</b></p> 	<p><b>Operations</b></p> 	<p><b>Immediate Actions/ Interim Uses</b></p>	<p><b>Immediate Actions/ Interim Uses—Parcel Assembly</b></p>
<ul style="list-style-type: none"> <li>• Industrial master plan for the south</li> <li>• Shade tree master plan (designated receiving area)</li> <li>• Small Area/District Plans (live, work, play), especially for Central Subarea south of E. Buckeye Rd.</li> <li>• Rail yard master plan (reduce area)</li> <li>• Planned business parks</li> </ul>	<ul style="list-style-type: none"> <li>• Form-based code</li> <li>• Relief/relaxation of code requirements</li> <li>• Transect-based zoning</li> <li>• Model lease/zoning language</li> <li>• Overlay districts</li> <li>• Planned Area Development (PAD) for non-residential</li> <li>• Design guidelines</li> <li>• Transfer of development rights to provide open space/buffer</li> <li>• Design guidelines for desert landscaping</li> <li>• Intermix historic sites with development</li> </ul>	<ul style="list-style-type: none"> <li>• Increase/improve Special Transportation Services</li> <li>• Park ‘n’ ride rail station</li> <li>• Large community center (Central)</li> <li>• Safety and security—law enforcement presence</li> <li>• Affordable housing for seniors/service providers</li> <li>• Attract employment hubs</li> <li>• Improvement assistance for home and business owners</li> </ul>	<ul style="list-style-type: none"> <li>• Address parcels with environmental or architectural sensitivity</li> <li>• Reinstate noise mitigation</li> <li>• Adaptive Re-Use of Temporary Space (A.R.T.S) Program</li> <li>• Parking lots for churches, school, businesses (Central)</li> <li>• Outdoor area for sporting events</li> <li>• Enhance/create parks</li> <li>• Landscaping/shade trees</li> <li>• Access to food/grocery (farmers market/mobile grocery)</li> <li>• Tactical urbanism/pop-up development</li> <li>• Mobile library</li> <li>• Outdoor equipment storage area</li> <li>• Staging area for school tour buses (Central)</li> <li>• Address utility easements</li> </ul>	<ul style="list-style-type: none"> <li>• Cluster housing</li> <li>• Relocate businesses to Buckeye Road for better positioning (Central)</li> <li>• Assemble VARS parcels</li> <li>• Reactivate buyout / relocation program</li> <li>• Acquire underused parcels—Green Valley Park/Union Pacific</li> <li>• Land swaps</li> <li>• Land bank</li> <li>• Allow private market assembly</li> <li>• Homeowners and business owners purchasing adjacent lots</li> <li>• Public-private partnership or agency/entity for land assembly</li> </ul>

# Implementation Strategies

<p><b>Finances</b></p>  <p>PlanPHX</p>	<p><b>Infrastructure</b></p>  <p>PlanPHX</p>	<p><b>Partnerships</b></p>  <p>PlanPHX</p>	<p><b>Document and Tell the History Story</b></p>  <p>PlanPHX</p> <p>Focus on Hispanic, African-American, and Asian heritage; Agriculture; Civil Rights; Architecture/ Churches; Railroads; Salt River Floods; Phoenix's Oldest Park</p>
<ul style="list-style-type: none"> <li>• Business opportunities to sell vacant lots</li> <li>• Transfer of development rights program</li> <li>• Land lease (30–50 years)</li> <li>• Business incentives</li> <li>• Expansion of Enterprise or Foreign Trade Zones</li> <li>• New Markets Tax Credits</li> <li>• Use of Brownfields Programs</li> </ul>	<ul style="list-style-type: none"> <li>• Safety and security (e.g., lighting, traffic lights, etc.)</li> <li>• Address undersized and deteriorating infrastructure/utilities             <ul style="list-style-type: none"> <li>• Street lights</li> <li>• Streets</li> <li>• City-owned lots</li> <li>• Fencing (Central)</li> </ul> </li> <li>• Re-use of abandoned buildings</li> <li>• Create “Complete Streets”             <ul style="list-style-type: none"> <li>• Lighted bike/walking trails to river</li> <li>• Safe walking paths</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Public-private partnership opportunities</li> <li>• Partner with AZ Conservation Corp—job opportunities for youth             <ul style="list-style-type: none"> <li>• Job training</li> <li>• Catalytic development for commercial and/or industrial/ flex/R&amp;D</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of land sale and new development dedicated to cultural fund</li> <li>• Museum</li> <li>• Documentary film, create story telling (recorded or live)</li> <li>• Travelling or permanent exhibit; locate in existing public facilities</li> <li>• Black Chamber of Commerce</li> <li>• Hispanic Sports Hall of Fame</li> <li>• Jazz concerts</li> <li>• Collaborate with kids, local artists, and historians to create murals</li> <li>• Historical sculptures</li> <li>• Preserve/revitalize historical places</li> <li>• Commemorative naming of places/parks, e.g., Veterans Memorial, Chavez Way, Columbus Grey, Father Braun, Henshaw School</li> <li>• Walking map/tour</li> <li>• Latino cultural center</li> <li>• Branding/markers for destinations/historic attractions</li> <li>• National Park Service designation (site, cultural corridor)</li> </ul>
<p><b>I Plan PHX</b></p>  <p>PlanPHX</p>		<p><b>Knowledge</b></p>  <p>PlanPHX</p>	
<ul style="list-style-type: none"> <li>• Community gardens</li> <li>• Farmers market</li> <li>• Raised gardens in designated areas</li> <li>• Establish neighborhood organizations</li> <li>• Oral history recordings</li> </ul>		<ul style="list-style-type: none"> <li>• Training centers</li> <li>• Learning/counseling centers</li> <li>• Specific purpose educational institution, e.g. university or high school with aviation focus (Central)</li> </ul>	

## Appendix H: Additional Research Topics

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## PHX Land Reuse Strategy

### Research Summary: Land Trusts

#### A. Overview

- Generally, a land trust is an organization (private, non-profit) that acquires or provides stewardship of property, for the benefit of the community-at-large or in the interest of some segment of the population.
- Two primary types: **Conservation Land Trust** and **Community Land Trust**
- Community Land Trusts appear to be more relevant to the Planning Area and its issues than Conservation Land Trusts. For this reason, an expanded discussion of Community Land Trusts is provided.

#### B. Conservation Land Trust

- An organization whose mission is typically to preserve undeveloped lands in their current, natural condition.
- Can also be used to protect archeological or cultural resources.
- Conservation land trusts may purchase land (at or below market value), or accept donated land, for permanent conservation.
- Land trusts also commonly help to establish and enforce permanently binding conservation easements. The conservation easement allows a property owner to sign away the right to develop the land, while retaining ownership and the right to sell or use the land according to terms of the easement. Terms of the easement are permanent, and remain intact upon changes in ownership.
- Conservation land trusts generally take a “hands off” approach to activities beyond resource management on trust land, although some may maintain trails or visitor centers, host educational programs, or offer other features that promote the visitation and active use of property.
- Different from a park, museum or tourist attraction, the main purpose of a land trust is conservation.
- Several conservation land trusts operate in Arizona, although the existing trusts appear to focus on preserving natural areas rather than cultural sites. For example, see the Central Arizona Land Trust <http://www.centralazlandtrust.org/>.
- **Application to Study Area**
  - Subject properties have been previously developed; as such, the area lacks valuable natural resources that are usually targeted for permanent conservation. The Planning Area does include sites that are historic or culturally significant.

- Under FAA regulations, noise lands must be appraised and sold at market value. This likely precludes the possibility of donating select lands or selling to a conservation land trust below market value.
- Conservation easements or lands placed in trust would have limited flexibility to adapt or change in the future, which may not be desirable in a built environment.
- Operationally speaking, nonprofit or other community organizations are likely better positioned to purchase and conserve culturally significant landmarks or properties than a land trust.

### **C. Community Land Trust**

- Community land trusts are nonprofit, community-based organizations that provide affordable housing on a permanent basis to help stabilize low- to moderate-income neighborhoods and empower residents.
- This is done by acquiring property and renovating existing housing or building new housing on the property. The land trust retains ownership of the land permanently, while allowing residents to lease housing on the land for extended periods of time (99 years is common) at a reduced cost.
- Ownership of buildings is separated from ownership of the land underneath those buildings.
- Lease rates are set at levels that reflect the cost or value of a housing structure and improvements, but not the land. Residents have the right to use land, but ownership remains with the land trust.
- Affordability is maintained through the use of grants, subsidies and other public funding mechanisms, as well as donations of money and volunteer contributions.
- A lessee builds equity in a manner similar to traditional home sales, but only for the house/structure value (not land).
- When a resident wishes to sell a land trust property, the price is set at an affordable level as defined by lease terms; formulas may be used to consider investments/improvements a lessee has made in the property, and market-driven increases in property value may be capped at a predetermined rate to maintain affordability for the buyer.
- The community land trust typically has the right of first refusal when a resident decides to sell a property; otherwise, the property must be sold to an income-qualified buyer.
- Land trusts may target specific streets or blocks for investment, in order to stabilize neighborhoods facing blight or decline.
- Often provide community-oriented services including educational programs, physical improvements to public spaces, etc.

- The community land trust may also play advocacy roles and work with public officials to ensure community needs are met.
- As a local example, the Newtown Community Development Corporation operates a Community Land Trust in Tempe. <http://www.newtowncdc.org/>
- **Case Study: Sawmill Community Land Trust, Albuquerque, NM**
  - Sawmill Community Land Trust (SCLT) was founded in 1996 as a 501(c)3 nonprofit organization.
  - The Sawmill area, which is located between Old Town and Downtown Albuquerque, has historically been home to lower- and moderate-income families. The area experienced rapid increases in real estate value, and many residents were at risk of being priced out of the neighborhood.
  - SCLT worked with the City of Albuquerque to clean up and reclaim 27 acres of a former industrial site, taking ownership of this land; 7 additional acres were added a few years later.
  - A 34-acre planned community called Arbolera de Vida now exists on the former industrial site. This planned community includes 93 affordable ownership homes and three affordable apartment complexes, set within an attractive neighborhood with community gardens, playgrounds and a plaza.
  - SCLT is unique among community land trusts in that it provides both ownership and rental opportunities, as well as commercial uses and a senior housing component.
  - Since completing the Arbolera de Vida project, SCLT has moved on to manage additional affordable housing projects on other sites.
  - Primarily serves residents making up to 80 percent of the region's median income.
  - 99 year leases for SCLT homes.
  - Homeowners pay a \$50 monthly land lease/neighborhood association fee to support the SCLT.
  - SCLT financing sources include HOME and Federal Home Loan Bank money. The City of Albuquerque initially purchased the site using Community Development Block Grant (CDBG) funds and transferred ownership to SCLT. On an ongoing basis, the City provides about half of SCLT's operating funds and the remainder is financed through grants.
  - Other partners include a community development corporation for homebuyer education, YouthBuild for housing construction, and other affordable housing developers.
  - SCLT reached an agreement with the City to exempt land trust holdings from property taxes.
  - Managed by a board of directors that includes elected residential and commercial leaseholders, as well as non-resident members of the community.

- **Advantages**
  - Permanently promotes housing affordability.
  - Can be implemented at small geographic scale, i.e. neighborhood or sub-neighborhood level.
  - Allows residents to build equity in properties and profit from home sales; owners have a vested interest in the property and benefit from upkeep/improvements.
  - Under long-term lease arrangements, residents can be guaranteed quality housing and stability for a lifetime.
  - The community land trust can act as neighborhood steward and liaison to policymakers and government agencies; residents are engaged as board members or participants in community planning.
  - Flexible paradigm that can extend to rental housing, limited commercial properties, etc.
  
- **Disadvantages**
  - May rely on non-guaranteed funding streams and subsidies such as grant money, municipal support, donations and volunteer work.
  - Basic paradigm is suited for new homeowners rather than existing homeowners, although it may be possible for existing homeowners to sell or transfer ownership to the trust.
  - Property tax abatement or exemption may be needed to maintain affordability.
  - Residents wishing to sell a property are limited to a pool of buyers including the community land trust and income-qualified buyers, and may not be compensated at a level reflecting the full increase in market value of their property.
  
- **Application to Study Area**
  - Potentially a good fit, as property holdings would be transferred to a community land trust, which places the land in trust and constructs or renovates housing on the property.
  - Possible application to the Core Village Area concept.
  - Requires a community partner to form and operate land trust; alternatively, an existing community land trust may be enlisted as a partner.
  - Land trust properties must be in compliance with FAA land use regulations, present and future.
  - Community land trust involvement in commercial development is typically limited to uses that support residential areas and provide employment opportunities.
  - It is unlikely that contributions from PHX to a land trust would be allowed by FAA.

#### **D. Selected Resources**

Center for American Progress (Community Land Trust overview):

<https://cdn.americanprogress.org/wp-content/uploads/2016/06/14141430/CommunityLandTrusts-report.pdf>

National Community Land Trust Network's Tools Page (extensive collection of resources; includes information on the process of starting a CLT): <http://cltnetwork.org/tools/>

Sawmill Community Land Trust: <http://www.sawmillclt.org/>

## PHX Land Reuse Strategy

### Research Summary: Property Tax Relief

#### A. Overview

- The resettlement of urban areas is a major trend in markets throughout the country. Increased demand for property in traditional urban neighborhoods can lead to dramatic increases in property value over a short period of time. As assessments and property tax levies increase to reflect market conditions, residents can be forced out of homes and neighborhoods they may have lived in for years.
- In some cases, the assessed value – and associated tax levies – of property in high-demand urban areas can increase by several hundred percent upon reassessment.
- A number of cities have begun to recognize and mitigate some of the impacts that gentrification can have upon long-time residents, particularly lower- to moderate-income households.
- Can be viewed as a way to strike a balance between government policy/spending to attract new residents (i.e. development incentives, public amenities), and supporting existing residents who have inhabited and maintained a city’s neighborhoods through periods of lower investment.
- Programs can provide relief to homeowners by reducing or postponing property tax levies, or by delaying increases in assessed value, for properties meeting criteria related to ownership and rate of assessed value increases.
- Arizona’s regulatory environment does not appear to support the introduction of some property tax relief programs. Additional detailed research is necessary to determine the feasibility regarding such programs.

#### B. Case Study: Philadelphia, PA

- Philadelphia has the most comprehensive property tax relief program in the country.
- Rapid gentrification has occurred in parts of the city, with property assessments in some neighborhoods increasing by 1000 percent from one year to the next.
- Programs started to assist existing homeowners:
  - Homestead Exemption
    - Homeowners using a property as their primary residence qualify for a \$30,000 reduction in the home’s assessed value.
    - Equates to savings of approximately \$400/year.
  - Longtime Owner Occupants Program (LOOP)
    - Criteria for inclusion in the program:
      - Homeowners who have lived in their home for 10 years or more
      - Assessed property value has increased by more than 300% from the previous year

- Property taxes are current or in a payment agreement
- Income qualifications (low- and moderate-income households)
- For qualified homeowners, the assessed property value will be capped at no more than 300 percent of previous year's assessed value. The value will remain at this level for 10 years.
- Low-Income Senior Citizen Tax Freeze
  - Freezes property tax bills at current levels for homeowners aged 65 or older. Once enrolled, the property tax bill will not increase even if assessed value increases.
  - Low-income thresholds apply.

### **C. Advantages**

- Supports existing homeowners; provides balance when policy environment encourages new development and in-migration.
- Can allow long-time city residents to remain in their homes as neighborhoods transition or gentrify.
- Helps preserve existing character of neighborhoods and retain cultural and financial diversity.
- Can be implemented throughout a tax jurisdiction, using thresholds for inclusion in programs.

### **D. Disadvantages**

- Reduced property tax revenues to support government, schools, etc.
- Can lead to inconsistent development patterns.
- Not a permanent solution as long-time residents may experience other pressures, and tax relief is often temporary.
- Difficult to implement at a neighborhood or sub-municipal scale due to issues of equality; criteria for inclusion must be objective and not location-specific.

### **E. Application to Study Area**

- Possible mechanism to help long-time homeowners remain in place.
- Potential growth in Study Area is expected to occur over a long period of time. It is uncertain if, when, and to what degree property values may be affected in the future.
- Zoning or other policy mechanisms can be used to mitigate potentially unsustainable increases to residential property values.
- Implementation of tax abatement programs is typically a citywide endeavor.
- Would not facilitate transition to non-residential uses in noise-affected areas.

## **F. Select Resources**

New York Times (3/3/2014): [https://www.nytimes.com/2014/03/04/us/cities-helping-residents-resist-the-new-gentry.html?\\_r=0](https://www.nytimes.com/2014/03/04/us/cities-helping-residents-resist-the-new-gentry.html?_r=0)

PlanPhilly (Summary of property tax relief policies):  
<http://planphilly.com/articles/2014/09/09/six-policies-that-help-philadelphians-stay-in-their-homes>

Community Legal Services of Philadelphia (Information on LOOP): <https://clsphila.org/learn-about-issues/useful-information-longtime-owner-occupant-tax-relief-program-loop-gentrification>



## PHX Land Reuse Strategy

### Research Summary: Revenue Sharing

#### A. Overview

The request was made to “provide research on airport direct payments (profit-sharing) to residents as a condition of new airport development”.

Relative to the task at hand, “residents” is understood to mean “owner occupants of residential properties located within the Land Reuse Strategy Planning Area”. “New airport development” is understood to mean “future development on VARS subject parcels, from which PHX earns revenues for the lease or sale of the properties.”

The type of revenue sharing program under consideration could assume one of at least a couple different formats. Under one format, PHX would earn revenues from the ground lease of noise lands acquired through the VARS program, and contribute a portion of these revenues (or conventional airport revenues) directly to homeowners within a defined area (i.e. the Planning Area). Alternatively, PHX could direct a share of revenues to community benefit organizations which would use the money to fund neighborhood improvements such as housing, streetscaping and cultural amenities (Cultural Corridor), education and social services, etc.

The general purpose of a revenue-sharing program would be to address the concerns of Planning Area residents who feel that the lease and development of noise lands, and possibly other growth-supporting policies from the Land Reuse Strategy, could negatively impact neighborhood character or increase property values and associated tax levies. By compensating Planning Area residents and/or community-benefit organizations, PHX would potentially offset or mitigate negative impacts experienced by homeowners and other residents.

A review of online resources did not turn up any case studies or examples of airports contributing (a) directly to residents, or (b) to organizations, districts or causes as a way to fund community improvements or development.

FAA regulations establish a set of permitted uses of airport revenue<sup>1</sup>:

- General costs “directly and substantially related to the air transportation of passengers or property.”
- Promotion of the airport

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<sup>1</sup> Federal Aviation Administration. *FAA Airport Compliance Manual – Order 5190.6B*. Chapter 15 – Permitted and Prohibited Uses of Airport Revenue. September 2009.

[https://www.faa.gov/airports/resources/publications/orders/compliance\\_5190\\_6/](https://www.faa.gov/airports/resources/publications/orders/compliance_5190_6/)

- Repayment of the sponsor
- Lobbying and attorney fees
- Costs incurred by government officials
- Central service costs
- ***Community activities***
- Ground access projects

Of these permitted uses of revenue, “community activities” falls nearest to the concept of a profit-sharing program to benefit residents of the Planning Area. However, the FAA states that airport funds may be used to support community activities or community organizations, only **“if the expenditures are directly and substantially related to the operation of the airport.”** Exceptions are made for “minimal” contributions, as long as there is “a reasonable connection between the recipient organization and the benefit of community acceptance for the airport.”

Given this guidance, it seems unlikely that FAA would consider any revenue-sharing program, in which PHX makes payments to individual property owners or community organizations, as a qualifying “community activities” use of airport revenue. It is difficult to make the case that such payments are directly and substantially related to the operation of the airport. Even if the program were to support, for example, the creation of a Cultural Corridor or a community land trust in order to make areas surrounding the airport more inviting to airport users while also benefitting residents of the Planning Area and community at large, the initiative lacks a veritably direct link to airport operations.

A revenue sharing program – under consideration in response to requests from parties concerned about potential impacts to neighborhood character and property values – would more likely be considered a voluntary impact fee payment or an unqualified use of revenue for community activities. Impact fees are sometimes contributed by uses such as landfills or power plants as a way to compensate local residents or municipalities for environmental impacts or cost burdens. In Arizona, impact fees are used to offset project-related infrastructure costs such as the cost of traffic improvements or water upgrades, but not as a means to compensate individual residents/property owners. FAA regulations narrowly define the circumstances under which airports may use revenues to mitigate environmental impacts, for example noise abatement. No provisions exist for mitigation of impacts to community character or assessed property values.

***Based on this assessment, it seems unlikely that FAA would allow a revenue-sharing program in which PHX compensates residents or funds neighborhood improvements.***

## **B. Discussion**

In response to the concerns expressed by homeowners and other residents, we suggest that the Land Reuse Strategy includes elements that will help preserve or improve neighborhood character and insulate against dramatic increases in property value.

Many concerns are related to a transition away from residential uses in the Central Subarea. It should be noted that the 2015 City of Phoenix General Plan has previously recommended that this area

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<sup>2</sup> Department of Transportation, Federal Aviation Administration. *Policy and Procedures Concerning the Use of Airport Revenue; Notice*. Federal Register. February 16, 1999.

include transitional and industrial uses in the future. The Land Reuse Strategy provides additional direction regarding where and how this transition away from residential uses could potentially occur, in order to maintain compatibility between residential and non-residential uses. In particular, Goal A/Policy 1/Strategy A1a includes provisions to create a Core Village Area with residential zoning (A1a-1 through A1a-4) and to protect residential character (A1a-5).

By establishing a Core Village Area with residential zoning in a noise-compatible location, the City would eliminate potential for land use conflicts in this area. This action would also reduce the potential for rapid increases in assessed value as non-residential (industrial, flex, and other) demand would not drive property values in a residentially zoned area. Residents concerned about neighborhood character and property values may benefit by relocating to the Core Village Area, and the City may wish to consider policies that encourage or assist interested homeowners to do so.

The creation of a Community Land Trust (CLT) may warrant consideration as a way to permanently maintain affordable housing in a Core Village Area and provide stability to the neighborhood. The current draft of the Land Reuse Strategy does not address the possibility of CLT involvement in the Planning Area, but this strategy could be included in a final report if PHX feels it would be appropriate. The CLT paradigm requires financial support from external sources. However, FAA is unlikely to allow the use of PHX revenue for this purpose. A CLT would likely need to be funded through conventional channels, which may include City monies, grants, subsidies, donations, and volunteer contributions. See the Community Land Trusts research topic for more information.

The General Plan (and likely the Recommended Framework of the Land Reuse Strategy) recommends a transition to primarily industrial and flex uses in Central Subarea locations outside of a Core Village Area. The Land Reuse Strategy recommends the use of design guidelines and other regulatory measures to help maintain compatibility between residential and non-residential uses in these areas. A transition is not projected to occur in the near term, as a number of factors limit current demand for land in this area. If market conditions become more favorable for non-residential development on Central Subarea noise lands in the future, it is possible that the value of some existing homes could increase due to development pressure. Although some homeowners could benefit financially by selling property under these conditions, those wishing to remain in place could be negatively affected by increasing assessments and property tax levies.

FAA regulations preclude the possibility of revenue-sharing payments from PHX to homeowners potentially affected by increased property tax levies. If homeowners experience such impacts as an outcome of PHX's leasing activity and subsequent development pressure, the City would have to determine whether or not these impacts warrant mitigation. If so, the City would need to manage a mitigation response. See the Property Tax Relief research topic for information on programs that have been used in other cities.

Goal B of the Land Reuse Strategy emphasizes the importance of creating a sense of identity and changing perceptions of the Planning Area. In particular, Policy B1 provides strategies to integrate cultural and historic considerations in the form of a heritage branding program and Cultural

Corridor. These actions would address some concerns related to neighborhood character and, as proposed, would solicit and consider community input throughout planning and implementation.

Cultural efforts would likely be managed in partnership with community organizations. The heritage branding and Cultural Corridor concepts would require planning, physical improvements, and other investments to be successfully implemented. It is unlikely that these efforts would qualify as community activities that are “directly and substantially related to the operation of the airport” (although a case may be made for some elements such as wayfinding, street lighting, etc. if there is a link to airport operations). As such, FAA is unlikely to approve the use of PHX revenues to fund most of these efforts. City and/or other public funding streams (including state/federal monies) likely represent the primary means to plan, implement and maintain the potential heritage branding and Cultural Corridor initiatives proposed in the Land Reuse Strategy.

### **C. Summary**

- No examples of airports contributing revenue to residents or community organizations as a way to mitigate impacts to neighborhood character or property values, or to fund improvement unrelated to airport operations, were uncovered during research on this topic.
- It appears unlikely that FAA would allow a revenue-sharing program to compensate residents or fund neighborhood improvements.
- The Land Reuse Strategy includes elements that will help preserve or improve neighborhood character and insulate against dramatic increases in property value, which are among the concerns expressed during community outreach.
  - By establishing a Core Village Area with residential zoning in a noise-compatible location, the City would eliminate potential for land use conflicts in this area and reduce the potential for rapid increases in property value.
  - The creation of a Community Land Trust (CLT) may warrant consideration as a way to permanently maintain affordable housing in a Core Village Area and provide stability to the neighborhood.
  - Design guidelines and other regulatory measures are recommended to maintain compatibility between residential and non-residential uses.
  - Heritage branding and Cultural Corridor elements address concerns about neighborhood character and stability.
- Property tax relief programs could potentially offer assistance if homeowners face rapid increases in property value in the future.
- Because airport revenues cannot be used to fund many of the initiatives recommended by the Land Reuse Strategy, the City of Phoenix would likely play a leading role in funding their implementation.

## PHX Land Reuse Strategy

### Research Summary: Real Estate Investment Cooperatives (REIC)

#### A. Overview

- Real Estate Investment Cooperatives (REICs) are new in the US with only a few existing case studies. However, this concept has been utilized elsewhere for some time, including in Canada and Europe.
- The REIC may be structured in different ways as an organization, such as a limited liability corporation (LLC) or other type of for-profit entity, or alternatively as a non-profit. State regulations dictate in part what structure is appropriate to a given circumstance.
- Members of the community join the REIC by investing a sum of money with the organization. The REIC pools member investments and uses the collective sum of money to purchase, rehabilitate, and/or construct a real estate development project. It may also be possible for a REIC to invest in a broader development project led by an external party (i.e. as an equity partner), if this strategy aligns with the REIC's goals.
- Non-public parties, including private residents and businesses/organizations from within the community, are eligible to become members of the REIC.
- The initial level of investment can be made accessible to residents of different income levels, potentially including low- and moderate-income residents.
- Investors are considered "shareholders" who hold partial ownership of the REIC property at a level reflecting their investment in a project.
- Members have opportunities to participate in REIC leadership and committees, and to attend monthly meetings. Key decisions may be made democratically with members voting to determine the organization's direction.
- As with other investments, REIC members assume a degree of risk by purchasing shares in a real estate venture.
- If an investment is profitable, members build equity in the real estate product, and dividends may be paid to shareholders periodically.
- REICs often focus on projects that will provide community benefits as well as a return on investment. By investing in properties that are blighted or underutilized, the REIC can address community needs while keeping its level of initial investment relatively low.
- However, it should be noted that no community-benefit mandate applies to REICs in general. A REIC is not limited to projects of a particular type or cost range.
- Membership in the REIC is subject to a residency requirement – members must live in the same community or state, as with a credit union or similar cooperative enterprise. This requirement differentiates the REIC from a Real Estate Investment Trust (REIT), which has no residency conditions.

- There are no known REICs operating in Arizona. A close examination of state law would be required to determine if a REIC can be formed in Arizona, and if so, how it might operate.

#### **B. Case Study: Northeast Investment Cooperative (NEIC), Minneapolis, MN**

- Established in 2011 and is recognized as the first REIC in the United States.
- Members/shareholders must be Minnesota residents.
- The NEIC was conceived in an attempt to improve blighted conditions in a Northeast Minneapolis neighborhood that lacked investment from the traditional development community.
- In 2012, the NEIC invested in a vacant commercial property with the support of 90 members.
- Conducted renovations on the property and leased space to two local tenants (a brewery and a bakery) beginning in 2013; membership had increased to 175 by the end of 2013.
- The businesses have been successful, creating 25 jobs. Development interest has expanded in the area since NEIC's effort began.
- NEIC has purchased and renovated a second underutilized commercial property in Minneapolis.
- In 2015, NEIC paid its shareholders a dividend of approximately 2-4%.
- Membership in NEIC is granted to residents who make a \$1,000 investment in an "A-share". Members may invest in additional "C-shares" for \$500 per share, or "D-shares" for \$5,000/share.
- Minnesota state law provides a favorable environment for the operation of cooperative enterprises.

#### **C. Advantages**

- REICs are community-based and can invest in projects that align with their priorities, i.e. to combat blight, provide space for local services, deliver earnings to shareholders, etc.
- Involvement in meetings and democratic decision making give shareholders a degree of control over the organization's actions.
- Flexibility in structure and investment strategies. The format can be applied to commercial, residential or other real estate investments.
- Cooperative model can make the purchase of shares accessible to investors with low- or moderate-income levels. Initial investments required for membership can be minimal.
- Shareholders benefit from equity built over time and periodic dividends, if investments are successful.

#### **D. Disadvantages**

- Still a new concept, with only a small number of active REICs in the United States.
- Investors assume the risks inherent in real estate development, including potential cost overruns, environmental issues, market stability, etc.
- Alternative investments may have greater financial payback.
- Considered a long-term investment, and shareholders may not readily access invested funds if they wish to sell shares in the near term (subject to REIC buy-back).
- Directors or highly involved members may invest an inordinate level of effort in development projects, relative to the financial gains they earn through the REIC.

#### **E. Application to Study Area**

- REIC is an instrument that could potentially allow community residents to become shareholders in development projects within the Planning Area.
- A REIC would be created and operated by community organizations and/or private residents, without involvement of the airport or municipal government.
- Per FAA regulations, any airport-owned property must be leased and/or purchased from PHX at fair market value, which would apply to a REIC should it wish to develop on airport property
- Cooperatives operating in Arizona include housing, agricultural/food, electric, banking/financial, and other co-ops. No known REICs exist in Arizona.

#### **F. Selected Resources**

Northeast Investment Cooperative: <http://www.neic.coop/>

New York Real Estate Investment Cooperative: <http://nycreic.com/>

Institute for Local Self-Reliance (discusses regulatory issues related to REICs):  
<https://ilsr.org/rule/community-ownership-commercial-spaces/investment-cooperatives/>



# **Appendix I: Comment Period Submissions and Responses**

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PHX LRS Community Engagement Contact Log and Comments					Key Issues				
Name Date Received	Comment No.	Comment Summary	Comment Response (includes content references & actions taken)	Reintro- duction of Housing	Area Branding	Infra- structure Needs	Land Use (incl. Open Space/Area Amenities)	Process	
Donald Karner, Manager Electric Applications Inc. Email Received: 12/11/2016	1.1	"Figure 13.2; Where fire mains and hydrants are being installed (green shading), development can be supported by providing stout for building sprinkler systems to reduce the cost of parcel development."	Section 8.1 of the Land Reuse Strategy provides a brief description of water infrastructure and planned improvements to occur in the Planning Area. Action B3a-3 recommends utilities/infrastructure as a component of future small area plans. Action C4a-2 in Section 15.3 addresses the implementation of infrastructure upgrades to meet development needs.						
	1.2	"Figure 14.1; The land use strategy shown for the north area between 13th and 15th Streets, Washington and Jefferson is shown as "Compatible residential and non-residential uses are co-located vertically within a multi-level structure". The small size of parcels in this area and the non-contiguous nature of the City owned parcels may not support multi-level structure development. The development of individual parcels as commercial or light industrial should not be discouraged."	Strategy A1b in Section 15.3 describes actions that may be taken to allow mixed-use development in the North subarea, including parcel assembly to overcome small lot size and/or irregular configuration.						
	1.3	"Section 15, Goal C; Strategies C1a and C1b emphasize the assembly of parcels into large units. While this makes perfect sense in many areas, it should also be emphasized that small commercial and light industrial development is also encouraged as suggested by Strategy C2a."	The emphasis on small-scale development is noted. Strategy C1d addresses encouragement of small business growth; Action C1d-3 was modified to include "small-scale development" as part of the catalytic development which is addressed by Strategies C1a and C1b.						
	1.4	Regarding small commercial and light industrial development: "Strategies to develop these uses will create local employment, stabilizing the area economy. The large developments encouraged will typically employ workers from outside the neighborhood, who leave after work rather than support the local area. This is particularly applicable to the North area."	Strategy C1d highlights the encouragement of small business growth and non-traditional employment in the Planning Area. To emphasize the potential for employment of local residents, Action C1d-3 has been updated to read "Explore opportunities to foster small-scale development as part of catalytic development, and to provide employment opportunities for local residents."						
Rick Hall Email Received: 12/19/2016	2.1	"The tenants I talk to like the idea of have[ing] the parks for their employees to use during and after work. The parks would also be an attraction for other development."	Strategy A3b in Section 15.3 encourages specific types of interim uses, including pocket parks, to contribute positively to quality of life in the Planning Area. To further address parks as an amenity for employment centers, Action C1c-2 has been modified to read "for area residents and employees."						
Juan M. and Patricia M. Gurule Letter Received: 01/08/2017	3.1	"We appreciate, as property owners and Land Reuse stakeholders, you recognizing at both of the aforementioned meetings, the oversight of our involvement and input in the Phoenix Land Reuse process (attachment: Ms. Trina Harrison, C.M., Land Reuse Manager, Aviation Department, City of Phoenix, November 11, 2016). You publicly assured us that this error will be corrected by including the "Father Albert Braun O.F.M. Veterans Memorial & Historic District: Placita de Veteranos Y Artistas" proposal, as part of the final document that will be submitted to the Federal Aviation Administration (FAA) and the Phoenix City Council."	Section 12.2.5 of the final plan was updated to recognize the "Father Albert Braun O.F.M. Veterans Memorial & Historic District: Placita de Veteranos Y Artistas" proposal received as part of the stakeholder and community outreach process. In Section 15.3, Action B1a-2 has also been updated to identify this proposal as an idea for consideration.  The outstanding request as referred to and included in the letter dated November 11, 2016, has been addressed by updating the summaries of the June and July meetings (Appendix C) to correct the previous omission. Please note, the original proposal letter (dated April 11, 2016) with its illustrative graphics has been enclosed in the attachments following this comment log.						

PHX LRS Community Engagement Contact Log and Comments				Key Issues				
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Gurule, cont.	3.2	<p><i>"This proposal, as stated in the attachment, petitions that the land west of the airport, specifically, bound by the historic Sacred Heart Parish i.e., Sacred Heart Church, St. John's the Baptist Church, Mary Magdalene Church and Santa Rita Church, be named the "Father Albert Braun O.F.M. Veterans Memorial &amp; Historic District: Placita de Veteranos Y Artistas." Hence, honoring the legacy of Father Albert Braun O.F.M., Franciscan Priest and decorated World Wars I &amp; II hero. This includes those south of Phoenix Barrios within the Sacred Heart Parish boundaries, i.e. Golden Gate, Berney Park, Golden Gardens, Cuatro Milpas, Green Valley, San Juan Bautista and El Campito (City of Phoenix Aviation Department, 2013. "Seeds of Growth: Neighborhoods on the Salt River Floodplain", pages 35-37 &amp; 39)."</i></p> <p><i>"...It is highly evident that Father Albert Braun O.F. M., was the cornerstone of the cultural, historical and tremendous spiritual foundation of the previously mentioned displaced neighborhoods/ barrios within the Historic Sacred Heart Parish. He was instrumental in their civic and economic development which enhanced the quality of life for everyone in these neighborhoods on the Sale River Floodplain. It is imperative, as the City of Phoenix moves forward with the Land Reuse process, that it does not neglect the cultural and historical hallmarks of these displaced neighborhoods/ barrios.</i></p> <p><i>In Section 1.2.1 and Framework A, B &amp; C of the Land Reuse Strategy: Working Paper #2 December 2016 Draft, there is mention of A Cultural Corridor with designated pathways linking multiple neighborhoods and marked by historic makers, interpretive signage and community branding. The "Father Albert Braun O.F.M. Veterans Memorial &amp; Historic District: Placita de Veteranos Y Artistas" was submitted on April 11, 2016 to the City of Phoenix Mayor, Vice-Mayor and later to Land Reuse Mangers e.g., Airport Aviation Director, Mr. Hotaling of C&amp;S Companies and yourself. This proposal literally and figuratively acts as the catalyst that will provide the impetus for the community to reestablish a sense of empowerment by reflecting and documenting the rich, historic, and culture attributes of the Sacred Heart Parish and the barrios within its boundaries. We strongly believe that name the Cultural Corridor, the "Father Albert Braun O.F.M. Veterans Memorial &amp; Historic District: Placita de Veteranos Y Artistas," will be the anthesis that unites and resurrects the revitalization of the historic landscape into a vibrant, economic and historic venue benefiting the community, veterans, the airport and entire City of Phoenix.</i></p> <p><i>In section 15.1.1 of the Working Paper #2, it lists three primary planning goals: strengthen and stabilize neighborhoods, create a sense of identity and change perception and expand economic opportunity. We feel strongly, as previously stated, that the enactment of the "Father Albert Braun O.F.M. Veterans Memorial &amp; Historic District: Placita de Veteranos Y Artistas" is the best practice and will meet these goals creating a go-to-destination for the citizens of Phoenix in the Near-Term (2016-2020) and future."</i></p>	<p>Regarding the proposed "Father Albert Braun O.F.M. Veterans Memorial &amp; Historic District: Placita de Veteranos Y Artistas", please refer to Comment 3.1 response.</p> <p>Section 9.2 of the Land Reuse Strategy provides an inventory of historic, cultural, and archeological resources existing in the Planning Area and nearby locations.</p> <p>As the comment notes, the creation of a Cultural Corridor reflecting the area's historic and cultural significance is a key recommendation of the Land Reuse Strategy. The Cultural Corridor is described throughout Section 14.2, including the alternative conceptual alignments proposed under Frameworks A, B, and C.</p> <p>Policy B1 in Section 15.3 provides a set of strategies and action items dedicated to the establishment of a Cultural Corridor. Action B1a-2 specifically mentions the branding concept identified in Comment 3.2. Strategy B1b presents example visual elements of a potential Cultural Corridor Concept.</p>					

PHX LRS Community Engagement Contact Log and Comments					Key Issues				
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Gurule, cont.	3.3	<i>"As mentioned in the Working Paper #2, the Mid-Terms (2021-2025) appears to focus primarily on the commercial and industrialization of the area. As one reads this entire 2016 draft, it becomes apparent, based on the major focus of assembling land solely for commercial and industrial development, especially in the Core/Central area; there is the discouragement of any ultimate residential presence."</i>	As indicated in Section 11.4.3, FAA grant assurances include the provision that noise lands must be reused for compatible purposes; residential uses are considered non-compatible within the 65 DNL contour area. As such, the FAA begins its review process assuming that airport land will be developed with non-residential uses. The FAA's position today is known - the answer is no residential based on historical precedent. The FAA has never allowed noise land to be returned to residential purposes in the past, and will not provide a formal opinion or change its historical position without being provided a detailed justification of why this should occur. However, the community has voiced a strong desire for the return of residential uses and to utilize the Land Reuse Strategy process to justify the future use of airport noise land for residential purposes. Accordingly, PHX has initiated discussions with FAA about the opportunity to use lands outside the 65 DNL contour for residential purposes. As this dialog with FAA is ongoing, residential land uses are well represented among the Land Reuse Strategy's recommendations (refer to Section 15.1.2). Following its review, the FAA will issue an opinion on this request.						
	3.4	<i>"One map in the draft illustrates the potential for Urban Farms. This may be feasible, but when compared to the lack of emphasis on residential in the area, may not be as feasible."</i>	Comment noted by project team.						
	3.5	<i>"A stakeholder, at one of the community meetings proposed the development of workforce affordable housing in the Core/Central area because of its ideal location to future jobs. The workforce affordable housing proposal could actually strengthen and stabilize the neighborhoods which fulfill the first planning goal, this concept is critical in evolving the community from a predominant "drive-through" area back to its vibrant historic legacy of a "live-work-play community."</i>	The desire and need for workforce/affordable housing was raised by participants at community engagement meetings throughout the project. Appendix C presents the meeting summaries as part of this community engagement process. To emphasize this topic, Action A1a-4 has been modified to include "with consideration of affordable/workforce housing options."						
	3.6	<i>"The breadth and depth of the reintroduction of residential in the Core/Central area seems to lack clarity by FAA and City of Phoenix. At the December 8th, 2016 community meeting at Wesley Community Center, numerous concerns were voiced why this conflict wasn't resolved sooner. It appears that before this draft is finalized and progresses forward; there be a more urgent coordination with FAA involving the community and its wishes to reach relevant and mutual terms in the reintroduction of residential in the Core/Central area. The advantage of doing this may lessen the negative perception that history is repeating itself e.g., the displacement of the Golden Gate Barrio, and Sacred Heart Parish which were replaced by the commercial/ industrial development of the Sky Harbor Center (West Area Land Acquisition, WALA)."</i>	Also see response to Comment 3.3. Section 11.4.3 explains that, regarding residential use, "...the City recognized a unique opportunity and held several conversations with FAA on this subject." The FAA will reserve judgment on this matter until after reviewing the justification provided in the Land Reuse Strategy. As indicated in Section 11.5.3, the FAA will review the Land Reuse Strategy following Phoenix City Council adoption. Following its adoption, the FAA will review and accept the PHX Land Reuse Strategy if the proposed disposal or retention strategy is deemed acceptable for subject parcels; this review process will include consideration of potential future uses, and City communication with the FAA on this matter will be ongoing throughout the review.						
	3.7	<i>"In the review of this 2016 draft, there are still issues, questions and concerns that need to be addressed and clarified before it is finalized. We request prior notification and access to review corrections and amendments prior to submission to the appropriate entities."</i>	As with prior releases of project documentation, notification of the updated plan will occur according to the process set forth in the Community Engagement Plan (Appendix C) and in conjunction with the anticipated process set forth in Section 11.5.3.						

PHX LRS Community Engagement Contact Log and Comments					Key Issues				
Name Date Received	Comment No.	Comment Summary	Comment Response (includes content references & actions taken)	Reintro- duction of Housing	Area Branding	Infra- structure Needs	Land Use (incl. Open Space/Area Amenities)	Process	
Larry Weeks, CEO Phoenix Elementary Schools District #1 Letter Received: 01/11/2017	4.1	<i>"Just outside the Airport, things are radically different. Approaching travelers see neglect. There are no routes into downtown Phoenix that impress travelers with the significance and the beauty of our land and city. There is nothing to welcome those coming here to live, work and play; also nothing that respects our past of looks to our future. It is as if, having found Phoenix and Arizona for ourselves, we have conspired to discourage others. The land area around Sky Harbor now being considered for redevelopment is so sizable that it is a unique asset for Phoenix and for the FAA. We now have an extraordinary opportunity to provide the leadership that will set another world standard by creating a setting for Phoenix Sky Harbor International airport that will add to its excellence."</i>	Comment noted by project team. Indeed, this is a very special area within the City of Phoenix, and the Land Reuse Strategy provides a key opportunity to plan for the future of this area. Section 1.1 specifically presents the overarching purpose of this Land Reuse Strategy process: "...to prepare a vision for reuse of the land so as to provide for economic development benefits to the community and the airport with sensitivity to the needs of local residents and businesses remaining in the Study Area."						
	4.2	<i>The "Land Reuse" goals developed in Working Paper #2 skillfully incorporate the comments of committee members and other interested parties over the past several months. In order to bring these goals to fruition, we need only to merge them into a single unified concept that, as it is built out, will change our citizen's vision of Phoenix Sky Harbor. It is not merely a necessary service. It should not be hidden in a neglected area now considered blighted and nearly useless. We must provide the leadership to bring to it the spirit of a community that immediately offers residents and visitors the very best Phoenix, and Arizona can offer." Let's call it the PHOENIX ENTRADA. In partnership with the FAA, we can make it the most dynamic, enticing, attractive possible entrance to downtown Phoenix, the State Capitol and all other parts of Arizona...whether by light rail, bus or automobile. We can make it a model for other major U.S. cities and continue to improve on it over the years. Branding all of the three areas currently being considered for Land reuse as one PHOENIX ENTRADA will make it easy to see and reject proposals which are short-sighted or merely reflect the self-interest of their proposed developers. We can make it clear that Phoenix needs and insists on a magnificent ENTRADA, not a maze of cul-de-sacs.</i>	The development of a branding strategy for the Planning Area which reflects its historic and cultural significance and unique location is a key recommendation of the Land Reuse Strategy. In Section 15.3, Policy B1 provides a set of strategies and action items dedicated to creating a distinct identity for the Planning Area and promoting it as a destination, in part through the development of a branding strategy for the area (Strategy B1a). Action B1a-2 has been updated to specifically to include the "PHOENIX ENTRADA" concept as an idea for consideration. To further address this comment, Section 12.2.5 of the final plan has been updated to recognize the "PHOENIX ENTRADA" proposal received as part of the stakeholder and community outreach and comments process.						
	4.3	<i>"With the addition of a fiber optic spine, access to alternative energy and some basic infrastructure needs and some basic infrastructure upgrades it could become a series of highly desirable neighborhoods embracing young families of professionals supporting the workforce needs of Sky Harbor airport and downtown Phoenix with moderately priced residential opportunities. The area already has many amenities: police and fire stations, schools, churches, parks and gymnasiums which can easily be upgraded to serve an expanding population."</i>	Infrastructure and public service needs are recommended to be addressed in small area plans (Action B3a-3) in order to meet development needs (Action C4a-2). Goal A, and in particular Strategy A1a, provides recommendations to help re-establish a cohesive residential setting in core locations of the Planning Area.						

PHX LRS Community Engagement Contact Log and Comments					Key Issues				
Name Date Received	Comment No.	Comment Summary	Comment Response (includes content references & actions taken)	Reintro- duction of Housing	Area Branding	Infra- structure Needs	Land Use (incl. Open Space/Area Amenities)	Process	
Weeks, cont.	4.4	<i>"Phoenix need not dispose of this land quickly. It was acquired reasonably enough to be returned to private ownership through a series of RFPs requiring adherence to zoning standards and design guidelines rather than by immediate sales. Small business parks, a Mercado for both residents and visitors to shop and other services courted and developed over time by dedicated and skillful leaders will add to this dynamism. [The goal is to explore creative ways, partnering with the FAA, to not only maintain but strengthen housing opportunities, as well as cultural amenities in the Planning Area, Goal "A"]."</i>	Actions A1a-5 and A1a-6 recommend the establishment of zoning and design guidelines to protect neighborhood character, including the use of the RFP as a tool to ensure adherence to these regulations. A "mercado" district is mentioned in Action B1a-2 as a potential cultural destination element of an area branding / placemaking strategy. The actions listed under Strategies C1a, C1b, and C1d encourage the establishment of small businesses in the Planning Area, including as part of business parks / catalytic development areas.						
	4.5	<i>"We want to attract highly creative, well-educated members of the cyber and biomedical communities to live and invest in Phoenix and in Arizona -- police, fire personnel and teachers to live and invest in the downtown communities they serve -- those who believe in the support and Airport as an economic asset. We need those who have valued these neighborhoods enough to continue to call them "home" through some pretty tough times."</i>	Strategy C1b provides recommendations to help attract targeted industries, including tech and healthcare. An overarching purpose of the Land Reuse Plan, expressed throughout Policies A1-A3 and Policies B1-B3, is to create an area that is appealing to community members old and new.						
	4.6	<i>"...Other attractive features to this land, such as its close proximity to major transportation routes which provide the ability to send and receive shipments strategically. This kind of attraction must be regulated to avoid the real possibility of creating an industrial wasteland around Sky Harbor airport. Other major airports around the United States sit in blighted areas, some of which were deliberately created by commercial interests to depress current land prices. We are too close to this outcome. Phoenix must have the [High quality compatible redevelopment (which) will have a significant role in strengthening the local economy, the stability of the Planning Area communities, and support the airport as an economic asset. Goal "C"]. We must use the land reuse process to reverse the deliberate devaluation of this prime property."</i>	Strategies B1a and B1b recommend the implementation of a placemaking program with a Cultural Corridor to highlight key locations throughout the Planning Area and enhance and draw positive attention to the area as a whole. Zoning modifications and design guidelines (Actions B1a-3, B3a-3) are tools used to help ensure that new uses will be regulated in a manner compatible with the community's vision for land reuse in the Planning Area.						
Virgil Berry Email Received: 2/1/2017	5.1	<i>"As the Aviation department continues with the reuse plan of the Aviation properties I believe there are some opportunities that can be put in place that help assure the neighborhood will receive some quality development. As a developer, real estate broker and property owner I think it is imperative local preference be given to adjacent property owners that can show the capacity to do a quality project. Several years ago developers came into this area and built some low quality fourplexes. They built them, then got mortgages on them and then let them go back to the lenders. Within 1 or 2 years many of these were vacant or became drug houses. The developer was nowhere to be seen. Our community cannot afford the type of development again. I would like to suggest some possible stipulations: 1. Preference be given to the adjacent or closest property owners. 2. Developers must have a proven track record of urban development 3. Developers must have an understanding of the Reinvent Phoenix Plan and the Walkable Urban Code. 4. Presentation of all development shall be presented to the Eastlake Park Neighborhood Association for Comments. 5. Developer must have the financial capacity to complete these projects."</i>	Refer to Policy A2 in Section 15.3 which highlights the importance of continued engagement of the community throughout the implementation process. Further, Action A2a-1 was updated to recommend the establishment of a "resident/community notification process regarding development proposals or sale/lease of land" and "development review process" with specific ideas from the commenter. Action A2a-2 was updated to include existing neighborhood organizations in oversight roles.						

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**From:** Donald Karner [<mailto:dkarner@electric-applications.com>]  
**Sent:** Sunday, December 11, 2016 5:06 AM  
**To:** Trina Harrison [trina.harrison@phoenix.gov](mailto:trina.harrison@phoenix.gov)  
**Subject:** Land Reuse Strategy

Ms. Harrison

I am a property owner at 1337, 1341 and 1345 East Washington. I have been following the planning for airport noise reduction property reuse. Unfortunately, I was out of town for your three community meetings on the Land Reuse Strategy. I have reviewed Working Paper #2 and offer the following comments for your consideration;

- Figure 13.2; Where fire mains and hydrants are being installed (green shading), development can be supported by providing stout for building sprinkler systems to reduce the cost of parcel development.
- Figure 14.1; The land use strategy shown for the north area between 13th and 15th Streets, Washington and Jefferson is shown as "Compatible residential and non-residential uses are co-located vertically within a multi-level structure". The small size of parcels in this area and the non-contiguous nature of the City owned parcels may not support multi-level structure development. The development of individual parcels as commercial or light industrial should not be discouraged.
- Section 15, Goal C; Strategies C1a and C1b emphasize the assembly of parcels into large units. While this makes perfect sense in many areas, it should also be emphasized that small commercial and light industrial development is also encouraged as suggested by Strategy C2a. Strategies to develop these uses will create local employment, stabilizing the area economy. The large developments encouraged will typically employ workers from outside the neighborhood, who leave after work rather than support the local area. This is particularly applicable to the North area.

Your consideration of these comments is appreciated.

Don Karner  
Manager  
1337 E Washington LLC  
602-697-4395

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----- Original message -----

From: RICK HALL <[rhallccim@msn.com](mailto:rhallccim@msn.com)>

Date: 12/19/16 4:47 PM (GMT-07:00)

To: "Courtney D. Carter" <[courtney.carter@phoenix.gov](mailto:courtney.carter@phoenix.gov)>

Subject: Re: PHX Land Reuse Strategy: Land Reuse Community Brochure Now Available

Hello Courtney,

The tenants I talk to like the idea of have the parks for their employees to use during and after work.

The parks would also be an attraction for other development.

Regards,

Rick Hall

602-329-9777

January 29, 2017

Mr. Courtney Carter, Planner II  
Land Reuse Project Coordinator, City of Phoenix Aviation Department  
2485 E. Buckeye Road  
Phoenix, Arizona 85034

Re: Phoenix Land Reuse Strategy, Working Paper #2-Market Analysis & Potential Strategies, **DRAFT**, December 2016, Community Stakeholder's Meetings, December 6<sup>th</sup> & 8<sup>th</sup> 2016 and Mr. Jordan D. Feld January 8<sup>th</sup>, 2017 correspondence

Dear Mr. Carter:

On January 8<sup>th</sup>, 2017, we mailed a letter to Mr. Jordan D. Feld, Deputy Aviation Director & Land Reuse Project Manager. In your January 23, 2017 letter, you did not mention items that are pertinent to the Mr. Feld correspondence. The first item we want to reiterate is Mr. Feld, publicly, at the December 6<sup>th</sup> & 8<sup>th</sup>, community stakeholder's meeting, assured us that the issues/concerns we stated to Ms. Trina Harrison, Land Reuse Project Manager, on November 11, 2016 would be addressed and corrected. Thus, the "Father Albert Braun O.F.M. Veterans Memorial & Historic District: Placita de Veteranos Y Atristas" would be included in the Working Paper #2, 2016 **DRAFT**, without filtering or limitations. In the January 8<sup>th</sup> letter, due to the January 11, 2017 extension, we provided a detailed account in section 14.2.1, how the Father Albert Braun O.F.M. proposal would be the anthesis for a vibrant Cultural Corridor; thus, enhancing the quality of life for the area's residents and City of Phoenix. In section 15.1.1 we addressed, in detail, concerns and recommendations pertaining to the Near-Term (2016-2020) and Mid-Term (2021-2025) as mentioned in the 2016 **DRAFT**. The letter requested, due to the fact there are still issues, questions and concerns; the need for further clarification and dialogue before the 2016 **DRAFT** progresses forward. The basic request was for a public review of edits and revisions made after the January 11 deadline.

Mr. Carter, on January 18, 2017, a special meeting at Wesley Community Center took place where you were in attendance. In the past, Land Reuse Project Managers, C&S Companies Consultants and others were customarily in attendance. Yet, at this meeting they were not present. This seemed highly unusual from prior practice. There were area residents that made these same observations and questioned the intent and ambiguous outcome of this special meeting. Mr. Carter, we have requested numerous times, as Land Reuse Stakeholders and property owners to review, after the January 11, 2017 deadline, edits and revisions to Working Paper #2, 2016 **DRAFT** prior to its progression forward. The January 18<sup>th</sup> meeting would have been the appropriate time to have fulfilled this request.

At the first meeting of the Land Reuse Committee, December 9, 2015, at Wesley Community Center, it was conveyed to us as stakeholders; we represented various facets of the community. We, as everyone else, took this role very seriously. Thus, we conceptualized and developed, from community input, the "Father Albert Braun O.F.M., Veterans Memorial & Historic District: Placita de Veteranos Y Artistas" proposal. We, most recently, provided the rationale for this most powerful and worthwhile endeavor in the January 8, 2017 correspondence to Mr. Jordan Feld. We, as previously stated, continue to receive favorable support from various veteran's organizations, other Land Reuse members, area residents and organizations willing to provide their expertise in its implementation. In addition, as stakeholders, we reviewed the Working Paper #-2, 2016 Draft, and submitted prior to the January 11, 2017 deadline, an extensive analysis of other concerns and recommendations, as we assume other stakeholders did. These concerns and recommendation were summarized in the January 8<sup>th</sup> document to Mr. Feld.

Mr. Carter, in your letter you state, "these documents will be used to guide the next phase of the reuse strategy: Implementation and Redevelopment and any historic designation will be selected during the second phase". The above statement explicitly implies, as Land Reuse Stakeholders, property owners and area residents, we may no longer be involved in this capacity from this point forward. We assure you that we are committed to the previously mentioned Father Albert Braun O.F.M. project, the Sacred Heart Parish and community. We will continue to forge forward in meeting the challenges we encounter to foster the implementation of this endeavor. The proposed Father Albert Braun O.F.M. initiative, truly, recognizes and values the cultural/historical, spiritual hallmarks of the present and displaced residents.

Mr. Carter, Land Reuse Management, Aviation Department, Phoenix City Council and FAA; we appreciate your diligence on this matter and continue to work for the cultural/historical resurrection of neighborhoods on the Salt River Floodplain and reestablishment of the quality of life for the area's residents.

Respectfully,



Juan M. Gurule



Patricia M. Gurule

"Father Albert Braun O.F.M. Veterans Memorial & Historic District: Placita de Veteranos Y Artista"

Cc: Honorable Mayor Greg Stanton, City of Phoenix  
Honorable Vice-Mayor Kate Gallegos, City of Phoenix  
Mr. James Bennett, Director Sky Harbor Airport  
Mr. Michael Hotaling, C&S Companies ✓  
Mr. Jordan D. Feld, Deputy Aviation Director Sky Harbor Airport

January 8, 2017

Mr. Jordan D. Feld Deputy Aviation Director & Land Reuse Project Manager  
City of Phoenix, Aviation Department  
3400 East Sky Harbor Boulevard  
Phoenix, Arizona 85034-4

Dear Mr. Feld:

Re: Phoenix Land Reuse Strategy, Working Paper #2-Market Analysis & Potential Strategies, DRAFT,  
December 2016 & Community Stakeholder's Meetings, December 6<sup>th</sup> & 8<sup>th</sup> 2016.

We appreciate, as property owners and Land Reuse stakeholders, you recognizing at both of the aforementioned meetings, the oversight of our involvement and input in the Phoenix Land Reuse process (attachment: Ms. Trina Harrison, C.M., Land Reuse Manager, Aviation Department, City of Phoenix, November 11, 2016). You publicly assured us that this error will be corrected by including the "Father Albert Braun O.F.M., Veterans Memorial & Historic District: Placita de Veteranos Y Artistas" proposal, as part of the final document that will be submitted to the Federal Aviation Administration (FAA) and the Phoenix City Council.

We have, since this proposal was conceptualized and initially submitted to the Phoenix Mayor and Vice-Mayor on April 11, 2016, received favorable support from various veterans' organizations, other Land Reuse members, residents in the area, and former residents. In addition, we have had dialogue with organizations that are giving serious consideration in taking this proposal from a blueprint to reality.

This proposal, as stated in the attachment, petitions that the land west of the airport, specifically, bound by the Historic Sacred Heart Parish i.e., Sacred Heart Church, St. John's the Baptist Church, Mary Magdalene Church and Santa Rita Church, be named the "Father Albert Braun O.F.M., Veterans Memorial & Historic District: Placita de Veteranos Y Artistas." Hence, honoring the legacy of Father Albert Braun O.F.M., Franciscan Priest and decorated World Wars I & II hero. This includes those south Phoenix Barrios within the Sacred Heart Parish boundaries, i.e., Golden Gate, Berney Park, Golden Gardens, Cuatro Milpas, Green Valley, San Juan Bautista and El Campito (City of Phoenix Aviation Department, 2013, "Seeds of Growth: Neighborhoods on the Salt River Floodplain", pages 35-37 & 39).

In a brief biography about Father Albert Braun O.F.M., titled "To Light Their Lives Forever", by Dorothy Cave published in "The Way of St. Francis" May-June 2001, she succinctly highlights the spiritual journey and worldwide kindness of this great priest, warrior and healer. In WW I, while wounded he anointed the dying and bandaged the wounded. In WW II he survived the Bataan Death March in Corregidor and provided spiritual hope when he and other survivors were placed in suffocating hold on an infamous "hell ship"; Father Albert Braun O.F.M., led a thousand men in prayer and song to sustain their hope and sanity. He did a stint in Okinawa for an atom-bomb test and retired from the Army in 1949. He was assigned to Phoenix, where he established the Sacred Heart Parish and brought the same spirituality and toughness that created a unique and civic driven community. He secured sidewalks, gas and sewers for the neighborhoods, crime in the barrios decreased, and parish life grew strong (Cave, Dorothy, May-June 2001).

It is highly evident that Father Albert Braun O.F.M., was the cornerstone of the cultural, historical and tremendous spiritual foundation of the previously mentioned displaced neighborhoods/barrios within the Historic Sacred Heart Parish. He was instrumental in their civic and economic development which enhanced the quality of life for everyone in these neighborhoods on the Salt River Floodplain. It is imperative, as the City of Phoenix moves forward with the Land Reuse process, that it does not neglect the cultural and historical hallmarks of these displaced neighborhoods/barrios.

In section 14.2.1 and Framework A, B & C of the Land Reuse Strategy: Working Paper #2 December 2016 Draft, there is mention of A Cultural Corridor with designated pathways linking multiple neighborhoods and marked by historic markers, interpretive signage and community branding. "The Father Albert Braun O.F.M., Veterans Memorial & Historic District: Placita de Veteranos Y Artistas" was submitted on April 11, 2016 to the City of Phoenix Mayor, Vice-Mayor and later to Land Reuse Managers e.g., Airport Aviation Director, Mr. Hotaling of C&S Companies and yourself. This proposal literally and figuratively acts as the catalyst that will provide the impetus for the community to reestablish a sense of empowerment by reflecting and documenting the rich, historic, and culture attributes of the Sacred Heart Parish and the barrios within its boundaries. We strongly believe that naming the Cultural Corridor, the "Father Albert Braun O.F.M., Veterans Memorial & Historic District: Placita de Veteranos Y Artistas," will be the anthesis that unites and resurrects the revitalization of this historic landscape into a vibrant, economic and historic venue benefitting the community, veterans, the airport and entire City of Phoenix.

In section 15.1.1 of the Working Paper #2, it lists three primary planning goals: strengthen and stabilize neighborhoods, create a sense of identity and change perception and expand economic opportunity. We feel strongly, as previously stated, that the enactment of the "Father Albert Braun O.F.M., Veterans Memorial & Historic District: Placita de Veteranos y Artistas" is the best practice and will meet these goals creating a go-to-destination for the citizens of Phoenix in the Near-Term (2016-2020) and future. As mentioned in the Working Paper #2, the Mid-Term (2021-2025) appears to focus primarily on the commercial and industrialization of the area. As one reads this entire 2016 draft, it becomes apparent, based on the major focus of assembling land solely for commercial and industrial development, especially in the Core/Central area; there is the discouragement of any ultimate residential presence. One map in the draft illustrates the potential for Urban Farms. This may be feasible, but when compared to the lack of emphasis on residential in the area, may not be as feasible. A stakeholder, at one of the community meetings proposed the development of workforce affordable housing in the Core/Central area because of its ideal location to future jobs. The workforce affordable housing proposal could actually strengthen and stabilize the neighborhoods which fulfills the first planning goal. This concept is critical in evolving the community from a predominant "drive-through" area back to its vibrant historic legacy of a "live-work-play" community.

The breadth and depth of the reintroduction of residential in the Core/Central area seems to lack clarity by the FAA and City of Phoenix. At the December 8<sup>th</sup>, 2016 community meeting at Wesley Community Center, numerous concerns were voiced why this conflict wasn't resolved sooner. It appears that before this draft is finalized and progresses forward; there be a more urgent coordination with FAA involving the community and its wishes to reach relevant and mutual terms in the reintroduction of residential in the Core/Central area. The advantage of doing this may lessen the negative perception that history is repeating itself e.g., the displacement of the Golden Gate Barrio, and Sacred Heart Parish which were replaced by the commercial/industrial development of the Sky Harbor Center (West Area Land Acquisition, WALA).

In the review of this 2016 draft, there are still issues, questions and concerns that need to be addressed and clarified before it is finalized. We request prior notification and access to review corrections and amendments prior to submission to the appropriate entities.

Former United States Senator and Attorney General, Robert Kennedy once said, "There are those that look at things the way they are, and ask why? I dream of things that never were and ask why not?"

Mr. Feld, Mayor, Vice-mayor, FAA, Aviation Director, C&S Companies, and entire Phoenix City Council:

- Why not the "Father Albert Braun O.F.M., Veterans Memorial & Historic District: Placita de Veteranos y Artistas"?
- Why not a unique City of Phoenix and tourist destination multi-facet veterans, cultural, historic, community and airport museum, adjacent to the historic Sacred heart Church?
- Why not the resurrection of the historic Sacred Heart Parish/Barrios and community?
- Why not the reintroduction and the expansion of residential in the Core/Central area?

Respectfully,

Handwritten signatures of Juan M. Gurule and Patricia M. Gurule. The signature of Juan M. Gurule is on the left, and the signature of Patricia M. Gurule is on the right.

Juan M. Gurule      Patricia M. Gurule

"Father Albert Braun O.F.M., Veterans Memorial & Historic District: Placita de Veteranos Y Artistas"

Cc: Honorable Mayor Greg Stanton, City of Phoenix  
Honorable Vice-Mayor Kate Gallegos, City of Phoenix  
Mr. James Bennett, Director Sky Harbor Airport  
Mr. Michael Hotaling C&S Companies ✓  
Mr. Courtney Carter, Aviation Department. Planner II

Attachment

November 11, 2016

Ms. Trina Harrison, C. M.  
Land Reuse Project Manager  
3400 East Sky Harbor Boulevard Suite 3300  
Phoenix, Arizona 85034-4405

Dear Ms. Harrison:

Thank you for providing us copies of the June 20, 21 & 22 and July 19, 20 & 21, 2016 Phoenix Land Reuse Strategy meetings. At the June 21 Central Roundtable meeting we were provide a very brief amount of time to present an overview of the "Father Albert Braun, O.F.M. Veterans Memorial & Historic District: Placita de Veteranos y Artistas" proposal. This proposal petitions that the land west of the airport, specifically, bound by the historic Sacred Heart Parish and South Phoenix Barrios within its boundary, be named the "Father Albert Braun O.F.M. Veterans Memorial & Historic District: Placita de Veteranos Y Artistas" honoring the legacy of Father Albert Braun O.F.M., Franciscan Priest and decorated World Wars I & II hero (City of Phoenix Aviation Department, 2013. "Seeds of Growth: Neighborhoods on the Salt River Floodplain", pages 35-37 and 39). We strongly believe that this newly named and master planned area will be the anthesis that unites and resurrects the revitalization of this historic landscape into a vibrant economic and historic venue benefitting the community, veterans, the airport and entire City of Phoenix.

A detailed copy of this proposal was mailed the following day to Mr. Michael Hotaling requesting that it become part of the summary recommendations. This same document and request was mailed to you on August 2, 2016. At the June 21 and July 19 Land Reuse Strategy Stakeholder Meetings Patricia, in the small group discussion on history, succinctly gave her input and recommended that the area be named the "Father Albert Braun O.F.M. Veterans Memorial & Historic District: Placita de Veteranos Y Artistas".

We reviewed the aforementioned meeting summaries, other than the presentation made prior to the June 21 meeting, we did not find where Patricia's comments were recorded. As stakeholders and community members, we formally request that this oversight be corrected by including the "Father Albert Braun Veterans Memorial & Historic District: PLacita de Veteranos Y Artistas" as part of the aforementioned meeting summaries. As other stakeholders have had their ideas and recommendations listed without any filtering or limitations, we ask that our input receive the same consideration.

We appreciate your diligence on this matter and continue to work towards an egalitarian process of cooperation.

Respectfully,



Juan M. Gurule      Patricia M. Gurule

Father Albert Braun O.F.M. Veterans Memorial & Historic District: Placita de Veteranos Y Artistas

Cc: Mr. Michael Hotaling  
Mr. Jordan Feld



April 11, 2016

Honorable Mayor Greg Stanton  
Honorable Councilwoman Kate Gallegos  
City of Phoenix, 11<sup>th</sup> Floor  
200 West Washington Street  
Phoenix, Arizona 85003

RECEIVED  
2016 APR 15 PM 1:17  
AVIATION DEPT-CUNI

Dear: Mayor Stanton & Councilwoman Gallegos,

We, as stakeholders and property owners, are proposing to the City of Phoenix, that the Phoenix Land Reuse Strategy from recently acquired land West of Sky Harbor Airport (attachment A- Map: Phoenix Land Reuse Strategy) be named, without reservation, the "Father Albert Braun, Veterans Memorial & Historic District". This area when initiated, through a City of Phoenix resolution and completed, will become the gateway to the City of Phoenix. We, and other stakeholders, are exploring the process of forming the "Father Albert Braun Veterans Memorial & Historic District", Community Association.

We recognize that in the past any land acquisition West of Sky Harbor Airport diminished the historic and cultural attributes of the displaced West Area Land Acquisition (WALA: Phoenix Resolution 14439) Barrios which included Golden Gate, Golden Garden, Berney Park, parts of Cuatro Milpas, Green Valley, San Juan Bautista and El Campito. These Barrios were integrated within the Historic and Holy Sacred Heart Parish developed by Father Albert Braun O.F.M. (1889-1983). In 1952, Sacred Heart Church was built and dedicated in the Golden Gate Barrio (WALA, Phoenix Public Hearing, April 1985, Wesley Community Center: Historic Sacred Heart Church was saved from demolition). In 1954 Father Braun organized St. John's the Baptist Church at 1826 East Magnolia Street as part of the San Juan Bautista Barrio. Later St. Mary Magdalene Church at 1102 East Hilton Avenue and Cana Hall/Center were built in the Cuatro Milpas Barrio. The Santa Rita Chapel was built in 1956 in the Campito Barrio along with Santa Rita Hall/Center, 1017 East Hadley, where in 1972 Cesar Chavez of the United Farmworkers fasted for 24 days (source: City of Phoenix Aviation Department 2013, "Seeds of Growth: Neighborhoods on the Salt River Floodplain"). Father Albert Braun also organized the construction of St. Joseph's Church, a monument to Veterans of World Wars I & II in 1917 and completed in 1939 on the Apache Reservation Mescalero, New Mexico (Emerson, Dorothy 1980: Among the Mescalero Apaches, the Story of Father Albert Braun, O.F.M.). Instead of emphasis placed on the preservation of these historic and cultural artifacts; the emphasis has been placed on the commercial and economic development of the displaced neighborhoods as evident by the development of Sky Harbor Center and Airport.

It is our intent not to let this oversight of the valued heritage and civic contributions made by individual and landmarks in these Barrios to the City of Phoenix, State of Arizona and the United States be ignored, solely, in the name of economic and commercial development. The source of our intent is drawn from the pride and improved quality of life bestowed upon the residents of the aforementioned neighborhoods, by Father Albert

Braun. This was due to his widespread legacy, tremendous spirituality, organizational and leadership attributes that benefited the entire community. Our source comes from the excellent schools and local businesses that provided employment and career opportunities to area residents. It comes from values generated to the community from some of the local social service agencies like the Golden Gate Settlement House, Rinconcito Senior Center and the various entertainment/artistic venues adjacent and South of the Historic Sacred Heart Church. We feel strongly, though this way of life is gone, that an historic and cultural resurrection is necessary as a focal point of the proposed City of Phoenix Land Reuse Plan.

It is our utmost intent to achieve this mission of a cultural and historic resurrection in the Land Reuse Plan to have it named the "Father Albert Braun Veterans Memorial & Historic District". The rationale is that Father Albert Braun provided the greatest impact to this area as a Franciscan Priest and decorated War hero to its many Hispanic and veteran citizens. It might be said, that he was a great 20<sup>th</sup> Century treasure to the Apaches of Mescalero, New Mexico, citizens of the State of Arizona, United States and the United States Military during World Wars I & II. It is significant to designate this area by this name acknowledging his heroic service during World Wars I & II leading to being presented with two Silver Stars, Purple Heart, and Legion of Merit, Arizona Medal of Honor, Arizona Veterans Hall of Fame and Nominated for the Distinguished Service Cross (Cave, Dorothy 2011, God's Warrior, Father Albert Braun, O.F.M., 1989-1983, Last of the Frontier Priests and Emerson Dorothy, 1980: Among the Mescalero Apaches, the Story of Father Albert Braun, O.F.M.).

This historic designation allows for urban revitalization, especially, for existing residents, economic development, complements the airport and acts as the gateway to a greater and altruistic City of Phoenix. It acknowledges and values a community and way of life that can, finally, be positively embraced and manifested through its history and culture. This will be accomplished, primarily, through the recognition of Father Albert Braun, the Historic Sacred Heart Parish he developed with neighborhood residents and other identified individuals and artifacts. The method of accomplishing this may be employed, but not limited, by the design of historic markers/statues located at strategic visual locations on Buckeye Road where they can be seen and appreciated by the public. In addition, they would be placed at various Historic Sacred Heart Parish sites. The potential creation of a veterans, community and airport historic museum could be another method to highlight the attributes of the community and Sky Harbor Airport (Gurule Juan & Patricia, 2016: attachments B & C- Proposed Rough Draft Rendering, "Father Albert Braun O.F.M. Veterans Memorial & Historic District").

The Revenues to achieve this mission could come from soliciting specific foundations. They could be generated from Sky Harbor Center and Airport retailers who would benefit from this revitalization. Another consideration could be linking to a future City of Phoenix Bond, like the one in 2006 that developed ASU Downtown. This mutual venture would become the cultural/historic hallmark to the displaced Barrios, City of Phoenix and community at large.

It once was said, "If not now, when?" We welcome and request a scheduled discussion on this proposed venture so that we can collectively move forward starting "now" in making the "Father Albert Braun: Veterans Memorial & Historic District" a very positive, powerful and beneficial reality. We can be reached at (602) 237-4793.

Sincerely,

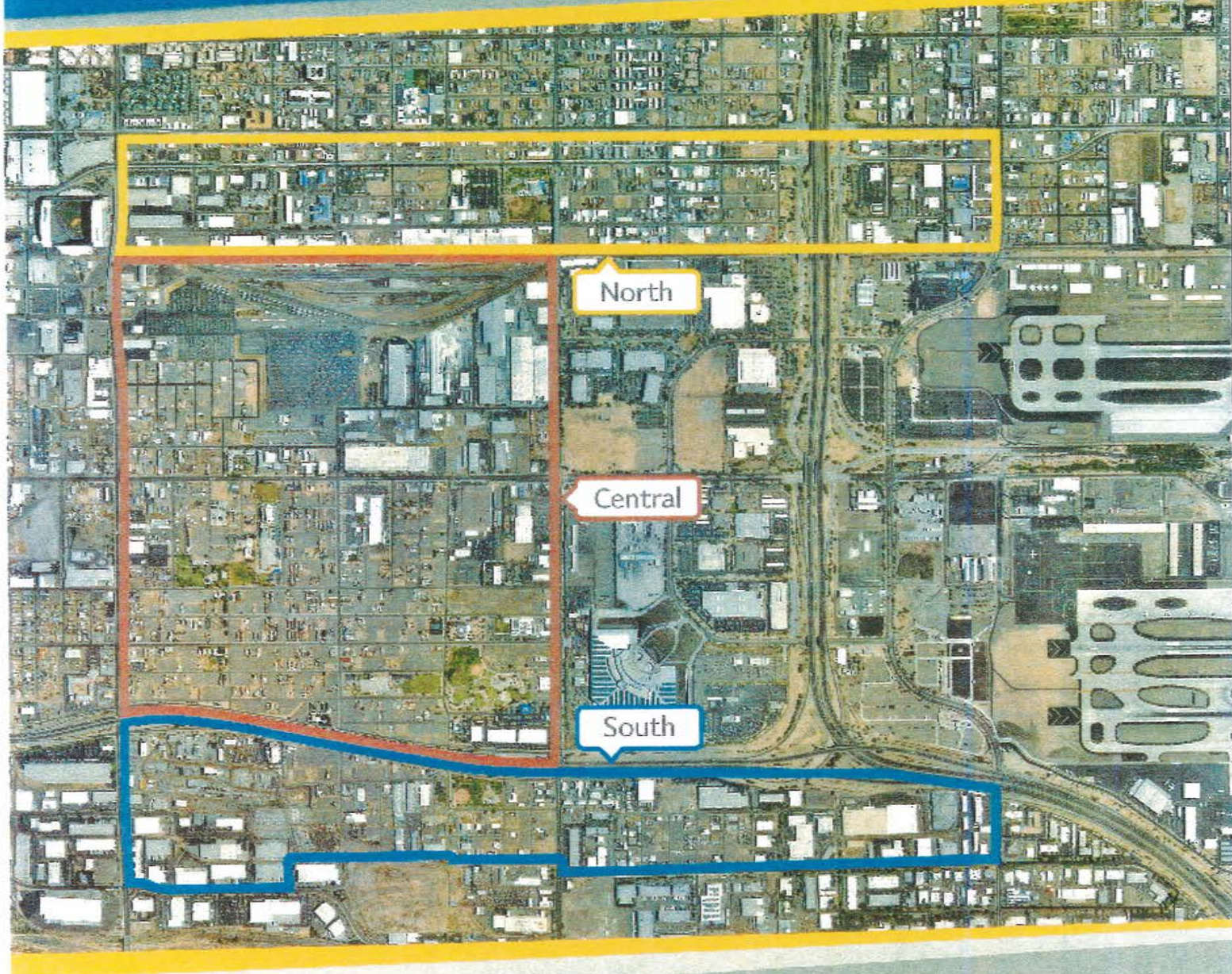
A handwritten signature in cursive script that reads "Patricia M. Gurule". The signature is written in black ink and is positioned above the typed name of the signatory.

Dr. Juan M. Gurule                  Patricia M. Gurule  
Faculty Emeritus, MCCD      Educator

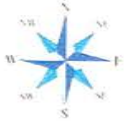
Cc.: Mr. James Bennett, Director Sky Harbor Airport  
Mr. Michael Hotaling, C&S Companies  
Mr. Mark R. Johnson, Ricondo & Associates  
Mr. Jordan Feld, Planning & Environmental Section, Aviation Department  
Ms. Trina Harrison, Planning & Environmental Section, Aviation Department  
Ms. Andrea Sandoval, Community Noise Reduction Program VARS —

Attachments

# Project Area

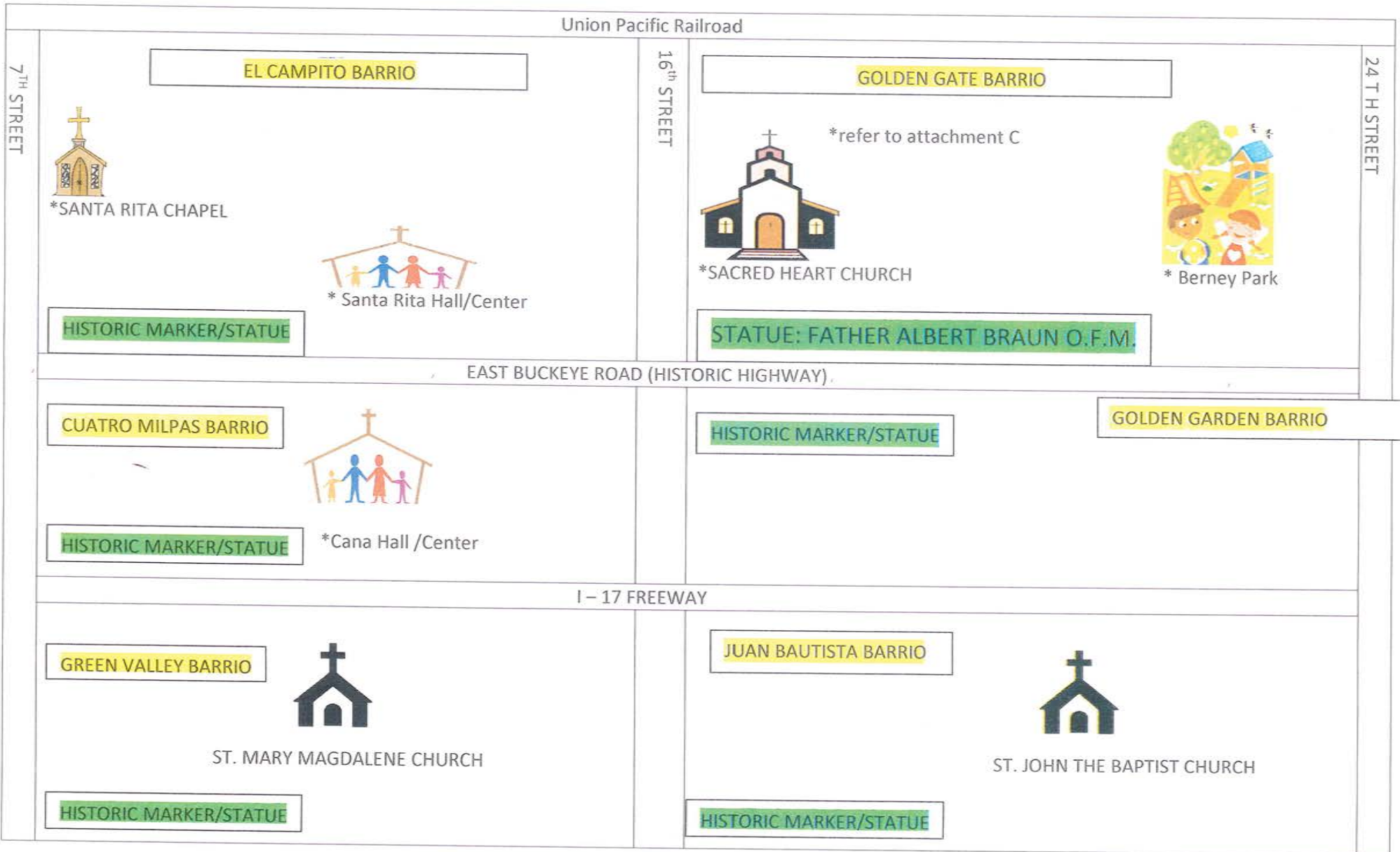


# "FATHER ALBERT BRAUN O. F. M. VETERANS MEMORIAL & HISTORIC DISTRICT"



PROPOSED ROUGH DRAFT RENDERING BY DR. JUAN & PATRICIA GURULE (APRIL 2016)

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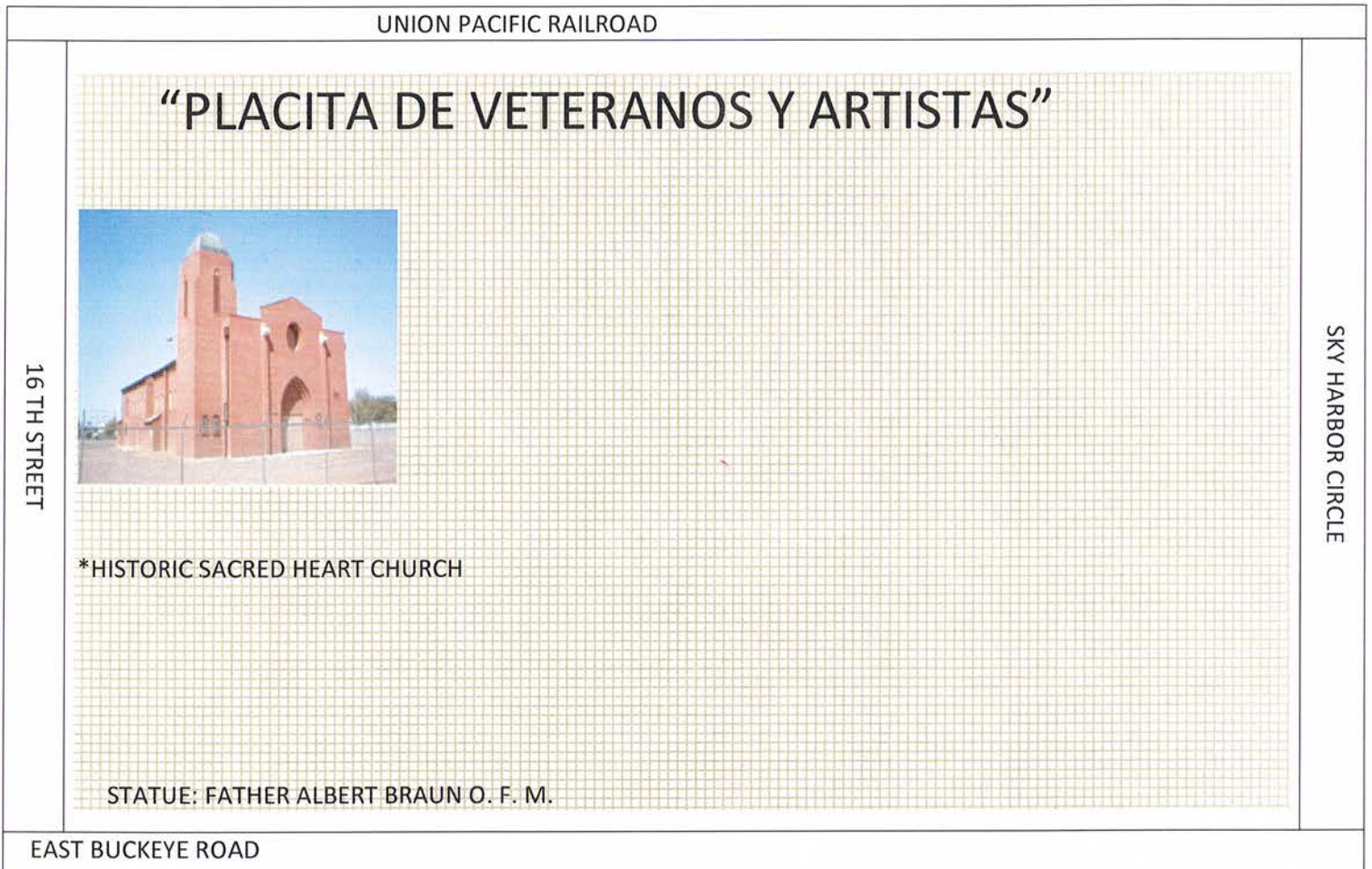


# FATHER ALBERT BRAUN O.F.M.: VETERANS MEMORIAL HISTORIC DISTRICT GOLDEN GATE BARRIO

## PLACITA DE VETERANOS Y ARTISTAS

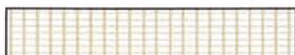
**PROPOSED ROUGH DRAFT RENDERING BY DR. JUAN & PATRICIA GURULE (APRIL 2016)**

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## “PLACITA DE VETERANOS Y ARTISTAS”: VENUES

• Veterans, Community & Airport Historic Museum	• Education
• Market place	• Restaurants
• Flower gardens	• Gift shop
• Performing arts	• Recreation: Fitness
• Artists Corridor	• Parking
• Retail	• Signage



\*Placita de Veteranos Y Artistas: Venues revitalization area

Land Reuse Comments – Working Paper #2

**The Governing Board**

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**Asst. Superintendent of  
Curriculum and Instruction**  
Tom Lind

As representatives of the PESD school district, we have been concerned about the land area around Sky Harbor, which is currently being considered for redevelopment. Our school district had a long history regarding the property under consideration. Beginning in the later 19<sup>th</sup> Century and continuing today, we have provided education to residents of the area currently being considered for redevelopment. When the area was cleared of many of its residents, we closed one of our schools but have continued to educate and support local students and their families who have continued to reside in the area. As a result, we have a day-to-day involvement in the area, and with this knowledge, are anxious to provide input on the goals related to its proposed land reuse.

Phoenix Sky Harbor is a great International Airport. It sets the world standard. It is beautiful, welcoming, efficient --- obviously the product of good City, State and FAA leadership and planning. It impresses travelers with a sense of our future aspirations, traditions and values.

Just outside the Airport, things are radically different. Approaching travelers see neglect. There are no routes into downtown Phoenix that impress travelers with the significance and the beauty of our land and city. There is nothing to welcome those coming here to live, work and play; also nothing that respects our past or looks to our future. It is as if, having found Phoenix and Arizona for ourselves, we have conspired to discourage others.

The land area around Sky Harbor now being considered for redevelopment is so sizeable that it is a unique asset for Phoenix and for the FAA. We now have an extraordinary opportunity to provide the leadership that will set another world standard by creating a setting for Phoenix Sky Harbor International Airport that will add to its excellence.

The “Land Reuse” goals developed in Working Paper #2\* skillfully incorporate the comments of committee members and other interested parties over the past several months. In order to bring these goals to fruition, we need only to merge them into a single unified concept that, as it is built out, will change our citizen’s vision of Phoenix Sky Harbor. It is not merely a necessary service. It should not be hidden in a neglected area now considered blighted and nearly useless. We must provide the leadership to bring to it the spirit of a community that immediately offers residents and visitors the very best Phoenix, and Arizona can offer.

Let’s call it the PHOENIX ENTRADA. In partnership with the FAA, we can make it the most dynamic, enticing, attractive possible entrance to downtown Phoenix, the State Capitol and all other parts of Arizona...whether by light rail, bus or automobile. We can make it a model for other major U.S. cities and continue to improve on it over the years.

Branding all of the three areas currently being considered for Land reuse as one PHOENIX ENTRADA will make it easy to tell which proposals for development provide for a gateway to Phoenix. Development must be compatible with existing homes and businesses and promote the cultural heritage resources of the area to celebrate our unique history and future possibilities.

Branding all of the three areas as one PHOENIX ENTRADA will also make it easy to see and reject proposals which are short-sighted or merely reflect the self-interest of their proposed developers. We can make it clear that Phoenix needs and insists on a magnificent ENTRADA, not a maze of cul-de-sacs.

Dynamic: The PHOENIX ENTRADA is already dynamic. It contains most of the major transportation corridors leading to and from Sky Harbor Airport, as well as the amenities that make them work, such as the car rental hub. With the addition of a fiber optic spine, access to alternative energy and some basic infrastructure upgrades it could become a series of highly desirable neighborhoods embracing young families of professionals supporting the workforce needs of Sky Harbor Airport and downtown Phoenix with moderately priced residential opportunities. The area already has many amenities; police and fire stations, schools, churches, parks and gymnasiums which can easily be upgraded to serve an expanding population.

Phoenix need not dispose of this land quickly. It was acquired reasonably enough to be returned to private ownership through a series of RFPs requiring adherence to zoning standards and design guidelines rather than by immediate sales. Small business parks, a Mercado for both residents and visitors to shop and other services courted and developed over time by dedicated and skillful leaders will add to this dynamism [The goal is to explore innovative ways, partnering with the FAA, to not only maintain but strengthen housing opportunities, as well as cultural amenities in the Planning Area. Goal "A"].

Enticing: The intent of [Goal "B "is to revitalize neighborhoods and prioritize the value of a cohesive community]. We want to attract highly creative, well-educated members of the cyber and biomedical communities to live and invest in Phoenix and in Arizona --- police, fire personnel and teachers to live and invest in the downtown communities they serve --- those who believe in and support the Airport as an economic asset. We need those who have valued these neighborhoods enough to continue to call them "home" through some pretty tough times.

Attractive: Views of mountains to the South, of downtown Phoenix buildings to the West and a rich history and cultural heritage make these high quality development sites. Other attractive features to this land, such as its close proximity to major transportation routes which provide the ability to send and receive shipments strategically. This kind of attraction must be regulated to avoid the real possibility of creating an industrial wasteland around Sky Harbor Airport. Other major airports around the United States sit in blighted areas, some of which were deliberately created by commercial interests to depress current land prices. We are too close to this outcome. Phoenix must have the [High quality compatible redevelopment (which) will have a significant role in strengthening the local economy, the stability of the Planning Area communities, and support the airport as an economic asset. Goal "C"]. We must use the land reuse process to reverse the deliberate devaluation of this prime property. Phoenix's ownership of the major interest in this very large area with short distances to and from downtown Phoenix and Arizona's Capitol offers the prospect of creating the PHOENIX ENTRADA -- the model community that immediately offers residents and visitors the very best Phoenix, and Arizona can offer.



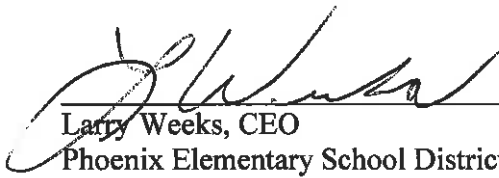
Strong City, State and FAA leadership and planning for properties near Phoenix Sky Harbor International Airport can result in the Phoenix ENTRADA --- a world-class dynamic, enticing, attractive entrance to downtown Phoenix, the Capitol and the rest of Arizona. Let's do it!

Goals quoted from Working Paper #2, Airport Land Reuse:

Goal A; The Planning Area has a rich history of residential neighborhoods that continues today. These neighborhoods have experienced profound changes over the years as a result of an expanding city and growing airport. The planning and public engagement process has identified a desire to maintain residential as part of a diverse set of uses needed to create and support a vibrant live-work environment. The goal is to explore innovative ways, partnering with the FAA, to not only maintain but strengthen housing opportunities, as well as cultural amenities in the Planning Area.

Goal B; Perceptions of the Planning Area pose a challenge to its redevelopment. Physical conditions, including widespread vacancies and disjointed land use patterns, safety and security concerns, characterizations as residential area, and lack of recent planning play a major role in defining perceptions of this area. The intent of this goal is to revitalize neighborhoods and prioritize the value of a cohesive community.

Goal C; High quality compatible redevelopment will have a significant role in strengthening the local economy, the stability of the Planning Area communities, and support the airport as an economic asset. The Planning Area is a special and strategic location between Downtown Phoenix with its growing Biomedical campus and light rail corridor and Sky Harbor Center and the airport, which can be promoted to attract development, employment and sustainable growth in the long term. The goal is to expand economic opportunity and employment opportunities for residents within the Planning Area.



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Larry Weeks, CEO  
Phoenix Elementary School District #1  
Dated: January 11, 2017

**From:** Virgil Berry [<mailto:virgilberry@berryrealty.com>]  
**Sent:** Wednesday, February 01, 2017 10:08 AM  
**To:** Courtney D. Carter <[courtney.carter@phoenix.gov](mailto:courtney.carter@phoenix.gov)>  
**Cc:** [peggyneely@q.com](mailto:peggyneely@q.com)  
**Subject:** Airport Land Reuse Plan

Mr. Courtney Carter  
City of Phoenix  
Aviation Department Planning & Environmental Division  
2485 East Buckeye Road  
Phoenix, Arizona 85034

Aviation Department Reuse Plan

My name is Virgil J. Berry and I have been a member of this community for over 55 years. As the Aviation department continues with the reuse plan of the Aviation properties I believe there are some opportunities that can be put in place that help assure the neighborhood will receive some quality development. As a developer, real estate broker and property owner I think it is imperative local preference be given to adjacent property owners that can show the capacity to do a quality project.

Several years ago developers came into this area and built some low quality fourplexes. They built them, then got mortgages on them and then let them go back to the lenders. Within 1 or 2 years many of these were vacant or became drug houses.

The developer was no where to be seen. Our community can not afford the type of development again. I would like to suggest some possible

Stipulations:

1. Preference be given to the adjacent or closest property owners.
2. Developers must have a proven track record of urban development
3. Developers must have an understanding of the Reinvent Phoenix Plan and the Walkable Urban Code.
4. Presentation of all development shall be presented to the Eastlake Park Neighborhood Association for Comments.
5. Developer must have the financial capacity to complete these projects.

If you have any questions please give me a call at 602-252-5171.

Virgil J. Berry

## **Appendix J: Conceptual Illustrations of Project Area**

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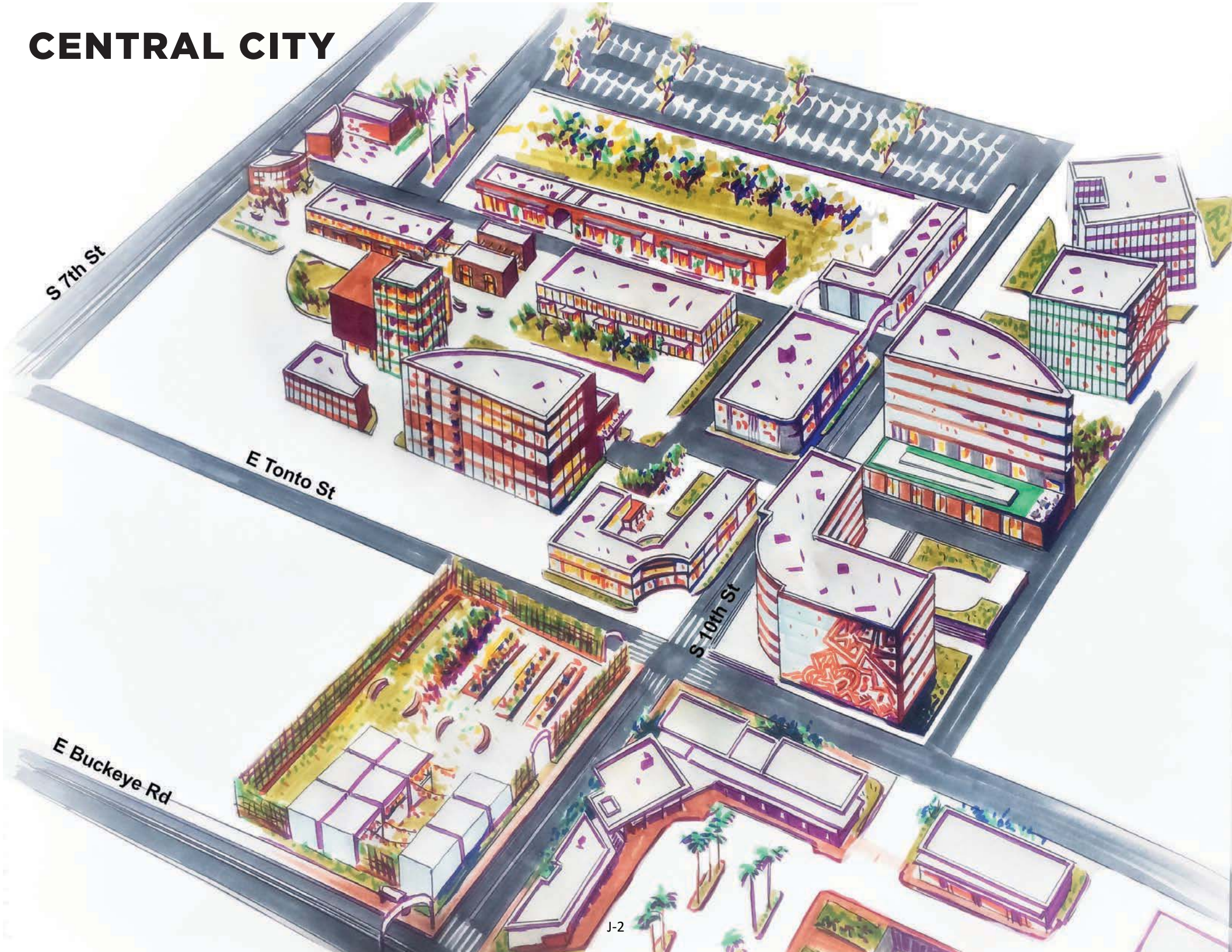
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# CENTRAL CITY

Marcopa Fwy I-17



# CENTRAL CITY



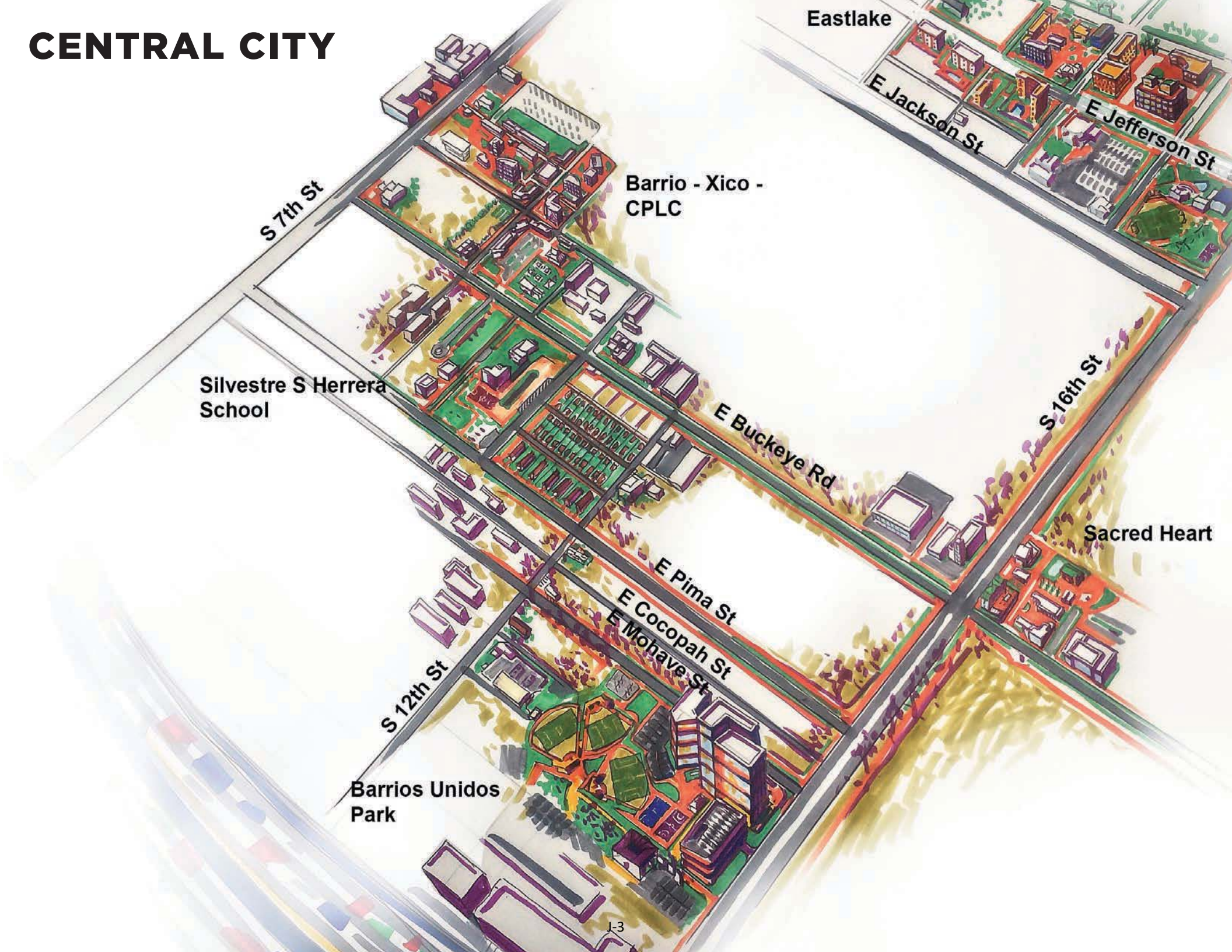
S 7th St

E Tonto St

S 10th St

E Buckeye Rd

# CENTRAL CITY



Eastlake

E Jackson St

E Jefferson St

S 7th St

Barrio - Xico -  
CPLC

Silvestre S Herrera  
School

E Buckeye Rd

S 16th St

Sacred Heart

S 12th St

E Pima St

E Cocopah St

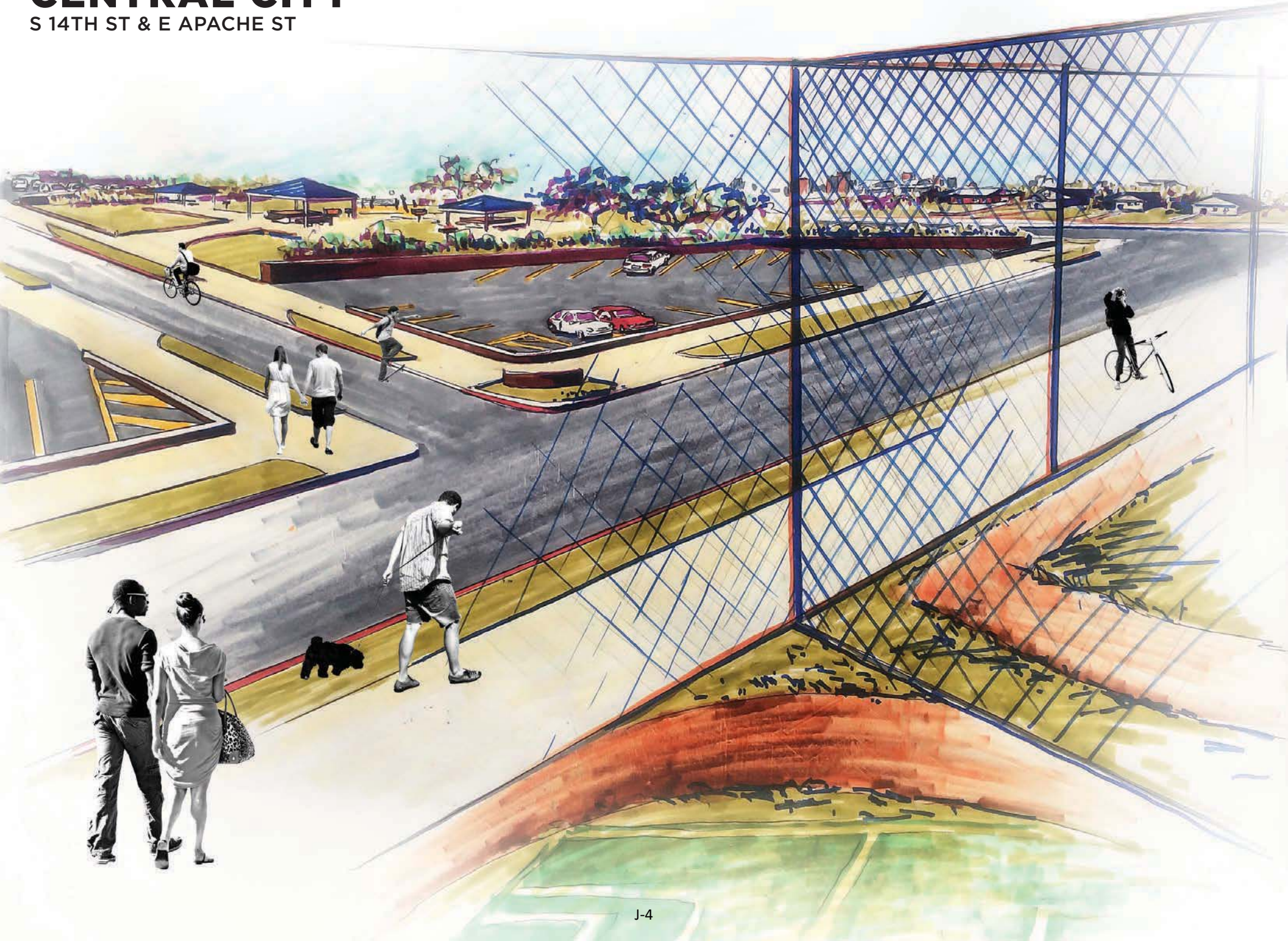
E Mohave St

Barrios Unidos  
Park

1-3

# CENTRAL CITY

S 14TH ST & E APACHE ST

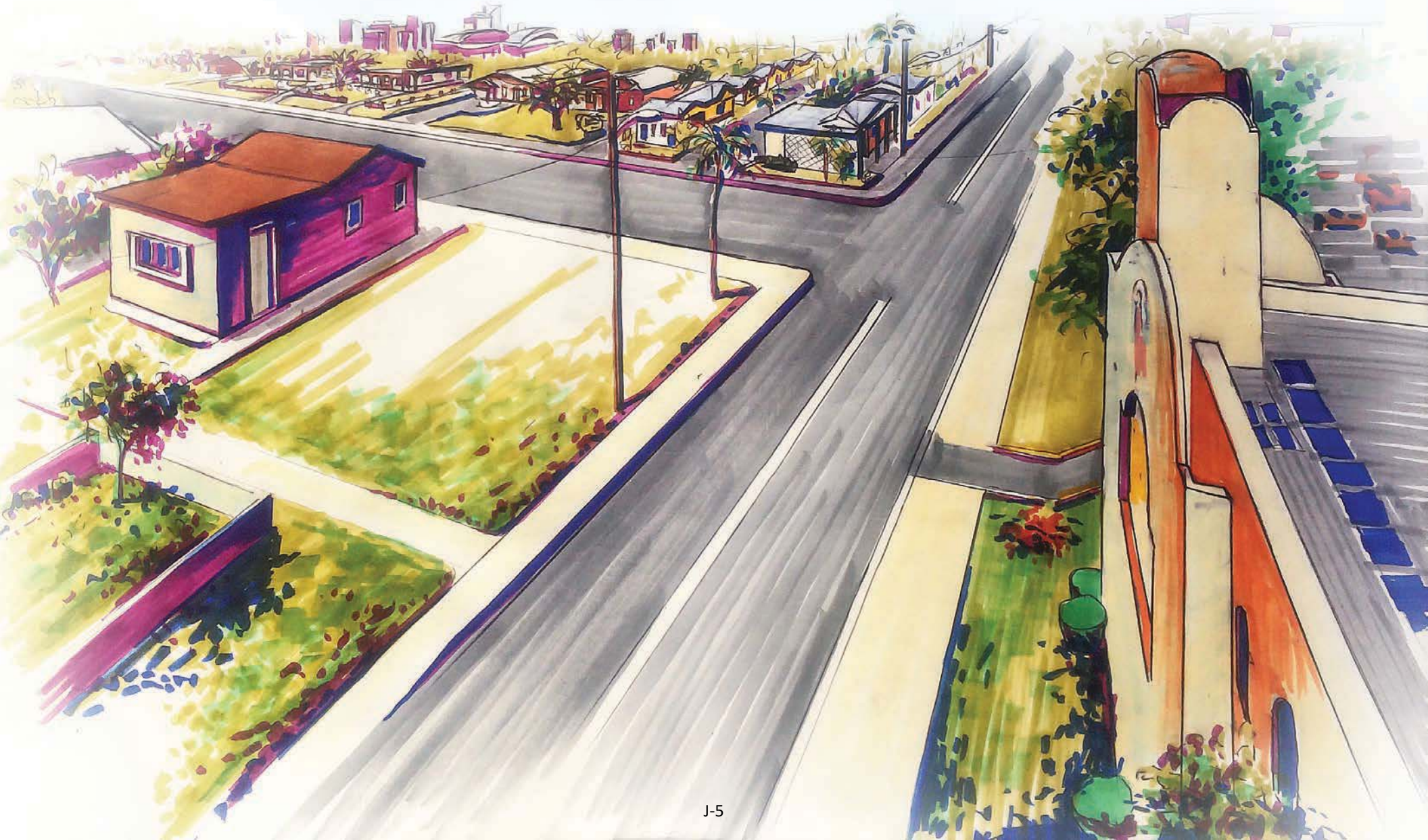




# CENTRAL CITY

CONNECTION TO THE EXISTING ARCHITECTURE

Sacred Heart



# CENTRAL CITY

STORE FRONT CONCEPTS MIXED WITH RESIDENTIAL



# CENTRAL CITY

Silvestre S Herrera School

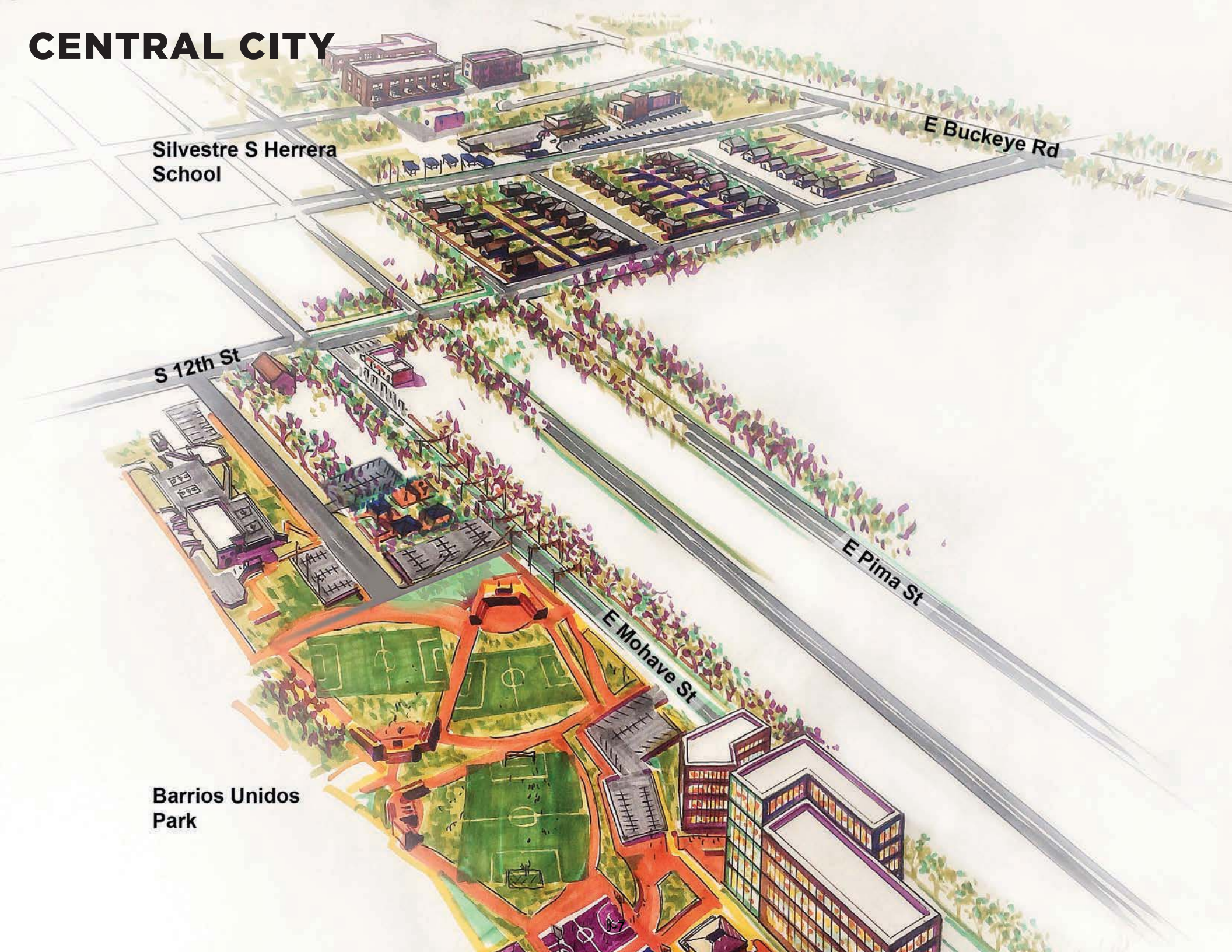
E Buckeye Rd

S 12th St

E Pima St

E Mohave St

Barrios Unidos Park



# CENTRAL CITY

BARRIOS UNIDOS COURTS WITH  
PARKING STRUCTURE AND OFFICE BUILDINGS



E Mohave St

S 16th St

# CENTRAL CITY



S 10th St

E Tonto St

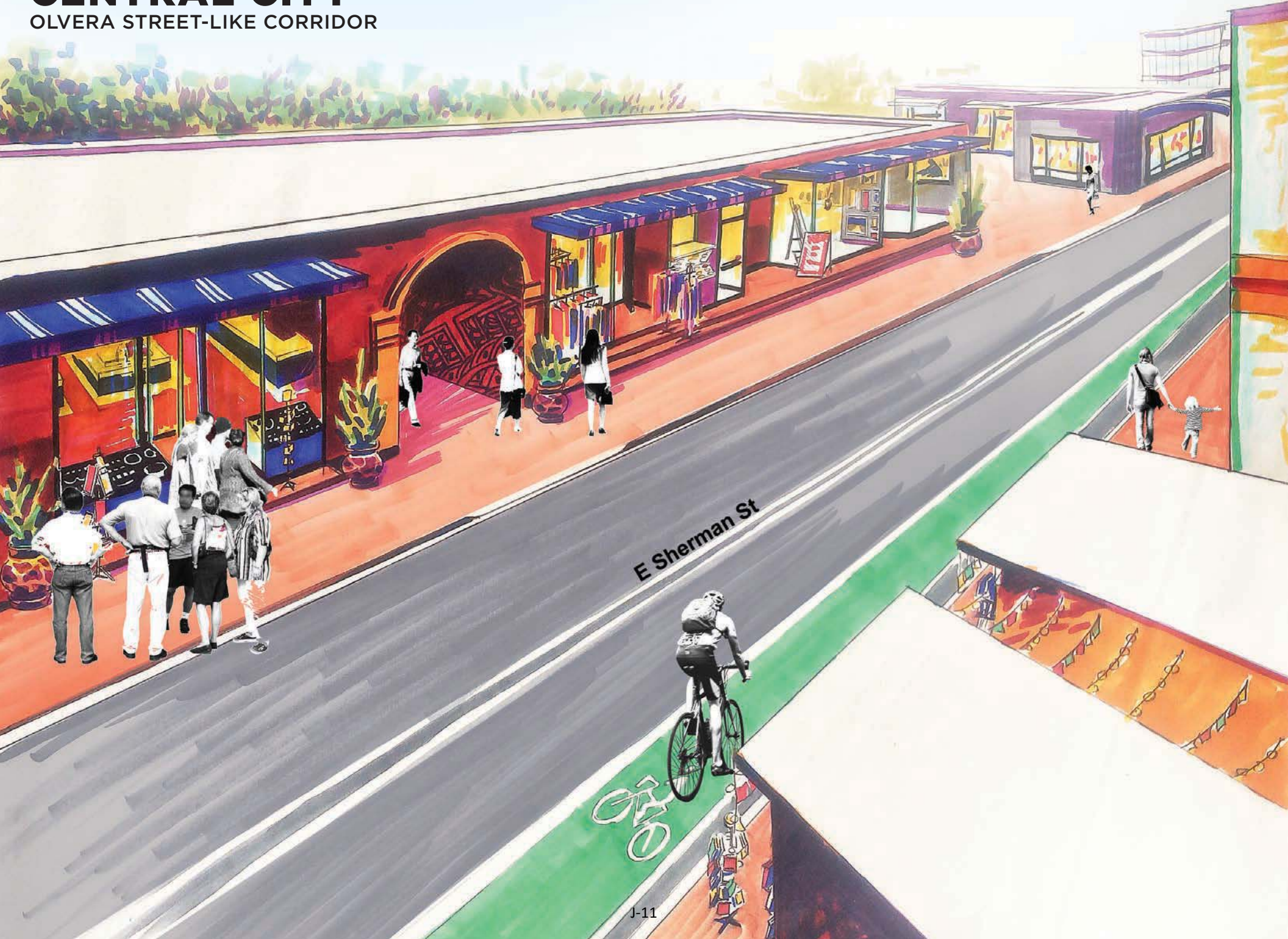
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E Sherman St

# CENTRAL CITY

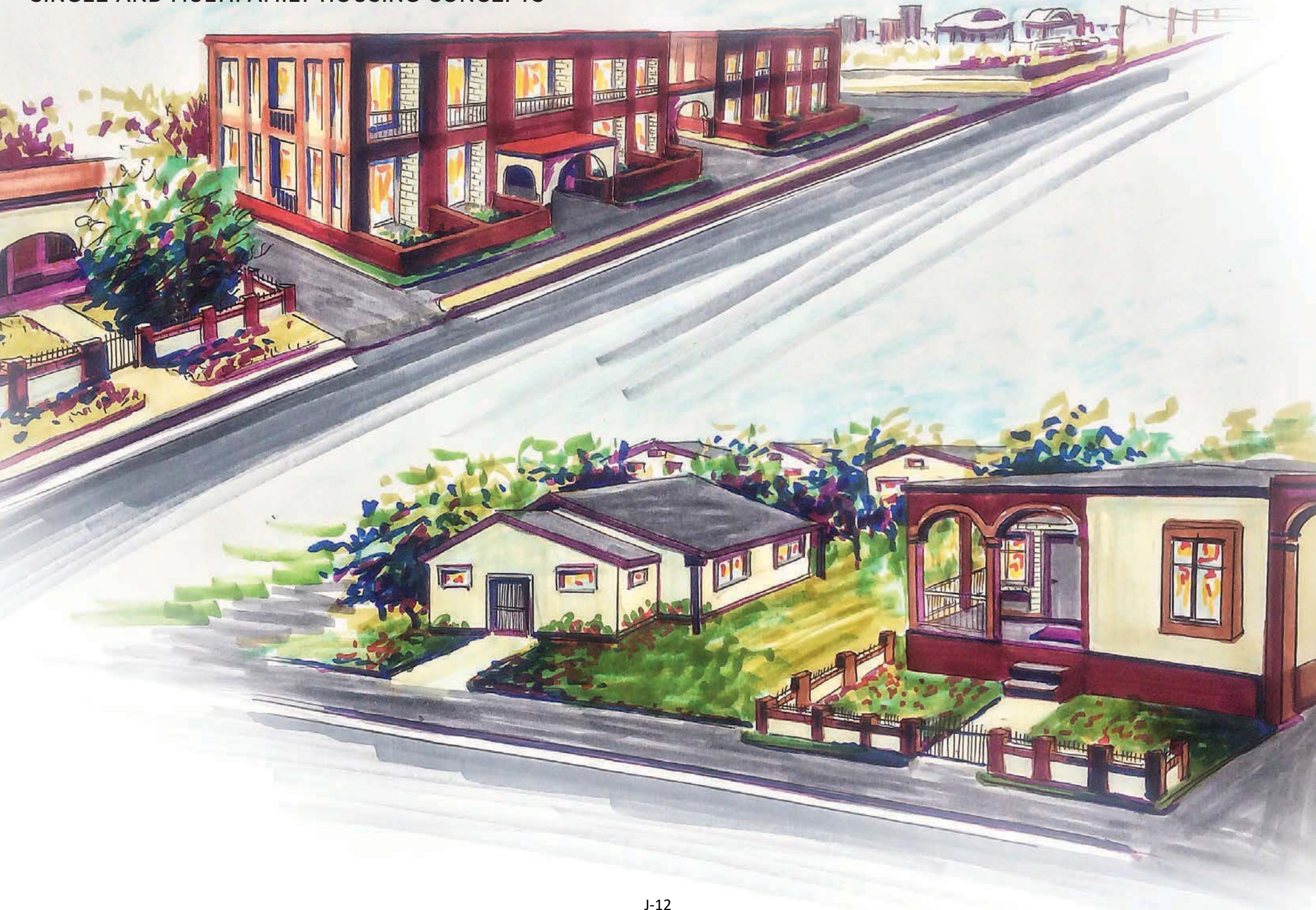
OLVERA STREET-LIKE CORRIDOR



E Sherman St

# CENTRAL CITY

SINGLE AND MULTIFAMILY HOUSING CONCEPTS



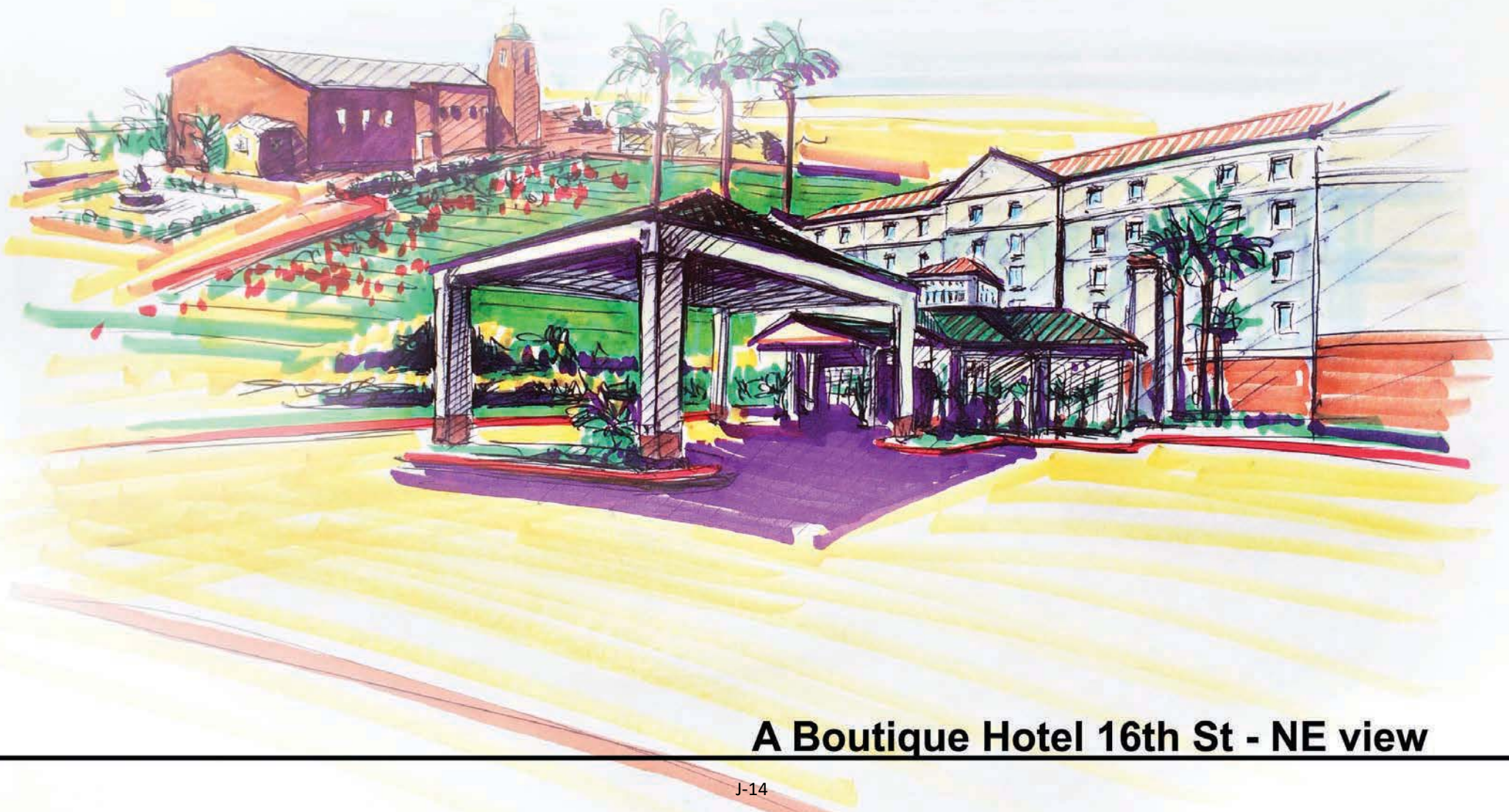


# CENTRAL CITY



**Sacred Heart Church - NW view**

# CENTRAL CITY



**A Boutique Hotel 16th St - NE view**

# CENTRAL CITY



**Hi-tech Hub16th St - SE view**

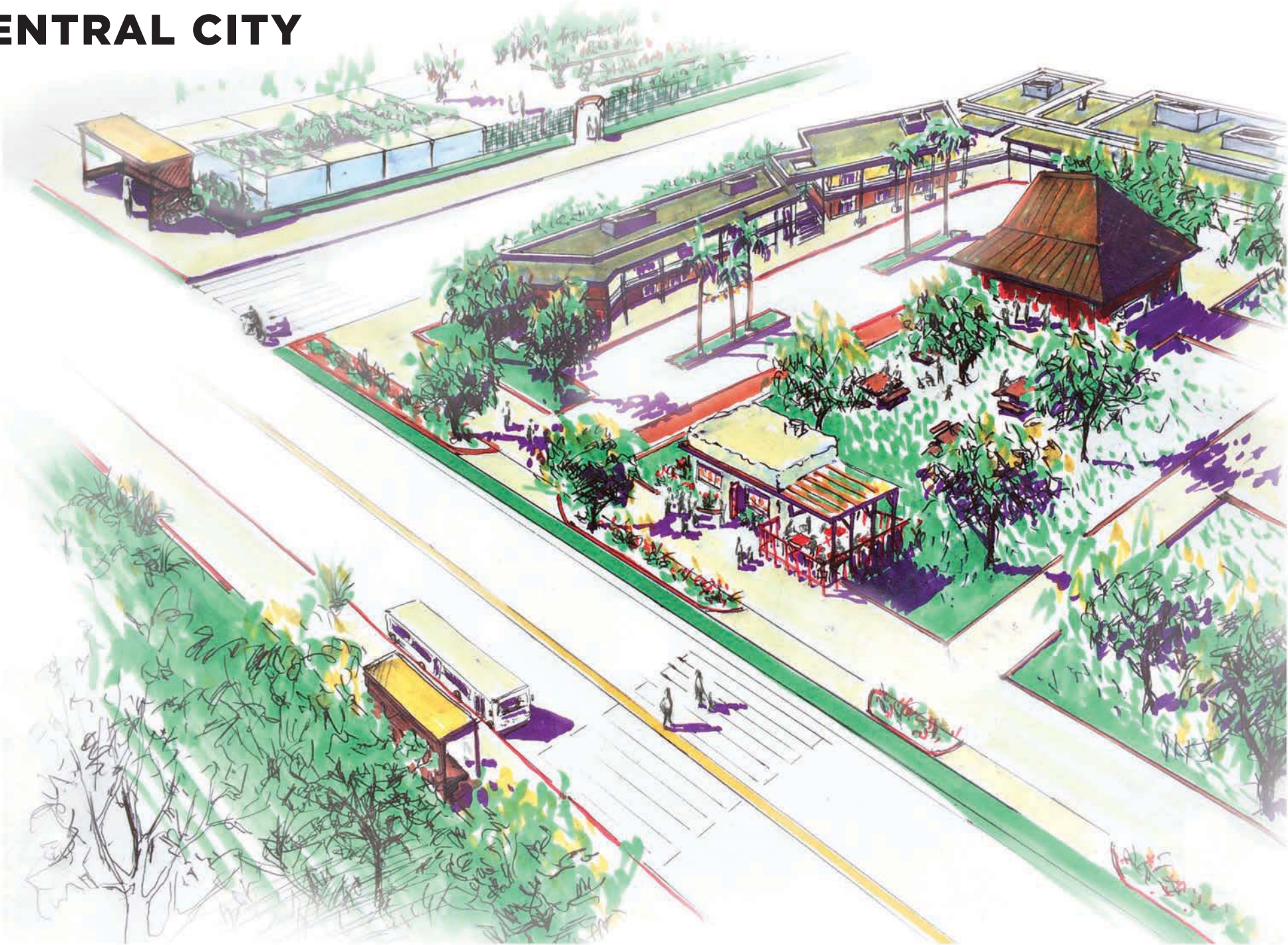
# CENTRAL CITY

RESTAURANT



E Buckeye Rd - NE view

# CENTRAL CITY



E Buckeye Rd - NE view

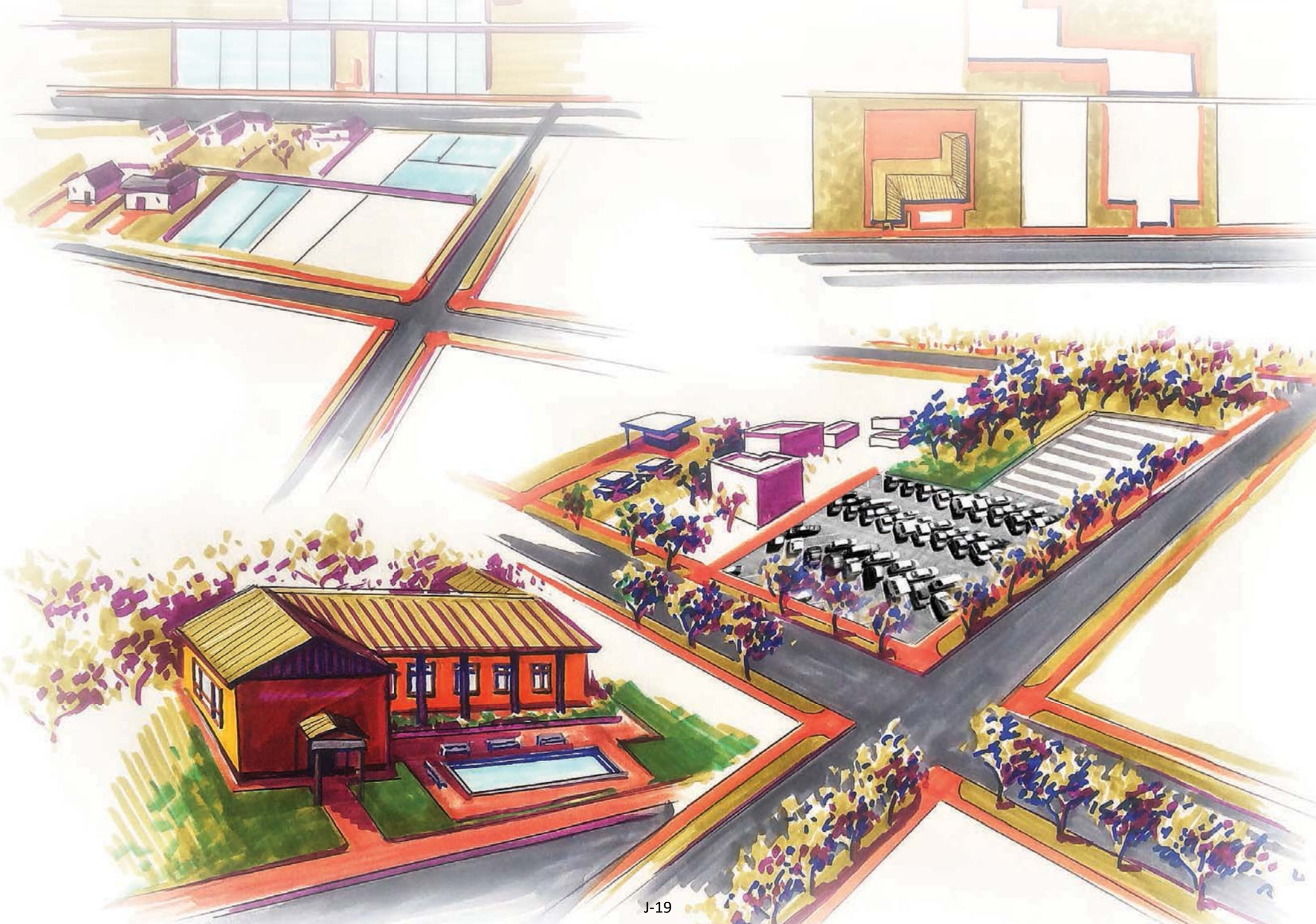
# CENTRAL CITY

COMMUNITY GARDEN - 10TH STREET SE VIEW

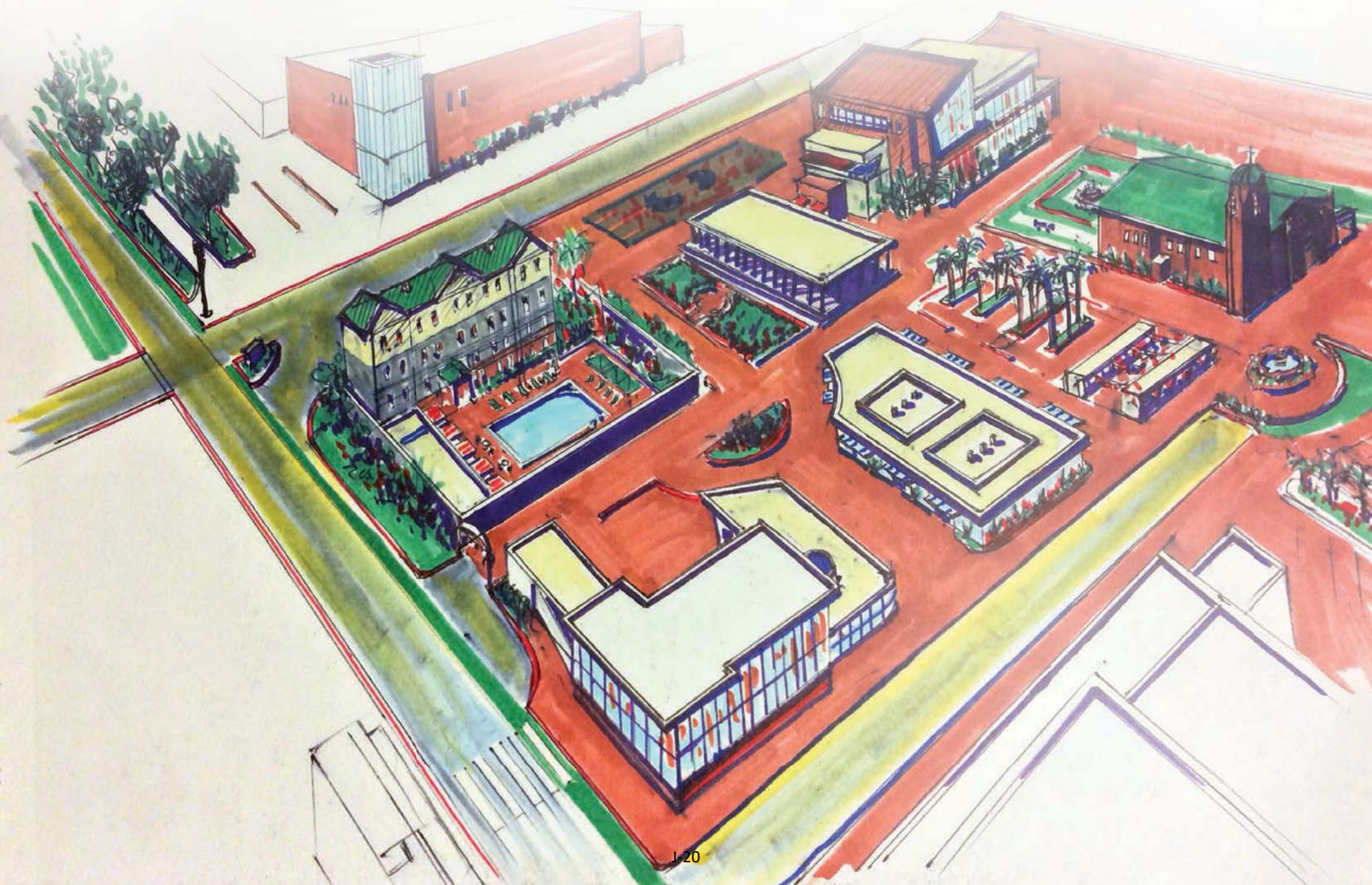


# CENTRAL CITY

## TYPICAL INFILL SITES



# CENTRAL CITY





# EAST LAKE



**First Institutional Baptist**



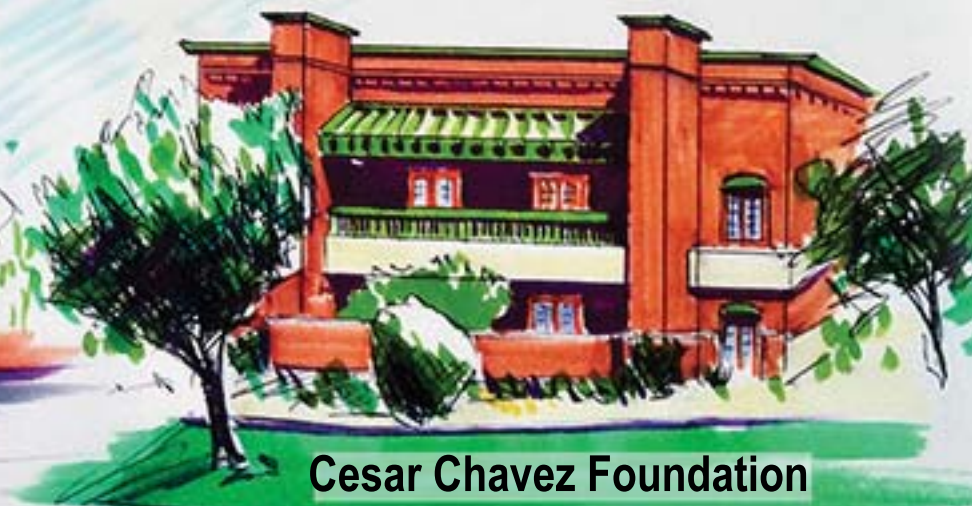
**Pilgrim's Rest**



**Azteca Wedding Plaza**



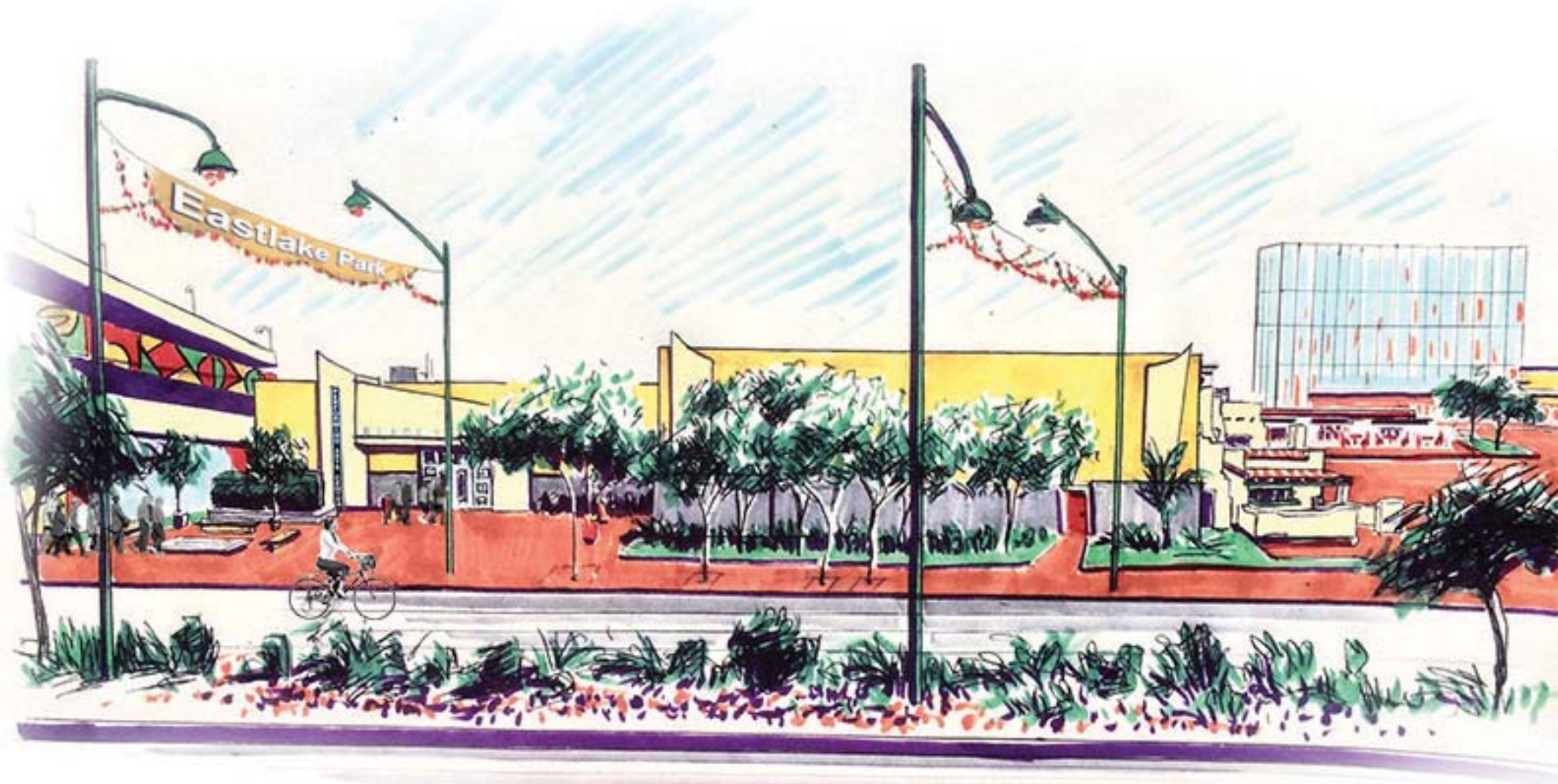
**Immaculate Heart Church**



**Cesar Chavez Foundation**

## **Other Historic Buildings**

# EAST LAKE



Black Theater Troupe - E Washington st

# EAST LAKE



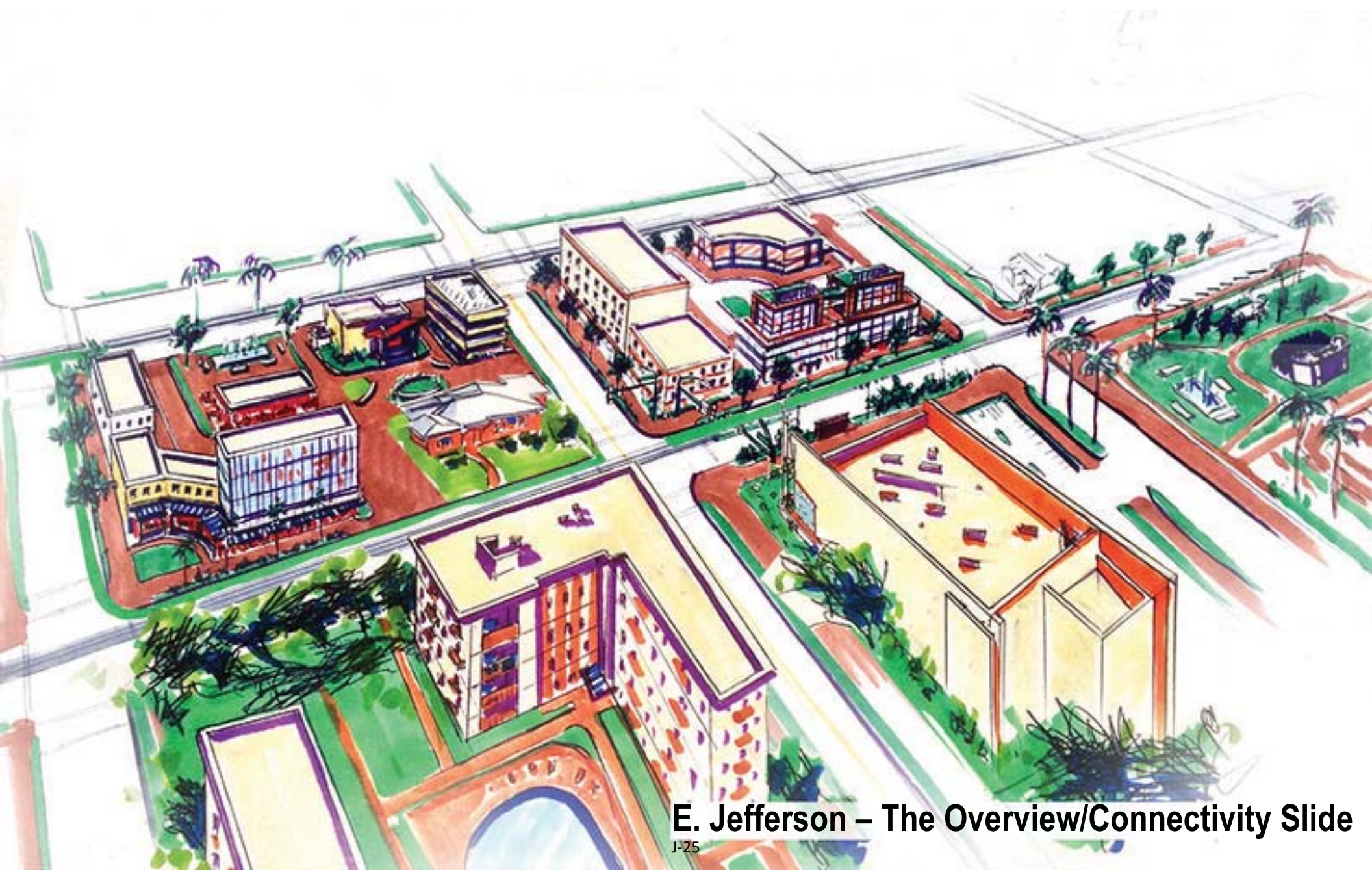
Historic area - Museum, Mrs. Aldridge's House and the Iconic space

# EAST LAKE



Eastlake / Booker T. - E Washington st - E View

# EAST LAKE



**E. Jefferson – The Overview/Connectivity Slide**

# EAST LAKE



Eastlake Park - E Washington st - SE View

# EAST LAKE



Mrs. White's Golden Rule Café - E Jefferson st - NW View

# EAST LAKE



Tanner/Berry Property – 12th Street /Washington – Jefferson