

PHX Land Reuse Strategy

Oversight Structure

Focus Group Meeting

September 30, 2019

AGENDA

Welcome

PHX Land Reuse Strategy Overview

What We Want To Accomplish

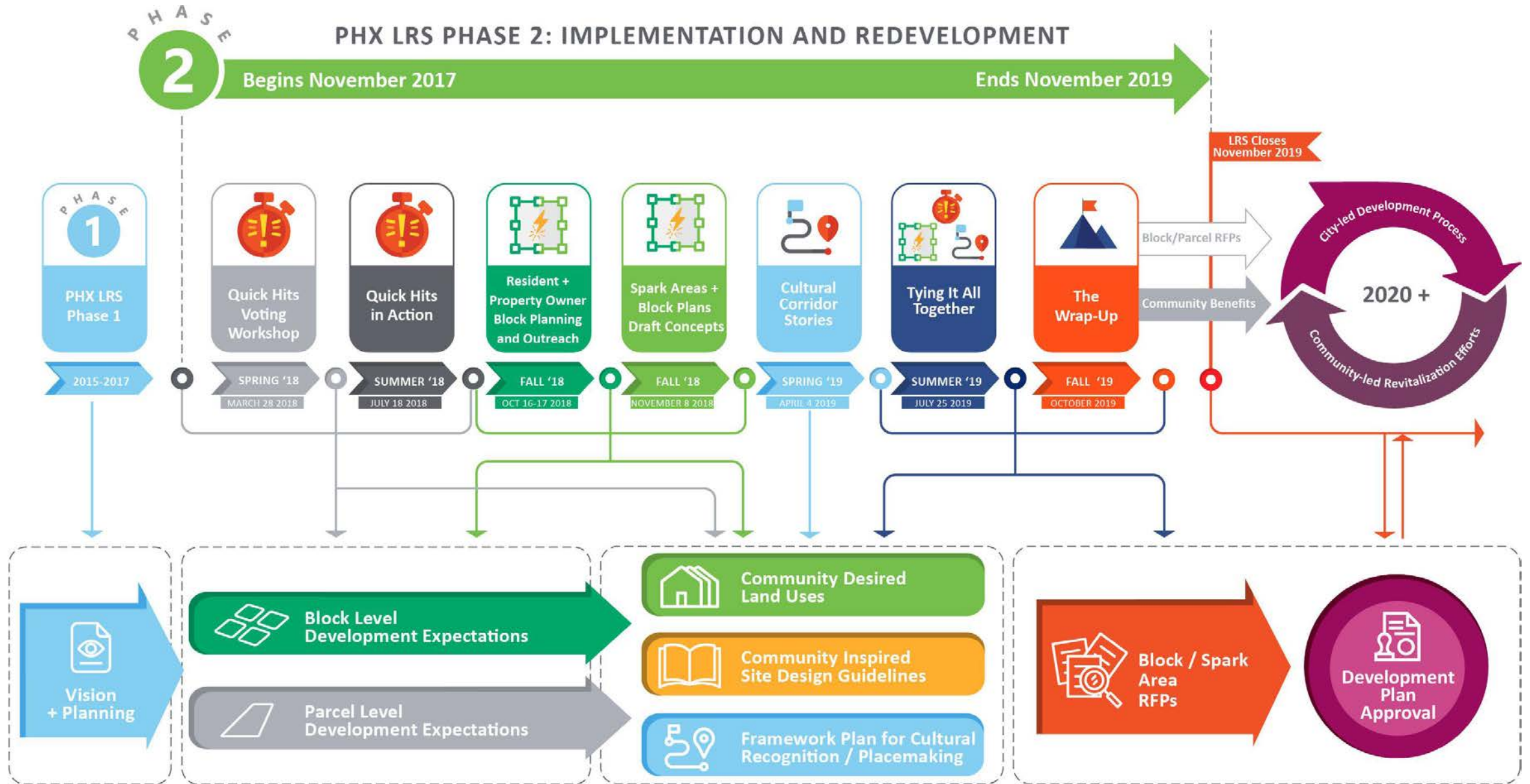
National Case Studies

Local Case Studies

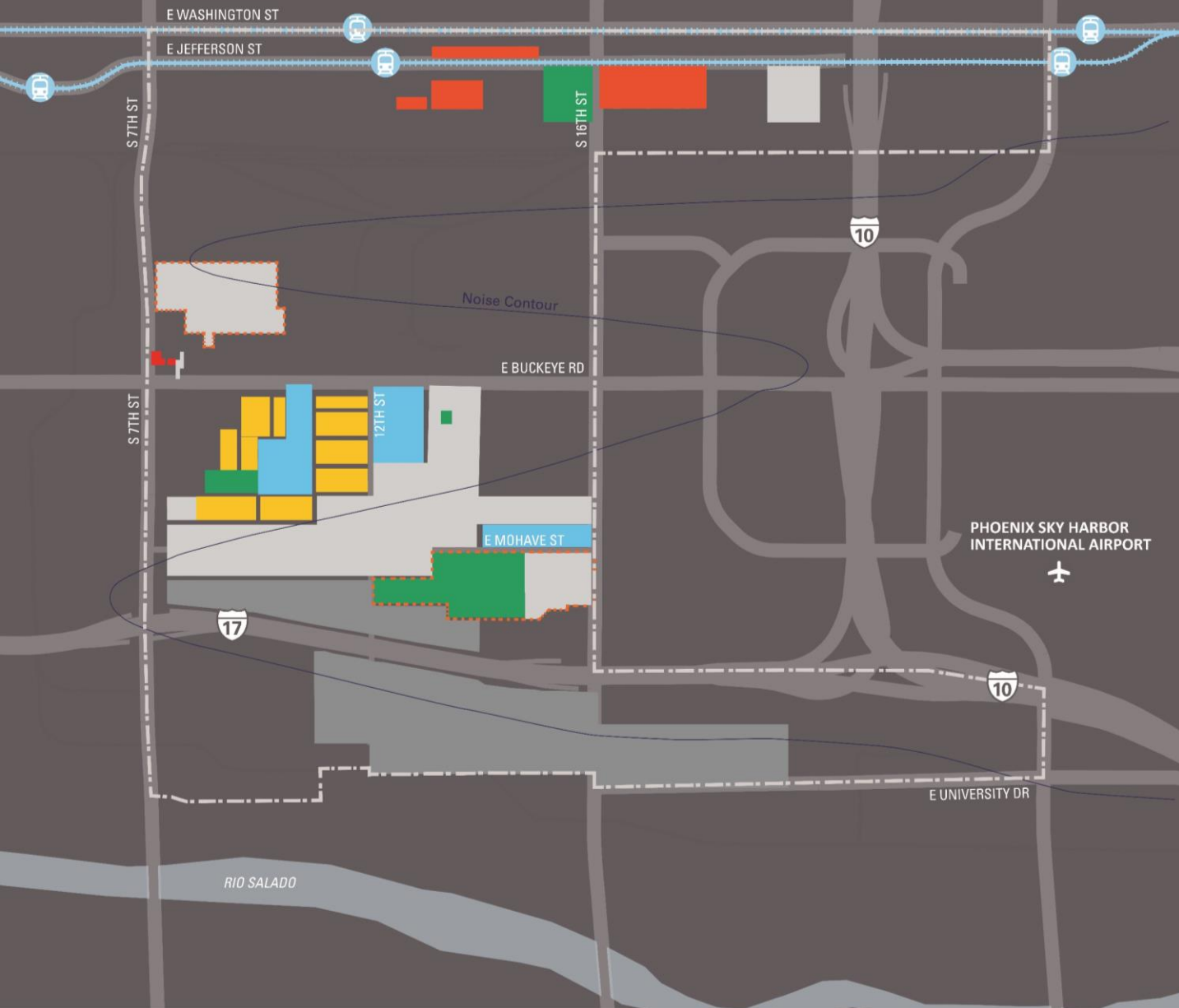
Breakout Exercise

Next Steps: October Community Meeting & November Focus Group

PHX LRS PROCESS & OUTCOMES

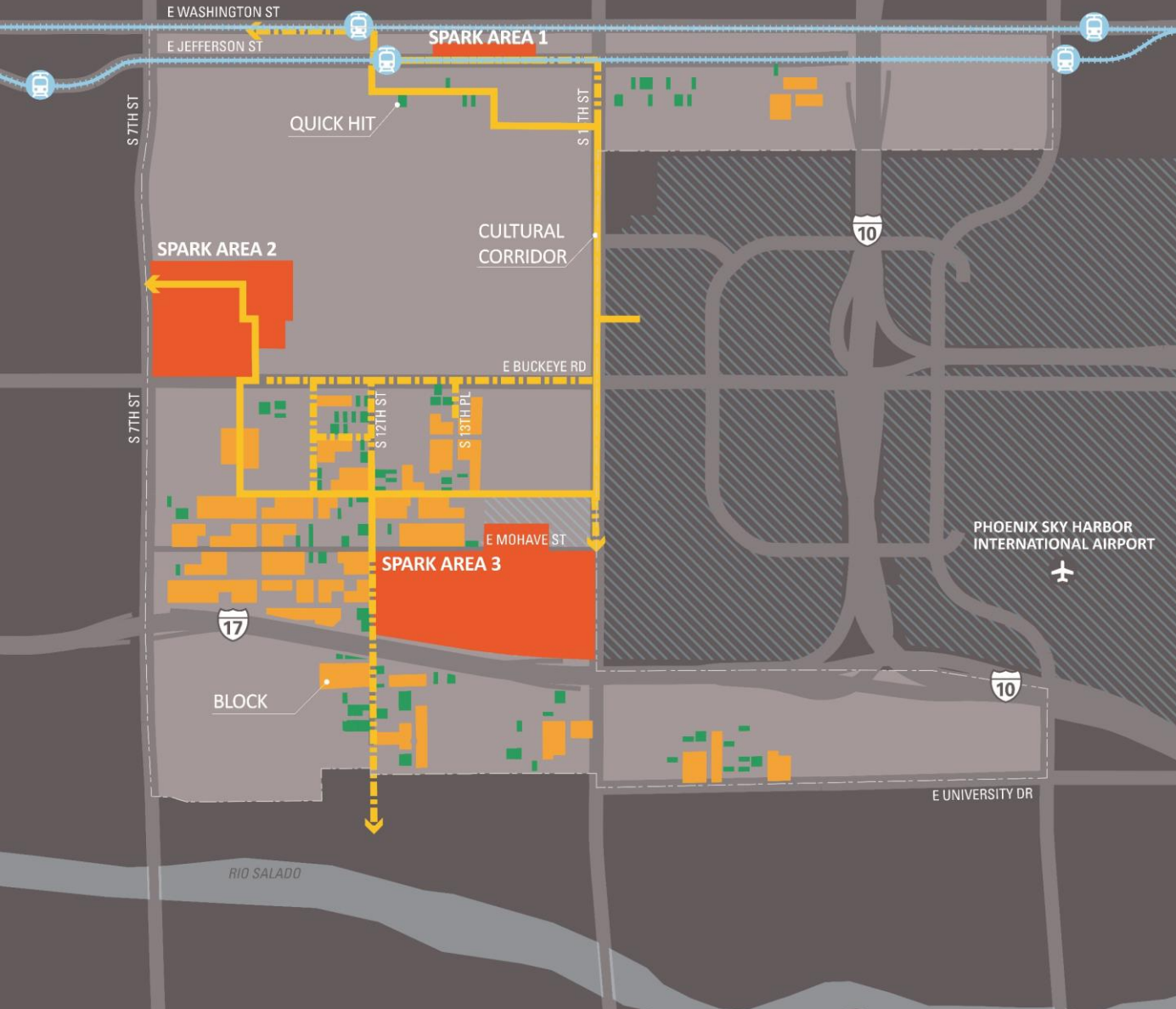


PHASE 1: VISION & LAND REUSE PLAN



- Education/ Institutional
- Industrial
- Park/Recreational
- Mixed-Use
- Small Business/Flex
- Core Village
- Commercial
- Business Park
- Study Area Boundary

PHASE 2: IMPLEMENTATION STRATEGIES



- Spark Area Development (Mid- to Long-Term)
- Block Planning (Mid-Term)
- Quick Hits (Short-Term)
- Cultural Corridor route
- Cultural Corridor potential route expansion

IMPLEMENTATION PHASE DELIVERABLES

PLANNING AREA-WIDE



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

QUICK HITS



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

SPARK AREAS & BLOCK PLANNING



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

CULTURAL CORRIDOR



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

WHAT'S THE ASK OF THE FOCUS GROUP

Focus Group Purpose

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

WHAT WE WANT TO ACCOMPLISH

Meeting Purpose & Key Topics

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



KEY TOPICS

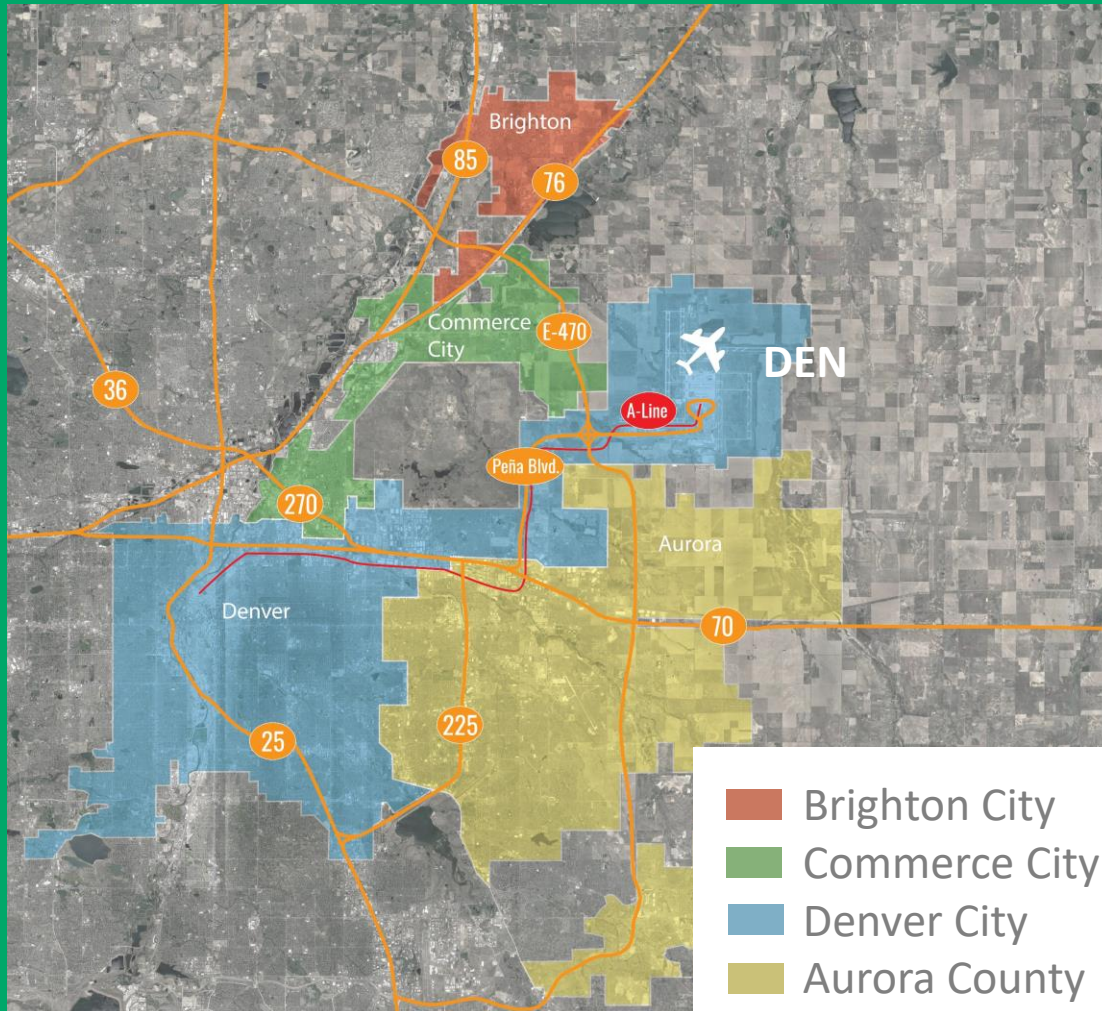
- Review redevelopment **oversight entity examples** from other cities
- **Formation committee**
- Organizational leadership & **membership**
- Organizational **mission** & objectives
- Legal requirements
- Potential **funding sources** (start-up and on-going funding)
- Relationship to City government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

CASE STUDY 1

Aerotropolis Regional Committee (ARC) Denver, CO

AEROTROPOLIS REGIONAL COMMITTEE

Jurisdiction, Key Players & Funding



Proportional Shares



AEROTROPOLIS REGIONAL COMMITTEE

Overview

ARC unifies Metro Denver's jurisdictions under a single entity aiming to accelerate economic growth, employment and improvements.

- **Funded** by contributions from the jurisdictions
- Establish **Complementary Economic Development Framework**
- **Recognize Economic Assets** of each jurisdiction
- **Collaboratively Promote the Colorado Aerotropolis**
- **Develop Integrated Marketing Approach**
- **Showcase regional economic growth** leveraging DEN Airport

AEROTROPOLIS REGIONAL COMMITTEE

Key Outcomes

- Earmarked funds for Branding and Promotion
- Further definition of the Colorado Aerotropolis
- Jurisdictional interests are still evolving these boundaries
- Jurisdictions have protected their economic assets
- Cautious and slow to advance potential new economic initiatives
- Delay in advancing the Colorado Aerotropolis

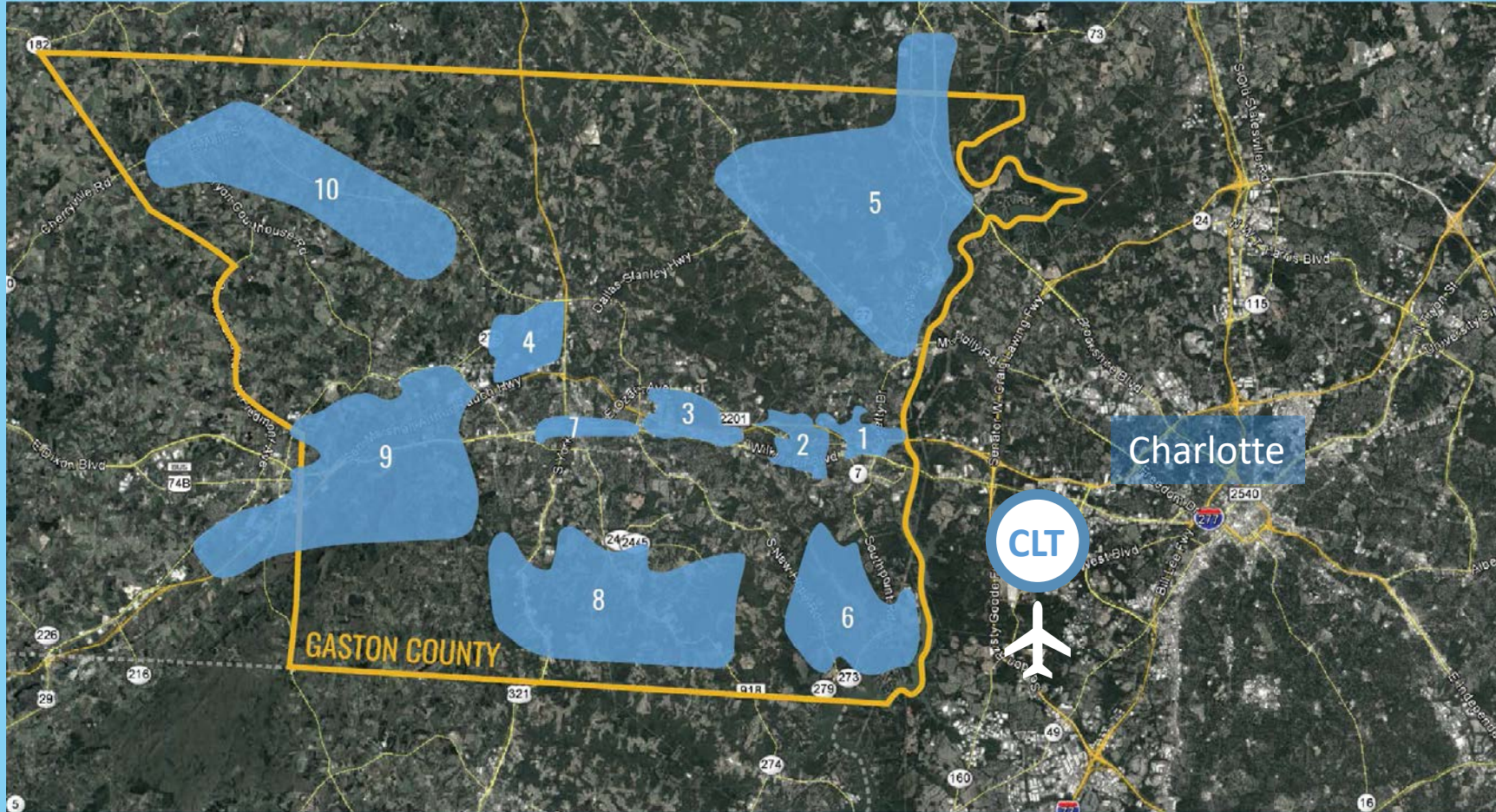
CASE STUDY 2

Greater Gaston Development Corporation (GGDC)

Gaston County, NC

GREATER GASTON DEVELOPMENT CORP. (GGDC)

Jurisdiction



Opportunity Area

1. Belmont/Abbey Properties
2. McAdenville/Lowell/Cramerton
3. Lineberger/CaroMont
4. Gaston College/ Technology Park/Dallas
5. Mount Holly/Stanley
6. Catawba South
7. Central Gastonia
8. South Gastonia
9. Bessemer City/Kings Mtn
10. Northwest Gaston/Cherryville

Overview

Not-for-Profit organization that coordinates Governments, Private Businesses, Agencies and Foundations across Gaston County, NC

- **Funded** by contributions from GGDC Members
- **Drives action** on strategic county-wide initiatives
- **Organizes collaborative** partners and stakeholders in Committees
- **Attracts** investment and **stimulate** economic development
- **Grows** employment base and enhances the Community

GREATER GASTON DEVELOPMENT CORP. (GGDC)



Partners & Collaborators

10 Municipalities

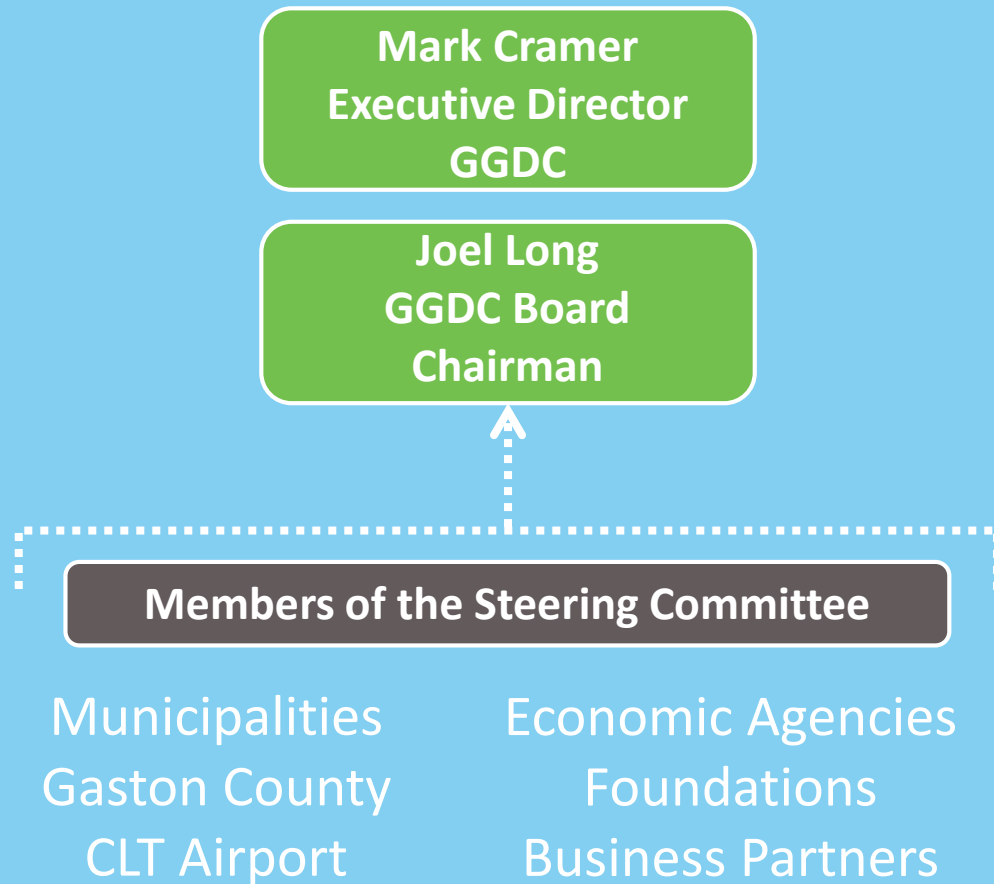


Partners



GREATER GASTON DEVELOPMENT CORP. (GGDC)

Gaston County – CLT Airport Connected Economic Positioning Strategy Steering Committee Structure



- Identifies **Economic Development** opportunities
- Informs planning, mobility and community development
- Promotes community enhancement
- **Received 2018 Region of Excellence Award** from the Centralina Council of Governments for Growing Economy

Key Outcomes

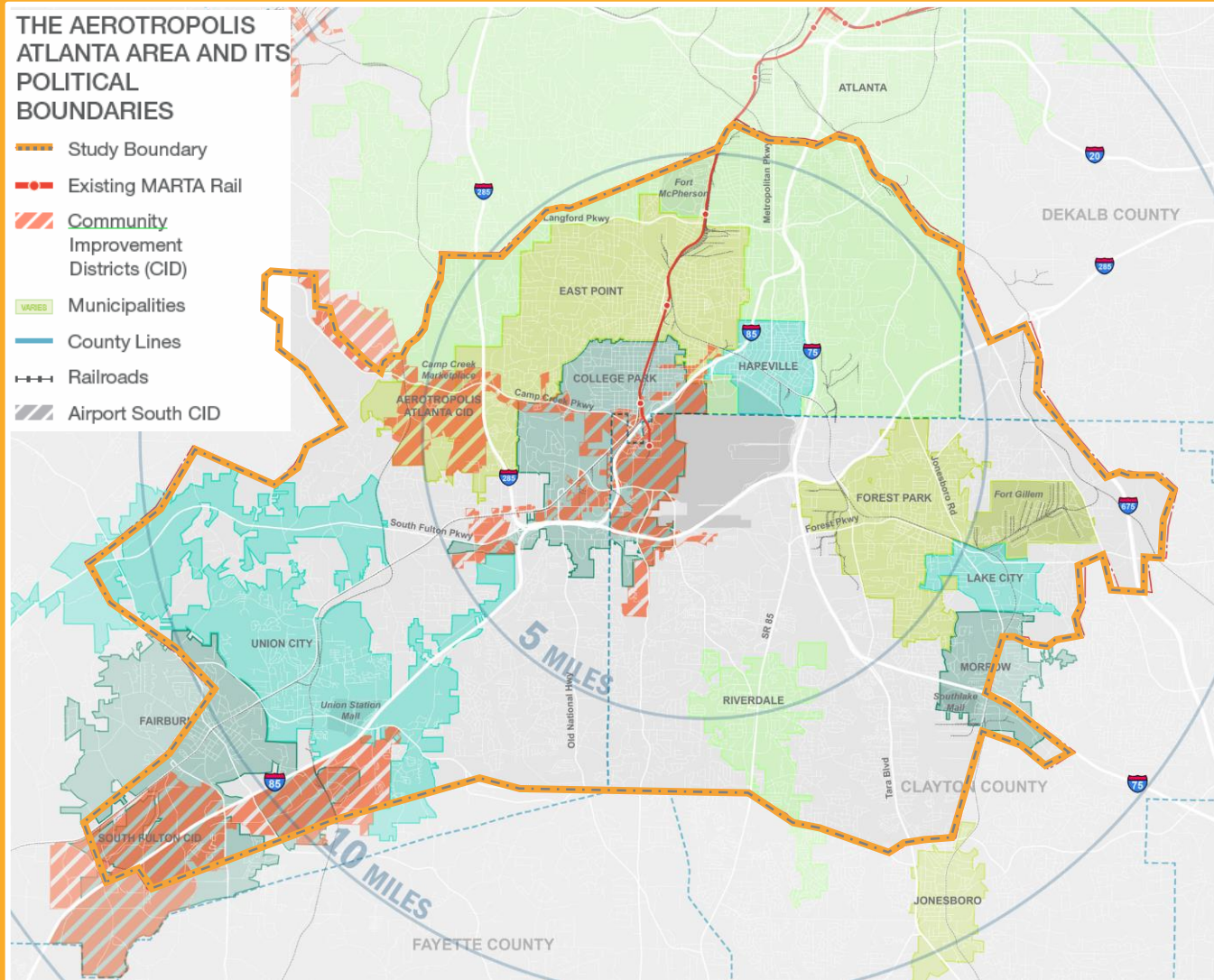
- Raised funds to prepare Gaston County - CLT Airport Connected Economic Positioning Strategy
- Successfully used Steering Committee to advance initiatives
- Defined Economic Development Framework
- Defined economic relationships with CLT Airport
- Galvanized support from all jurisdictions and partners
- Used Strategy to lobby and advance funding and prioritization for major catalytic projects:
 - LRT Mass Transit to Gaston County
 - Two major Catawba River Bridge Crossings

CASE STUDY 3

Aerotropolis Atlanta Alliance Atlanta, GA

AEROTROPOLIS ATLANTA ALLIANCE

Jurisdiction

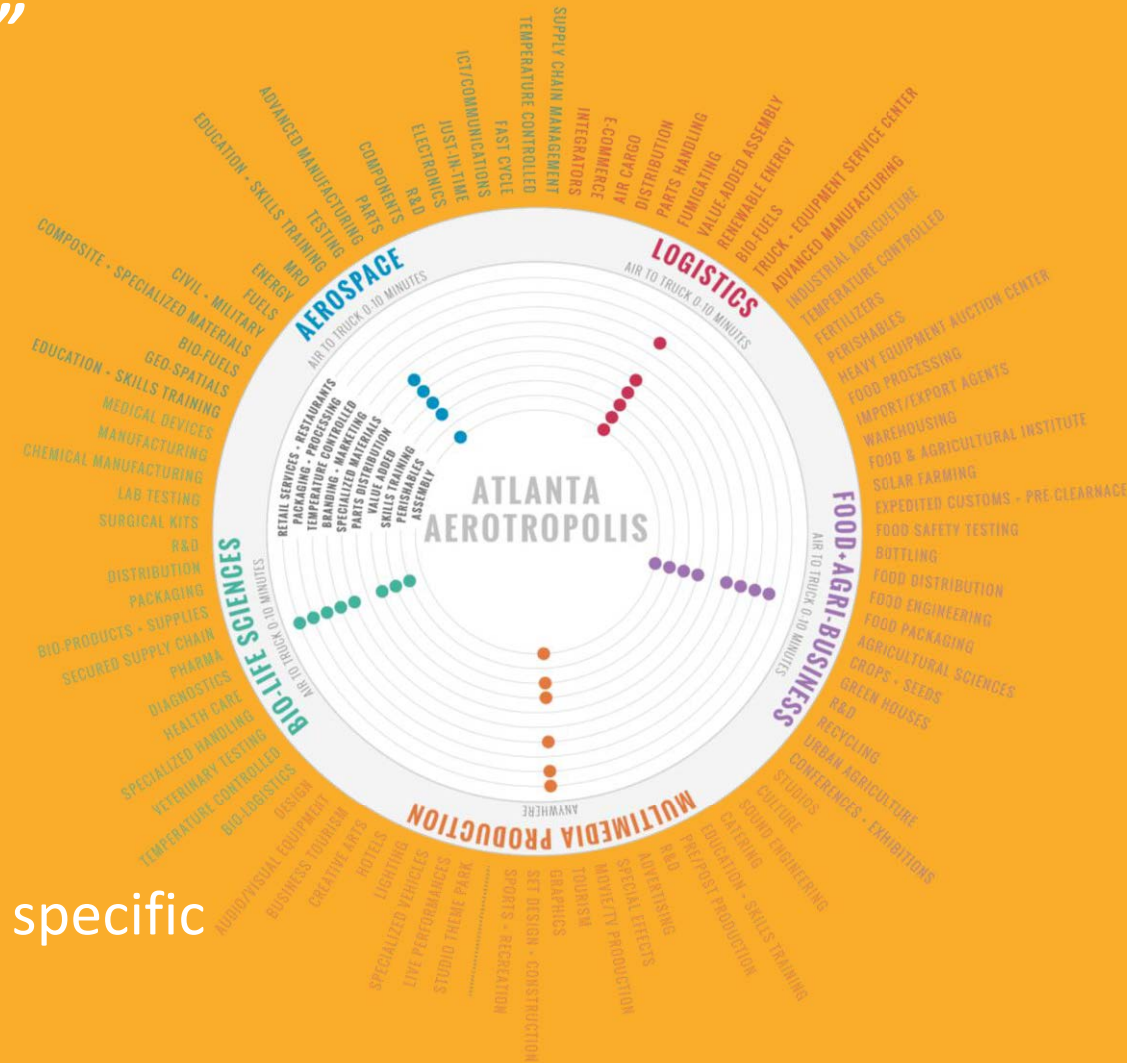


AEROTROPOLIS ATLANTA ALLIANCE

Overview

“VISION for METRO ATLANTA’S SOUTHSIDE”

- Unite Stakeholders
- Community Enhancement
- Evolve joint vision and strategy
- Stimulate investment towards target projects
- Target education/work force skills development
- Preserve character of existing communities
- Leverage proximity to ATL Airport
- Facilitate common marketing of AeroATL area
- Prepare Aerotropolis Atlanta Blueprint targeting specific Economic Sectors around ATL Airport



AEROTROPOLIS ATLANTA ALLIANCE

Key Players & Roles

Regional Planning and Intergovernmental Coordination Agency
39-Member Board of Elected Officials and Citizens



Non-Profit Organization and Coalition of
Business and Community Leaders



Public-Private Partnership Organization
serving 15 square miles around ATL airport

AEROTROPOLIS ATLANTA ALLIANCE

Structure & Funding Mechanisms

Aerotropolis Alliance

26-Member Board:

- Municipalities
- Not-for-Profit Organizations
- Fortune 500 Companies
- Energy Companies
- Healthcare Companies
- ATL Airport
- Airlines
- Financial Institutions
- Media Companies
- Economic Development Agencies

Chairman's Club Investors



Georgia
Power



Founders Circle Investors



AEROTROPOLIS ATLANTA ALLIANCE

Partners & Investors

Spreading the network of Community Champions

Gold Level Investors



Silver Level Investors



Supporting Investors

Aventure Aviation
Boulevard CID
Forest Park Development Partners
Henry County Chamber of Commerce
Nickel Works Consulting
South Fulton CID
South Fulton Parkway Alliance

Partners

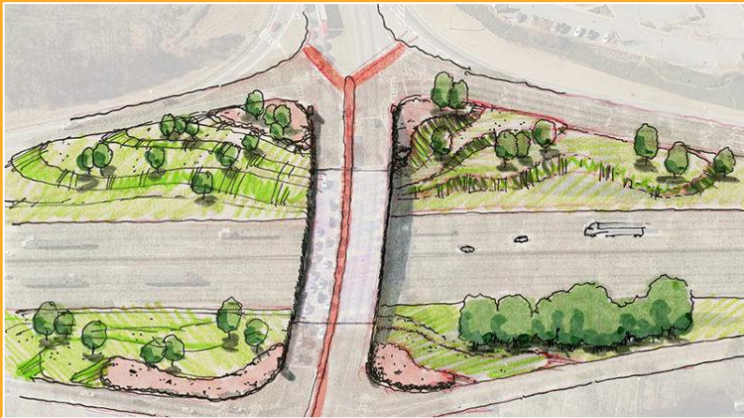
Aero TMA
Aerotropolis Alliance
American Council of Engineering Companies of Georgia
City of Atlanta
Atlanta Airport Chamber of Commerce
Atlanta Regional Commission
Clayton County
Clayton County Development Authority
City of College Park
Council for Quality Growth
City of East Point
Fulton County
Fulton County Development Authority
Georgia Department of Economic Development
Georgia Department of Transportation
Georgia Regional Transportation Authority
Hartsfield – Jackson Atlanta International Airport
MARTA
Metro Atlanta Chamber of Commerce
South Fulton Chamber of Commerce
State Road and Tollway Authority
Women's Transportation Seminar

AEROTROPOLIS ATLANTA ALLIANCE

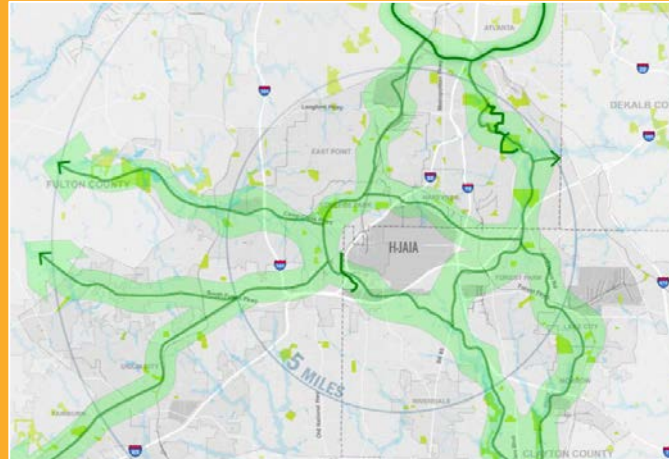
Structure & Funding Mechanisms

Community Improvement District (CIDs)

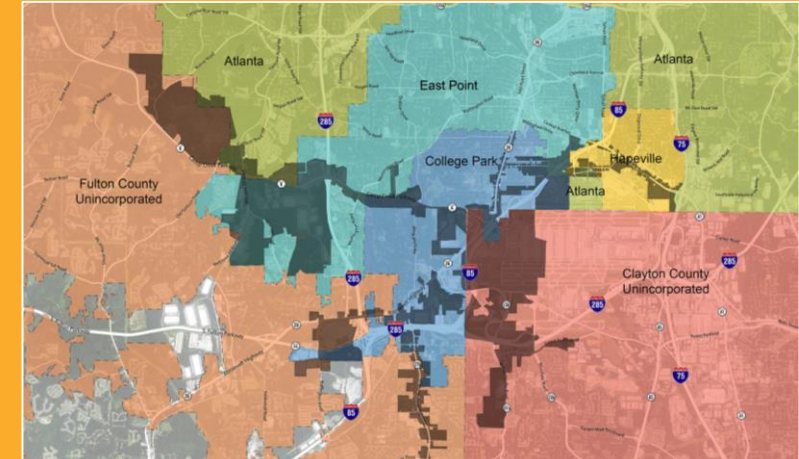
- Involves Community, Property Owners and Businesses
- Catalyst for Community and infrastructure enhancements
- Non-Residential Properties pay a levy to fund initiatives
- Initiatives include beautification, public safety and mobility



**Interchange & Interstate
Beautification**



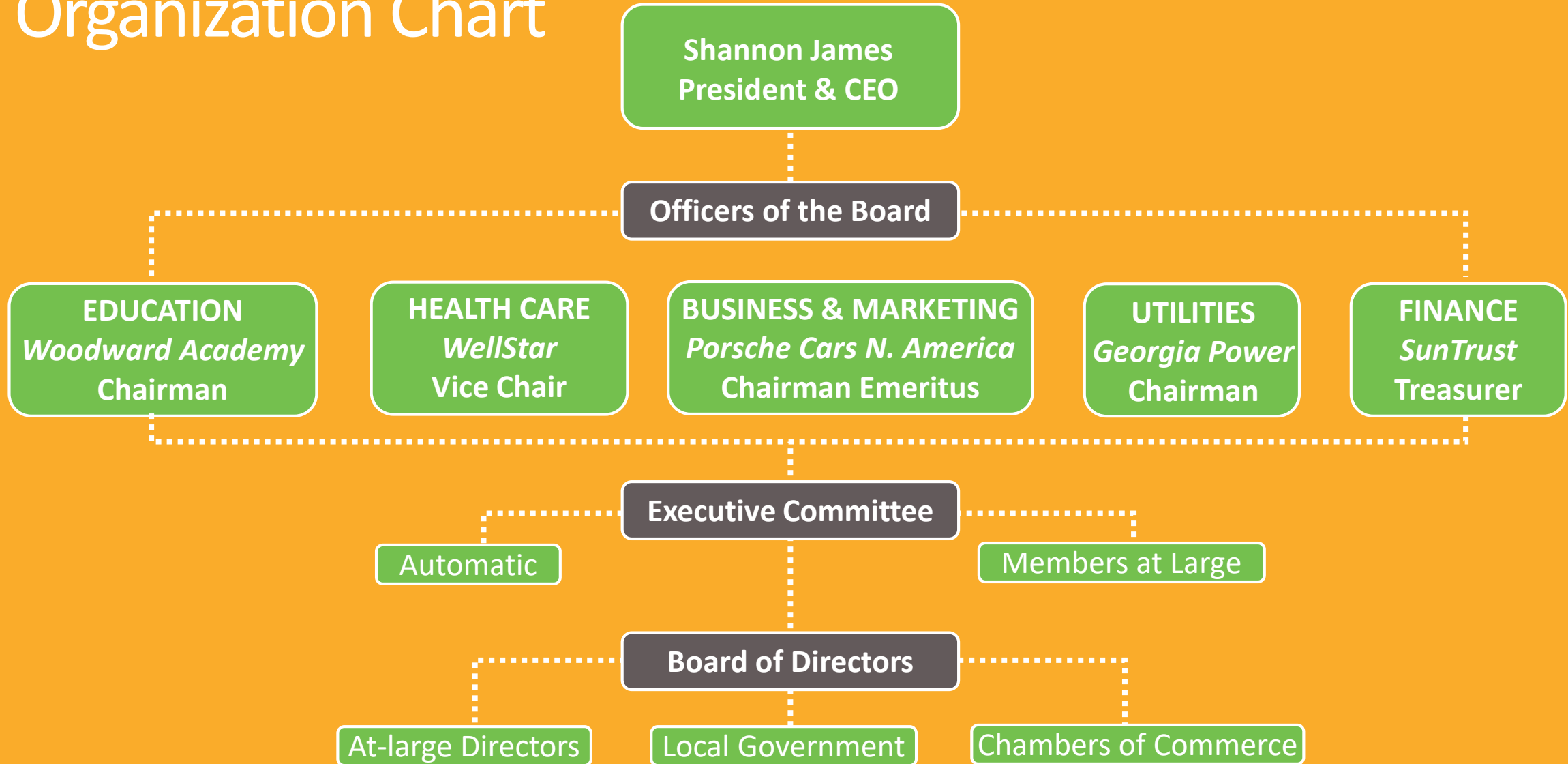
AeroATL Greenway Plan



Comprehensive Master Plan

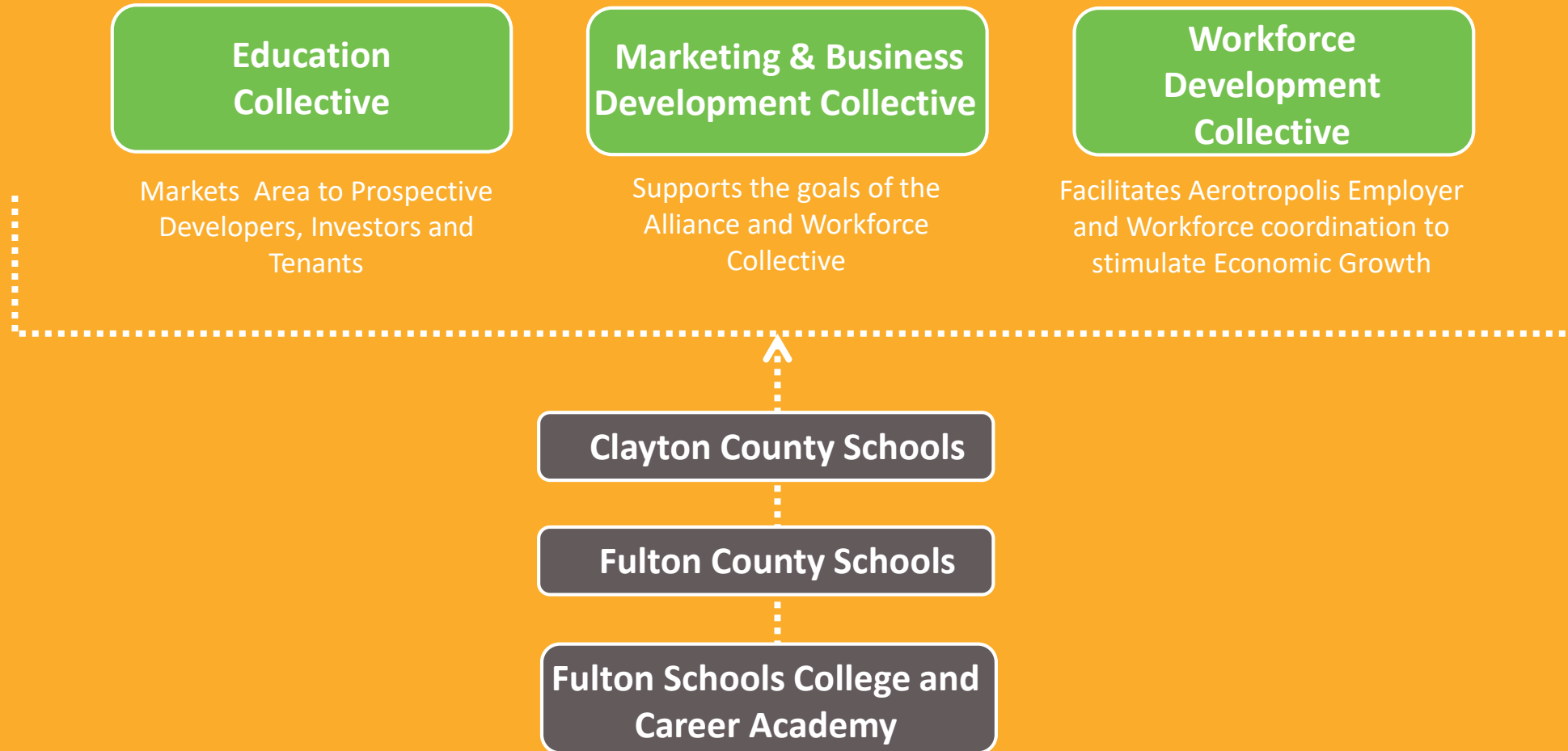
AEROTROPOLIS ATLANTA ALLIANCE

Organization Chart



AEROTROPOLIS ATLANTA ALLIANCE

Collectives*



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

AEROTROPOLIS ATLANTA ALLIANCE

Key Outcomes: Development Projects

Aerotropolis Atlanta Alliance has been instrumental in facilitating several projects



The Pad (TOD)



**Fort McPherson
(Former Army Installation)**



Gateway Center (Multi-Use)



ATL Airport City



Porsche N. American Headquarters

AEROTROPOLIS ATLANTA ALLIANCE

Key Outcomes

- Assembled Public, Private, Airport, Institutional, Economic Agency and Business Leaders into a single organization.
- Leadership includes representatives from the Energy Companies (Georgia Power), Economic Advocates (Invest Atlanta), Financial Institutions (SunTrust) and Major Regional Employers (such as Delta Airlines, Wellstar and Porsche USA).
- Works closely with the Atlanta Regional Commission (ARC) to assist in defining initiatives for investing ARC regional public funds.
- Comprehensive Improvement Districts (CIDs) further raise funds for specific Transportation, Mobility and Community Enhancement Projects.
- Created “Aerotropolis Atlanta” brand and marketing platform.
- Established a committee structure involving “Collectives” to widen the net of involving Community Champions.

Overall Lessons Learned & Implications

For the PHX LRS Organizational Oversight Structure

- **Organizational Oversight Leadership Structure** should involve Champions from the Local Community and City Leadership, as well as from the Private Sector, Financial Institutions, Economic Development Agencies, Universities/Educational Institutes, Foundations, Developers, Business, Airlines and Energy/Utility Companies.
- **City of Phoenix departments** that should be active participants in the organization: Aviation, Community & Economic Development, Neighborhood Services, and Planning & Development.
- Organization funding scenarios should **include “Municipal-Sourced” funds** as well as funds from its Key Stakeholder Partners, Foundations and Members.
- The concept of “Special Assessments on Commercial and Industrial Properties” may be considered to **fund a “Specified” or “Community Improvement Area”**.

Overall Lessons Learned & Implications

For the PHX LRS Organizational Oversight Structure

- **Brand Identity and Marketing Platform** should be created and used to promote the PHX LRS area.
- **Committee Structure** that embraces multiple levels of **Champions and Advocates** of the PHX LRS should be created to broaden involvement and establish Sub-Committees (also known as “Collectives”) to address specific topics such as “Education & Workforce Development”, “Community Enhancements and Cultural Corridor”, and “Marketing and Business Development”.
- **Marketing and implementing catalytic projects** (like the LRS Spark Areas, Quick Hits and Cultural Corridor) should be the top priority of the Organization, in order to establish anchors and demonstrate success around which Community Enhancement and Redevelopment could evolve.

SKY HARBOR COALITION

Overview & Membership

- **Non-profit 501(c)(3) organization**
- **Strives to educate the public about the economic benefits and quality of life advantages Sky Harbor brings to the people of Arizona and is dedicated to supporting the continued development of the airport and the enhancement of its existing operations.**
- **Support the vital services and growth of Sky Harbor, which serves the traveling public and goods.**

Board Membership :

- McCarthy Building Companies
- SSP America
- Paradise-Phoenix
- American Airlines
- Austin Commercial
- Bombardier Transportation Systems
- DWL Architects + Planners
- Gannett Fleming
- HMS Host
- Hunt Construction
- Kiewit
- Lea+Elliot Inc.
- SuperShuttle AZ
- Wilson Electric Services Corp
- Hensel Phelps Construction Co.

SKY HARBOR COALITION

Activities & Events

Activities Include:

- Support the Sky Harbor International Airport
- Outreach and engagement
- Outreach to businesses and leaders
- Sponsorship of neighborhood tool trailers used during neighborhood cleanups
- Support for area organizations
- Activities, events and programs
- E-mail bulletins and alerts
- Relevant research
- Protecting the airport

Events Include:

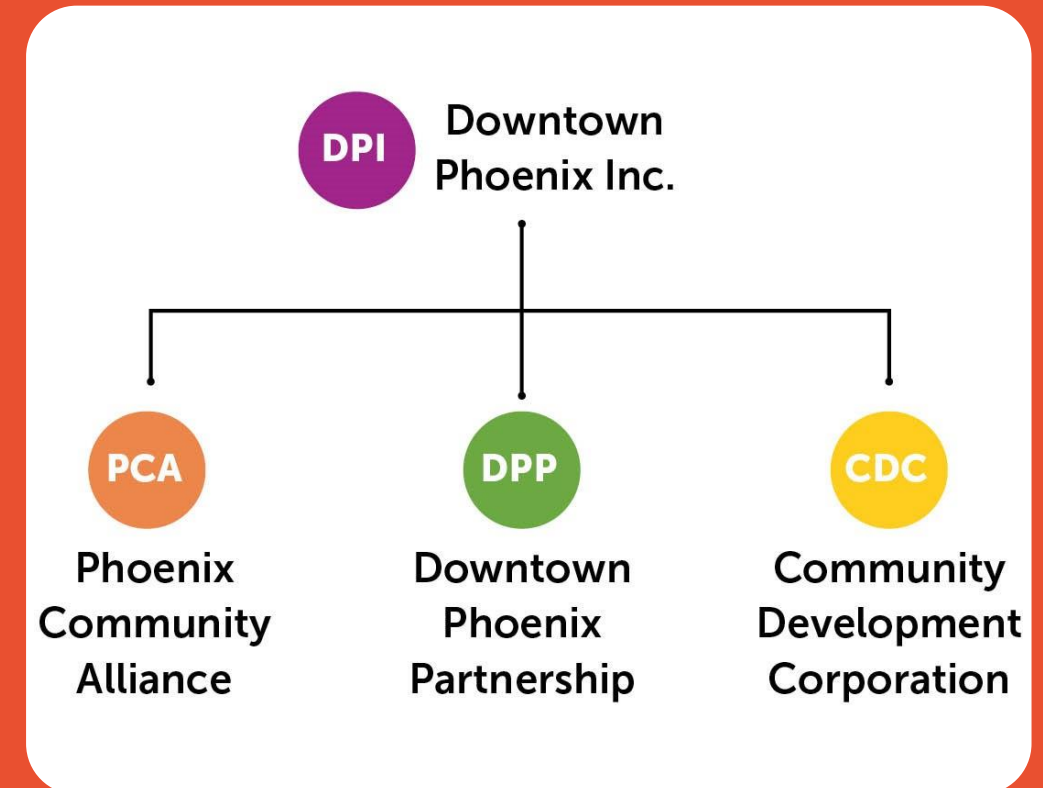
- **Neighborhood Cleanups** –Funds to refurbish and retrofit
- **Annual Golf Tournament and USO-** Proceed Benefits
- **Annual Dinner and New Pathways for Youth-** Thank Contributors
- **Mixers-** Networking
- **Aviation Academy-** Education of airport operations

DOWNTOWN PHOENIX Inc. (DPI)

Overview

- **Established to attract** more businesses, residents and visitors to Downtown Phoenix. **Through collaboration** between businesses, City of Phoenix leadership and community groups
- **Coordinates activities** between the Downtown Phoenix Partnership, Phoenix Community Alliance, and Downtown Phoenix Community Development Corporation
- DPI and its affiliate organizations are **committed to making Phoenix a vibrant urban destination and one of the nation's great cities.**

Symbiotic Relationship Structure



PHOENIX COMMUNITY ALLIANCE (PCA)

Overview

- Provides **engagement** opportunities that **link** key stakeholders, **identify** synergies, **foster** collaboration, and **connect** key decision makers to **resources and potential partners**
- **Finds opportunities** for business leaders to **collaborate with government** and with **other stakeholders** including educational, cultural, research institutions, and emerging industries
- **Work with** City of Phoenix **elected officials and staff** and serves as a **platform for public/private dialogue** on community and economic development issues.



PHOENIX COMMUNITY ALLIANCE (PCA)



Membership, Committees & Influence

Membership :

- Businesses
- Non-profits
- Governments

Committees :

- Arts and Culture & Public Life
- Central City Planning & Development
- Education
- Health and Bioscience
- McDowell Road Revitalization
- Social & Housing Advancement
- Hance Park Fundraising
- Public Affairs

- Phoenix Community Alliance is the **oldest affiliate** in the DPI family and the **driving force** behind the establishment of the BIDs and creation of Downtown Phoenix Partnership (DPP).
- Since the establishment of Downtown Phoenix Inc. (DPI) in 2013, PCA and DPP, along with Downtown Phoenix Community Development Corporation (CDC), now work collaboratively, **sharing and maximizing resources to increase budget flexibility resulting in increased programming.**

DOWNTOWN PHOENIX PARTNERSHIP(DPP)



Overview

- The Partnership was **created under Arizona State Statute 48-575 as an Enhanced Municipal Services District**, commonly referred to as a **Business Improvement District**.
- A 501c(3) nonprofit organization **funded by an assessment on all property owners** within the 90-square-block area of the Downtown Phoenix Business Improvement District.
- There are additional properties outside of this District that receive Partnership services through fee-for-service contracts.
- The partnership exists to strengthen Downtown Phoenix development and to encourage an environment of activity, energy and vitality.

Volunteer Board of Directors :

- Property owners
- Tenants
- Merchants
- Cultural and Nonprofit Organizations
- City and County Management
- Elected Officials.

2019 DPP Budget:

- **\$3.97 million** (property tax assessment)
 - **\$1.00 / \$100** of assessed value
 - Average DPP property tax **+/- 3%** of a property's total tax bill

DOWNTOWN PHOENIX PARTNERSHIP(DPP)



Services & Strategies

Services :

- Security/Hospitality (Downtown Phoenix Ambassadors)
- Streetscape Team and Urban Design
- Transportation and Parking Coordination
- Marketing/Advertising
- Branding
- Public Relations
- Event Facilitation
- Economic Development
- Community Development
- Public Policy Facilitation

Strategies :

- **Build a people-focused environment** through enhanced streetscape, public art and a strong bike culture.
- **Promote density** of employment and residency to increase return on investment for all stakeholders.
- **Attract more people** to downtown through event support and promotion.
- **Support** venues, retail, existing businesses, hotels and the Phoenix Convention Center with proactive hospitality and marketing/outreach effort.

FOCUS GROUP DISCUSSIONS

Thoughts about an Oversight Entity...

- What elements could be applicable to implementation of the LRS?
- Should this **Oversight Entity** fold into an existing organization or is it a new organization?

How might we...

- Identify key players and their roles?
- What is the role of the community?
- Identify public and private funding sources?

What does an Organizational Structure look like for this Oversight Entity?



- Work with your group to create an organization structure
- Prepare to share your structure with the group

GROUP REPORT

NEXT STEPS: FOCUS GROUP

EARLY NOVEMBER FOCUS GROUP MEETING PURPOSE

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



KEY TOPICS

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

POTENTIAL PARTICIPANTS

- Participants from September Focus Group
- Other key stakeholders identified by September group that will contribute to and advance the discussion, planning, and decision making

THANK YOU
FOR YOUR
PARTICIPATION!