

# **Mayor and City Council Objective:**

## **Get the McDowell Corridor Back on Track!**

October 8, 2013

*Planning, Neighborhoods and Transportation & Economic Development*

Get the McDowell Corridor Back on Track

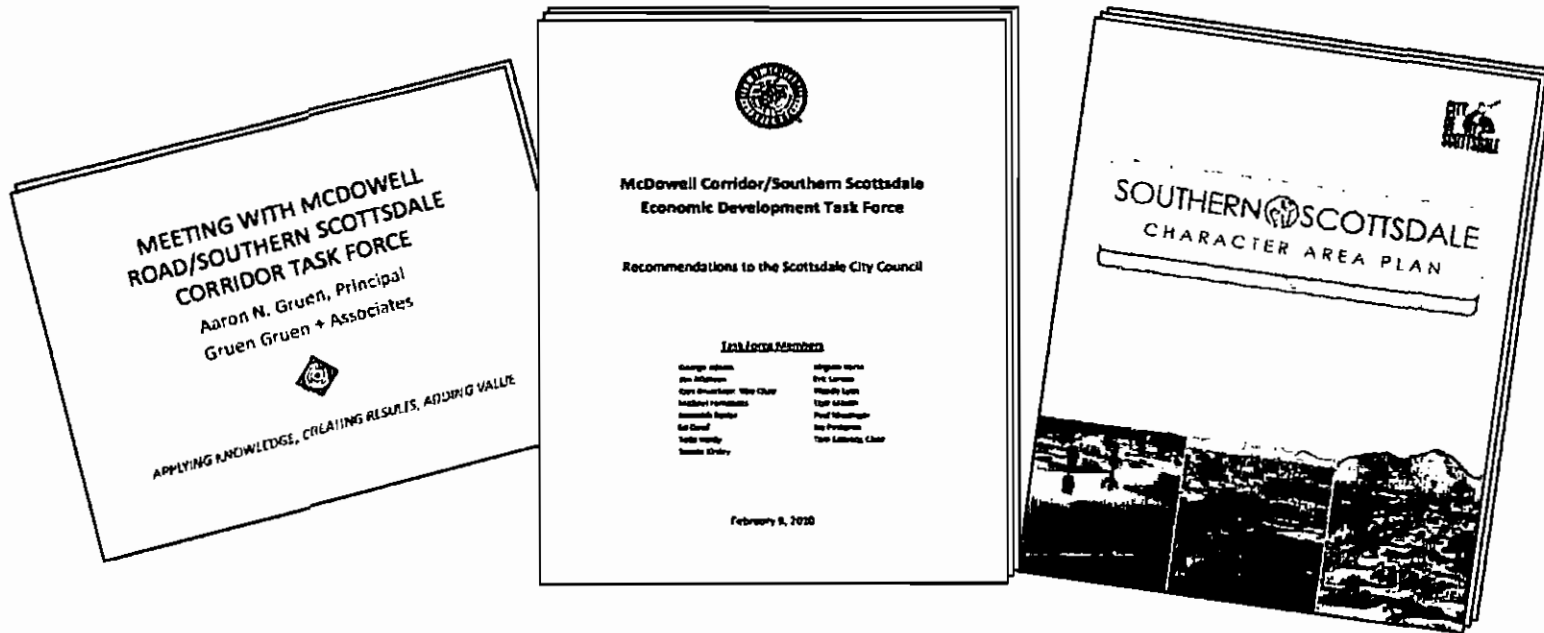
**Purpose of Critical Objective:**

**Develop, Prioritize and Implement  
Actions that Promote the Revitalization  
of the McDowell Road Corridor and  
Actions that Support Revitalization of  
Southern Scottsdale in General**

Get the McDowell Corridor Back on Track

# Building on Prior Studies/Plans

- Southern Scottsdale Character Area Plan - 2010
- McDowell Road Task Force - 2010



## **Get the McDowell Corridor Back on Track**

***“The area has experienced significant changes over the years with the closing of Los Arcos Mall and the relocation of several longstanding automobile dealerships. As a result, the area has experienced significant reduction in sales tax, property vacancies and reduced neighborhood services.”***

*Final Report, McDowell Corridor/Southern Scottsdale Economic Development Task Force*

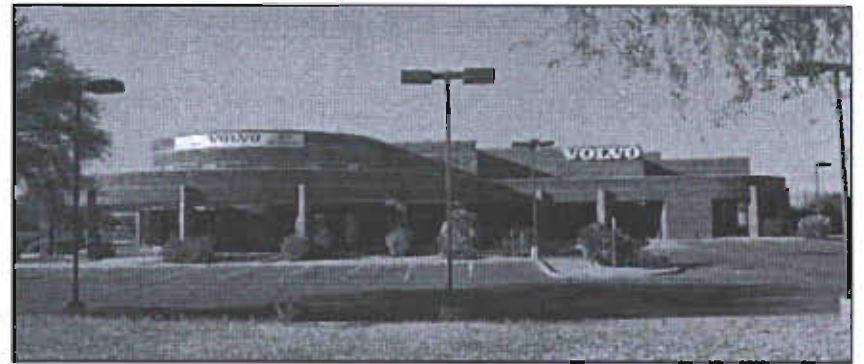
**Get the McDowell Corridor Back on Track**

**Taxable Sales, Tax Revenue  
McDowell Road Businesses (2001-2008)**

	<u>2001</u>	<u>2008</u>	<u>Change</u>
Total Taxable Sales	\$697,324,655	\$404,842,744	- \$292,482,911
Total Tax Collected	\$9,755,501	\$6,652,111	- \$3,103,390

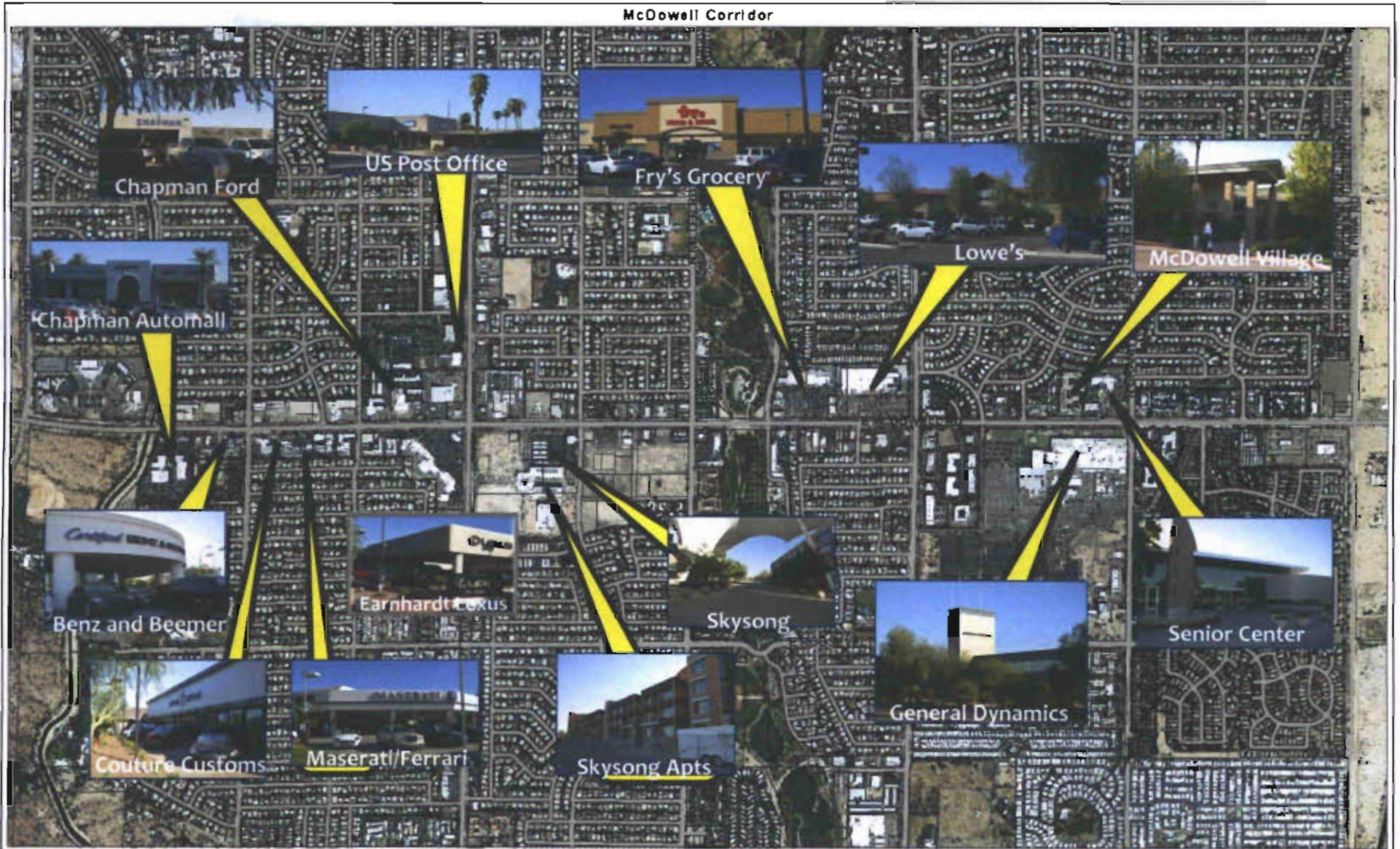
# What Draws Our Attention Along McDowell Road

## Vacant Dealerships, Empty Buildings and For Lease Signs





# Reinvestment Along the McDowell Corridor



Get the McDowell Corridor Back on Track

## Public Reinvestment in Southern Scottsdale:

### Capital Projects Completed or Underway South of Downtown Since 2003

<b>Community Facilities:</b>	<b>\$ 69.15 Million</b>
<b>Utilities and Infrastructure:</b>	<b>\$ 72 Million</b>
<b>Completed Pedestrian / Multi use:</b>	<b>\$ 11.97 Million</b>
<b>Streetscape: Includes new, wider sidewalks, bicycle lanes, street furniture, bus shelters, landscaping and public art.</b>	<b>\$ 50.9 Million</b>
<b>Transit (Ongoing) :</b>	<b>\$ 4.5 Million</b>
<b>Neighborhood Traffic Management Program (NTMP):</b>	<b>\$ 1.66 Million</b>
<b>Planned Projects in the Pipeline:</b>	<b>\$ 26.98 Million</b>
<hr/>	
<b>Total Public Investment in South Scottsdale - 2003 to Present</b>	<b>\$ 237,160,000</b>



## Get the McDowell Corridor Back on Track

### McDowell Corridor Realities

- Located between other economic areas which inhibit retail growth (Tempe Marketplace, Fashion Square, Riverview)
- Significant population nearby, but difficulty getting interest from highly desirable businesses
- Cache of Scottsdale, yet there is an “image issue” with the Corridor
- Many parcels are small and shallow, presenting challenges to redevelopment abutting residential neighborhoods
- Options include allow Corridor to evolve or take a more active role in revitalization

## Opportunities

- 5,000 – 8,000 new State Farm employees will need housing
- Young families are moving into the Corridor, and reinvesting in established neighborhoods
- Home values are rising, and business projections improving
- McDowell Corridor poised to become desirable neighborhoods and unique commercial, employment and mixed use development
- The challenge: how do we create an environment into which that type of reinvestment and revitalization can be recruited, and within which it will flourish?

**Get the McDowell Corridor Back on Track**

## **STRATEGY #1**

**Define The McDowell Road Corridor  
Boundaries And Get Direction On The  
Appropriate Tools To Consider In  
Revitalizing The Area**

## Get the McDowell Corridor Back on Track

**Action 1.1** - Broaden the focus of the “McDowell Corridor” to include Scottsdale south of Indian School, exclusive of the Downtown area

- Scope of the McDowell Corridor Economic Development Task Force was south of Osborn
- Indian School Road provides a logical “edge”, particularly for neighborhood planning
  - “Square Mile” neighborhood already underway
- Acknowledges the holistic relationship between the surrounding neighborhoods to the commercial corridors

## Get the McDowell Corridor Back on Track

### **Action 1.2** - Identify the Tools that Are Available for Use in Stimulating Revitalization

- Public Infrastructure Development Agreements
- Redevelopment District
- Government Property Lease Excise Tax – ‘GPLET’
- Other District Designations
- Land Assembly for Redevelopment
- Foreign Trade Zones
- Tax Increment Financing



Get the McDowell Corridor Back on Track

## Public Infrastructure Development Agreement

- Development agreements are executed to reimburse a developer for completion of Public Infrastructure
- Most often used in shopping centers and new development in Arizona

## Redevelopment District

- An area designated by the Mayor & Council as being in need of **revitalization**
- Process and Plan components outlined in State Statute
- A Plan must be adopted and updated every 10 years, but with the Plan the District then has additional tools at its disposal:
  - Use of GPLET
  - CDBG discretionary funds

## **Government Property Lease Excise Tax – 'GPLET'**

- GPLET is a tool used that can permit the full abatement of property taxes for up to 8 years, if:
  - Within a designated Redevelopment District
  - Also within a community's Single Central Business District
  - Requires local Council approval
  - ARS §42-6201 through 6210

**Get the McDowell Corridor Back on Track**

## **Other District Designations**

- Infill Incentive District
- Community Facilities District
- Enhanced Municipal Services District
- Revitalization District

**Get the McDowell Corridor Back on Track**

## **Land Assembly for Redevelopment**

- Eminent domain is allowed (by State law) only for
  - Public uses such as infrastructure, whether in a redevelopment district or not
  - The City cannot utilize eminent domain to acquire properties to construct private developments such as retail



## **Foreign Trade Zones**

- Arizona offers a 75% reduction in real and personal property taxes for activated FTZs
- The City of Phoenix can sponsor a new FTZ application for sites within 60 miles of the Phoenix Port of Entry (Sky Harbor)
- Duties paid when goods enter U.S. Customs territory. A company can determine when duties will be paid by choosing the amount of product to import and export
- Examples of user specific sites: Intel, Orbital Sciences, Conair

## Tax Increment Financing

- Financing mechanism for redevelopment, infrastructure and other projects
- Freezes tax rates on a property, and utilizes future projected revenue increases (increments) to finance debt
- *One snag – Arizona is the only state in the Union that does not allow some form of TIF*

**Get the McDowell Corridor Back on Track**

Examples of high profile projects in Arizona, and  
the tools utilized

# **PROJECT EXAMPLES**

Get the McDowell Corridor Back on Track

## Ebay/PayPal - Chandler

- Infrastructure support from the City of Chandler
- Expedited permit review and fee reimbursements
- Job training funds to Ebay at per employee rate not to exceed \$4.9M
- Required to create 1,000 full time jobs or more
- “Clawback” penalties



Get the McDowell Corridor Back on Track

## State Farm - Tempe

- 2007 agreement with ASU
- ASU agreement with Marina Heights Development
- Allows for property tax abatement, as well as public ROW for municipal transit
- Required to provide 1,000 new jobs





Get the McDowell Corridor Back on Track

## Cabela's - Glendale

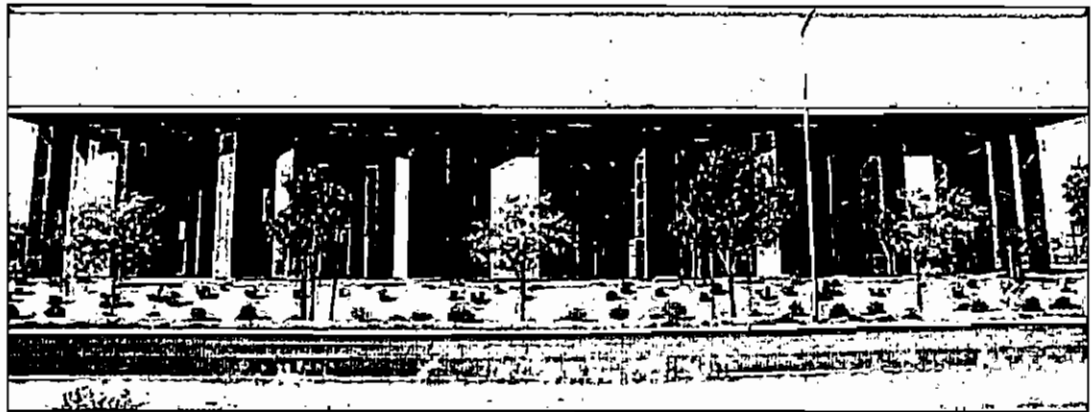
- Government Property Excise Tax Lease utilized
- 375 retail jobs, significant retail sales tax impact
- Expedited reviews from City
- Radius restriction



Get the McDowell Corridor Back on Track

## Rioglass Solar

- Construction of 129,450 sq ft, \$50M land investment for site by company
- Public infrastructure reimbursement and building permit fee waivers of approximately \$1.2M
- 100 employees at full capacity



Get the McDowell Corridor Back on Track

## Cancer Treatment Centers of America - Goodyear

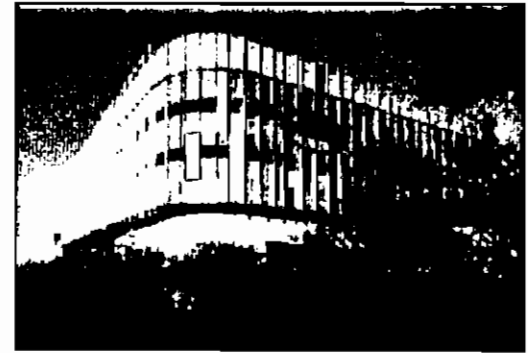
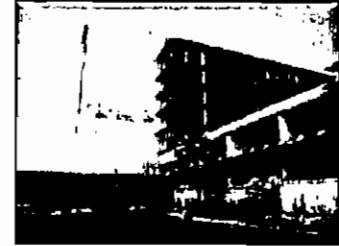
- Utilized Government Property Lease Excise Tax mechanism to reduce operational costs
- High average salary (\$50k or more) for over 400 jobs over 5 years



Get the McDowell Corridor Back on Track

## City of Scottsdale Examples

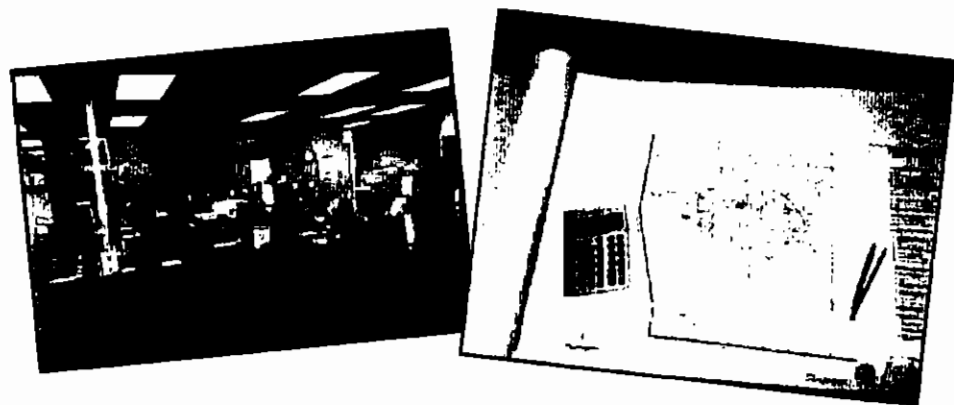
- Mayo Clinic
  - 21:1 return, 2003
- Scottsdale Waterfront
  - 1.6:1 return - 2003
- Dial Corporation Headquarters
  - 1.6:1 return, 2007
- Fashion Square Mall
  - 4:1 return – 1990 and 1996
- Valley Ho Hotel
  - 5:1 return, 2003



## Get the McDowell Corridor Back on Track

### **Action 1.3** - Evaluate Changes to the City's Ordinances, Policies and Practices that Would Stimulate Revitalization

- Modification to zoning ordinances, potentially including:
  - Floor Area, parking, lot coverage, etc.
- Incentives for land assemblage
- Facade Improvement Program
- Expedited processing
- Fee reductions



## Get the McDowell Corridor Back on Track

### **Action 1.4** - Create an Adaptive Reuse Policy or Ordinance that Would Encourage the Reuse and Modification of Existing Buildings

- Some older buildings can't be significantly remodeled since they don't meet current building codes
- Alternative to “blade and build” redevelopment
- Quicker way to re-use properties and less costly

**Get the McDowell Corridor Back on Track**

## **STRATEGY #2**

**Update The Economic Analysis For The Area And Reach Out To Key Stakeholders To Understand Current Market Conditions And To Focus Marketing Efforts**

## Get the McDowell Corridor Back on Track

### **Action 2.1 – Conduct Focus Groups to Identify Appropriate Actions to Influence Revitalization**

- Dialogue has been initiated with private sector Finance and Development professionals
  - Insights on how and why locations are chosen by investors and how investment can be recruited
  - Open spaces at both ends of McDowell hinders retail, which requires 360-degree market areas
  - Current demographics do not support many desirable commercial uses
  - Streetscape and beautification improvements are essential



## Get the McDowell Corridor Back on Track

### **Action 2.1 – Conduct Focus Groups to Identify Appropriate Actions to Influence Revitalization (con't)**

- Meetings being scheduled to solicit input from property owners and residents
- Utilize Urban Land Institute AZTAP program to provide expertise and a forum for outreach
- Need City commitment to cooperate, not necessarily substantial capital funding

## Get the McDowell Corridor Back on Track

### **Action 2.2** - Create Economic Database to Measure Current/Projected Market Conditions, Demographics, Trade Area Impacts, Land Values, and Other Factors Influencing Revitalization in the Area

- Most recent economic analysis was performed in 2009
- Updated economic data is invaluable for approaching and recruiting highly desirable projects
- Measures progress toward revitalization success
- Partner with ASU School of Business, others

## Get the McDowell Corridor Back on Track

### **Action 2.3** - Utilize Data to Create a Focused Business Recruitment, Retention and Expansion Program for the Area

- Track business investment and reinvestment in the Corridor
- Attract investment that promotes the vision for the Corridor
- Establish performance measures, monitoring



## Get the McDowell Corridor Back on Track

### **Action 2.4** - Focus on Recruitment of High-Value Projects to the Corridor

- Ideally a technology, innovation, education use
- Establish momentum and spin off additional revitalization
- Identify properties that could best accommodate a high-profile project (property size, location, access, buffers infrastructure, etc.)
- Identify high-quality and proven developers looking for a legacy project
- Projects that could be “game changers”

**Get the McDowell Corridor Back on Track**

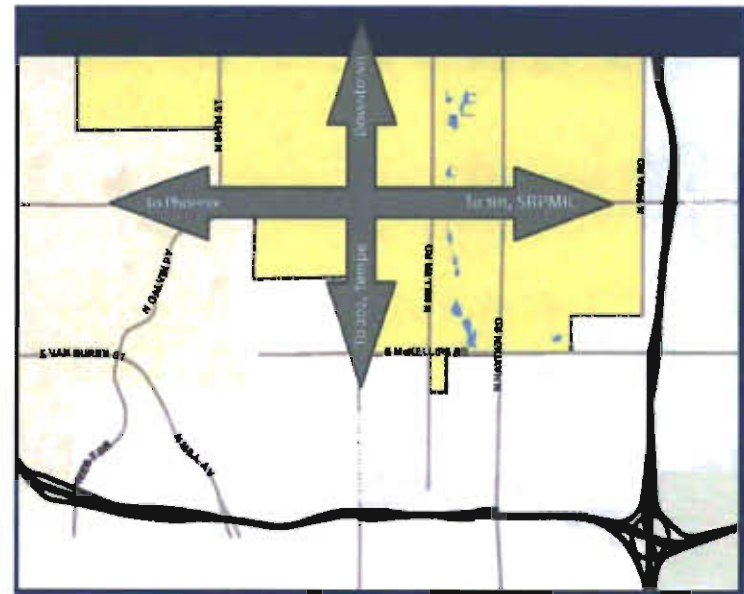
## **STRATEGY #3**

**Establish A “Brand” Or Identity For The  
Corridor**

## Get the McDowell Corridor Back on Track

### **Action 3.1** - Explore Creating a Single Theme or Series of Supportive Themes and Target Projects that Promote Them

- Scottsdale Gateway
- Papago Park/Zoo/Botanical Garden/Indian Bend Wash
- Location – Close to Everything
- Education/ASU/Skysong
- Innovation
- Technology
- Tourism



## Get the McDowell Corridor Back on Track

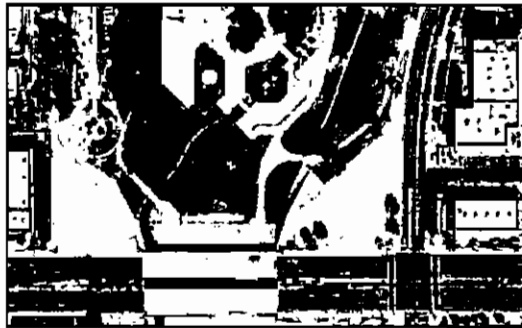
### **Action 3.1** - Explore Creating a Single Theme or Series of Supportive Themes and Target Projects that Promote Them (con't)

- Encourage partnerships with private entities, including the Gateway Alliance, to market and promote the McDowell Corridor
- Celebrate positive changes in the Corridor
- Overcome negative perceptions

## Get the McDowell Corridor Back on Track

### **Action 3.2** - Evaluate the Costs and Benefits of Public Improvements that Would Make Corridor More Conducive to Revitalization

- Landscaping, Lighting, Streetscape improvements
- Pedestrian Connections and Amenities
- Banners, Themed Signage, Monuments
- Capitalize on Connections to Canal, Indian Bend Wash
  - Opportunity at McDowell Road bridge at IBW





**Get the McDowell Corridor Back on Track**

## **STRATEGY #4**

**Improve Linkages To Nearby Amenities  
And Adjacent Communities**

## **Get the McDowell Corridor Back on Track**

### **Action 4.1 - Improve Transit service along McDowell Road**

- Increase the frequency of service on Route 17

### **Action 4.2 - Extend Route 56 from the Washington Station north to McDowell Road and east to Granite Reef**

- Offers an alternative to those commuting from Southern Scottsdale to downtown Phoenix, Chandler

### **Action 4.3 - Make Trolley frequency consistent with the frequency of light rail (12 minute) in Phoenix**

- Allows commuters to make changes in modes of transportation more efficiently

## Get the McDowell Corridor Back on Track

**Action 4.4** - Work collaboratively with other major interests in the area to ensure that linkages are improved, including Tempe, SRPMIC, School Districts, Papago Park amenities, City of Phoenix

**Action 4.5** - Create continuous connections for pedestrian and bicycle movement between the Arizona Canal and the Indian Bend Wash

- Explore options to improve pedestrian and bike access
- Today's youth (tomorrow's leaders) utilize transportation alternatives

**Get the McDowell Corridor Back on Track**

## **STRATEGY #5**

**Work With Area Residents To Strengthen  
Neighborhoods In And Around The  
Corridor**

## Get the McDowell Corridor Back on Track

**Action 5.1** - Create a program to provide information and ideas to homeowners about remodeling and renovation that can be achieved with the housing stock in the area

- Design assistance for residents seeking to modernize the mid-century ranch style homes in the Corridor
- Provide architectural ideas on converting space while maintaining the character of the neighborhood
- Support programs like “Operation Fix-It” that provide assistance for home repairs and maintenance

## Get the McDowell Corridor Back on Track

**Action 5.2** - Support neighborhood efforts to enhance identity, pride and reinvestment, ultimately making Scottsdale Gateway an array of “destination” neighborhoods with name recognition, such as Encanto Park and Arcadia

- Facilitation for neighborhood meetings
- Idea Book of potential improvements with examples
- Seek partnership with ASU Design School, AIA or others to provide design assistance to address the unique needs of specific neighborhoods

## Potential Next Steps

- Evaluate Ordinances, Processes
- Engage in dialogue with Tempe regarding development through both communities along Scottsdale Road
- Develop program to provide design resources and technical resources to area neighborhoods
- Continue and expand focus group activities
- Utilize ULI/AzTAP resources
- Market the asset that is the Scottsdale Gateway

**Get the McDowell Corridor Back on Track**

## **RECAP OF STRATEGIES**

1. Define The McDowell Road Corridor Boundaries and Get Direction On The Appropriate Tools To Consider In Revitalizing The Area
2. Update The Economic Analysis For The Area And Reach Out To Key Stakeholders To Understand Current Market Conditions And To Focus Marketing Efforts
3. Establish A “Brand” Or Identity For The Corridor
4. Improve Linkages To Nearby Amenities And Adjacent Communities
5. Work With Area Residents To Strengthen Neighborhoods In And Around The Corridor



Item 1

**Mayor and City Council Objective:  
Get the McDowell Corridor Back on Track!**

October 8, 2013

*Planning, Neighborhoods and Transportation & Economic Development*

Get the McDowell Corridor Back on Track

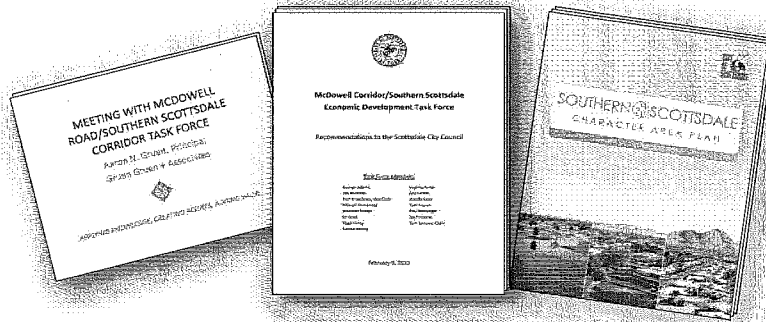
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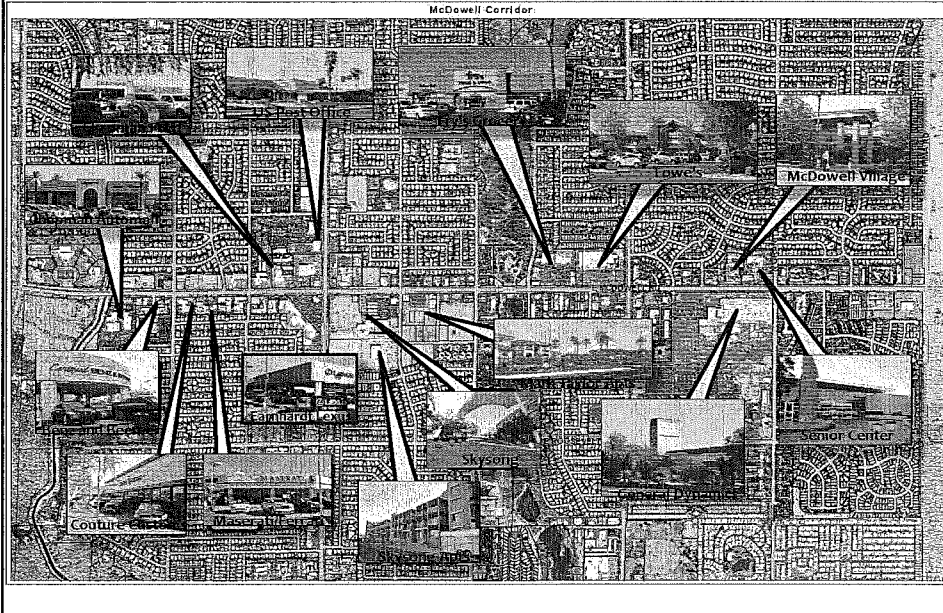
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McDowell Road Businesses (2001-2012)**

	<u>2001</u>	<u>2008</u>	<u>2010</u>	<u>2012</u>
<b>Taxable Sales</b>	\$697 M	\$405 M	\$222 M	\$282 M
<b>Tax Collected</b>	\$9.8 M	\$6.7 M	\$3.7 M	\$4.7 M

**What Draws Our Attention Along McDowell Road**  
Vacant Dealerships, Empty Buildings and For Lease Signs



## Reinvestment Along the McDowell Corridor



Get the McDowell Corridor Back on Track

### Public Reinvestment in Southern Scottsdale:

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Community Facilities:	\$ 69.15 Million
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Get the McDowell Corridor Back on Track

### **McDowell Corridor Realities**

- Located between other economic areas (Tempe Marketplace, Fashion Square, Riverview)
- Difficulty getting interest from highly desirable businesses
- Cachet of Scottsdale, yet there is an “image issue”
- Many parcels are small and/or shallow, presenting challenges to redevelopment abutting residential neighborhoods
- Options include allow Corridor to evolve or take a more active role in revitalization

Get the McDowell Corridor Back on Track

### **Opportunities**

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Get the McDowell Corridor Back on Track

**Action 1.2 - Identify the Tools that Are Available for Use in Stimulating Revitalization**

- Public Infrastructure Development Agreements
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- Other District Designations
- Land Assembly for Redevelopment
- Foreign Trade Zones
- Entitlement and processing tools

Get the McDowell Corridor Back on Track

**Public Infrastructure Dev. Agreement**

- Development agreements are executed to reimburse a developer for completion of Public Infrastructure
- Most often used in shopping centers and new development in Arizona
- Can defer the cost of capital project
- Only allowed for public improvements

Get the McDowell Corridor Back on Track

## **Redevelopment Area**

- An area designated by the Mayor & Council - Los Arcos Redevelopment Area designated in 1995
- A Plan must be adopted and updated every 10 years, but with the Plan the Area then has additional tools at its disposal:
  - Use of GPLET
  - CDBG discretionary funds
- Los Arcos Redevelopment Area scheduled to “sunset” in 2016

Get the McDowell Corridor Back on Track

## **Government Property Lease Excise Tax – ‘GPLET’**

- GPLET is a tool used that can permit the full abatement of property taxes for up to 8 years, if:
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Get the McDowell Corridor Back on Track

- **Entitlement Tools**
  - Infill Incentive District
  - Planned Unit Development (PUD) modifications
  - New Zoning District
    - Development Standard modifications (parking, floor area)
- **Fee and Processing Tools**
  - Fee reductions
  - Expedited processing
  - Matching funds for certain improvements
    - Building façade, open space, landscaping

Get the McDowell Corridor Back on Track

- **Other Districts Tools**
  - Community Facilities District (CFD)
  - Improvement District
  - Enhanced Municipal Services District (EMSD)
  - Revitalization District – State-authorized, allows for formation of a taxation district to fund infrastructure

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## Land Assembly for Redevelopment

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Examples of high profile projects in Arizona, and  
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Get the McDowell Corridor Back on Track

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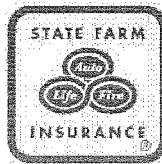
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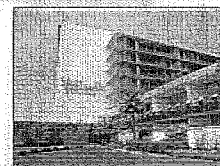
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## City of Scottsdale Examples

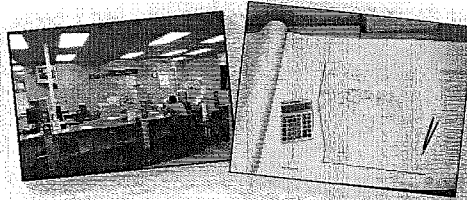
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- Projects that could be “game changers”



Get the McDowell Corridor Back on Track

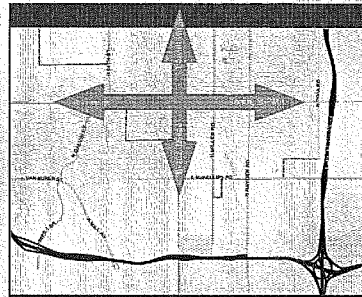
## STRATEGY #3

### Establish A “Brand” Or Identity For The Corridor

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#### Action 3.1 - Explore Creating a Single Theme or Series of Supportive Themes and Target Projects that Promote Them

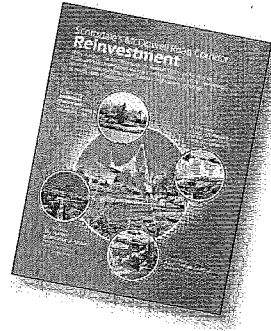
- Scottsdale Gateway
- Papago Park/Zoo/Botanical Garden/Indian Bend Wash
- Location – Close to Everything
- Education/ASU/Skysong
- Innovation
- Technology
- Tourism



Get the McDowell Corridor Back on Track

**Action 3.1** - Explore Creating a Single Theme or Series of Supportive Themes and Target Projects that Promote Them (con't)

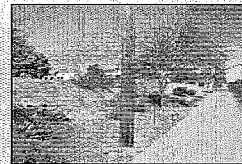
- Encourage partnerships with private entities, including the Gateway Alliance, to market and promote the McDowell Corridor
- Work with stakeholders to identify
- Overcome negative perceptions
- Celebrate positive changes



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**Action 3.2** - Evaluate the Costs and Benefits of Public Improvements that Would Make Corridor More Conducive to Revitalization

- Landscaping, Lighting, Streetscape improvements
- Pedestrian Connections and Amenities
- Banners, Themed Signage, Monuments
- Capitalize on Connections to Canal, Indian Bend Wash
  - Opportunity at McDowell Road bridge at IBW



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## **STRATEGY #4**

### **Improve Linkages To Nearby Amenities And Adjacent Communities**

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#### **Action 4.1 - Improve Transit service along McDowell Road**

- Increase the frequency of service on Route 17

#### **Action 4.2 - Extend Route 56 from the Washington Station north to McDowell Road and east to Granite Reef**

- Offers an alternative to those commuting from Southern Scottsdale to downtown Phoenix, Chandler

#### **Action 4.3 - Make Trolley frequency consistent with the frequency of light rail (12 minute) in Phoenix**

- Allows commuters to make changes in modes of transportation more efficiently

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**Action 4.4** - Work collaboratively with other major interests in the area to ensure that linkages are improved, including Tempe, SRPMIC, School Districts, Papago Park amenities, City of Phoenix

**Action 4.5** - Create continuous connections for pedestrian and bicycle movement between the Arizona Canal and the Indian Bend Wash

- Explore options to improve pedestrian and bike access
- Today's youth (tomorrow's leaders) utilize transportation alternatives

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## **STRATEGY #5**

**Work With Area Residents To Strengthen  
Neighborhoods In And Around The  
Corridor**

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**Action 5.1** - Create a program to provide information and ideas to homeowners about remodeling and renovation that can be achieved with the housing stock in the area

- Design assistance for residents seeking to modernize the mid-century ranch style homes in the Corridor
- Provide architectural ideas on converting space while maintaining the character of the neighborhood
- Support programs like “Operation Fix-It” that provide assistance for home repairs and maintenance

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**Action 5.2** - Support neighborhood efforts to enhance identity, pride and reinvestment, ultimately making Scottsdale Gateway an array of “destination” neighborhoods with name recognition, such as Encanto Park and Arcadia

- Facilitation for neighborhood meetings
- Idea Book of potential improvements with examples
- Seek partnership with ASU Design School, AIA or others to provide design assistance to address the unique needs of specific neighborhoods

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### Potential Next Steps –

- Broaden perspective
- Evaluate Ordinances, Processes
- Engage City of Tempe
- Provide design/tech resources to neighborhoods
- Continue and expand focus group activities
- Utilize ULI/AzTAP resources to provide technical assistance
- Rebrand the Corridor and market the Scottsdale Gateway
- Focus on recruiting high-value businesses
- Provide quarterly report to Council on progress

## **Mayor and City Council Objective:**

**Get the McDowell Corridor Back on Track!**

October 8, 2013

*Planning, Neighborhoods and Transportation & Economic Development*

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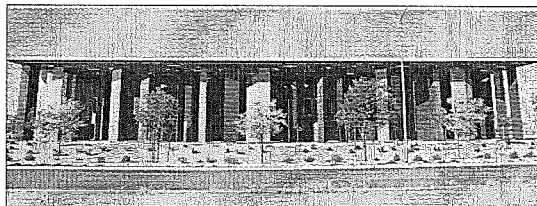
## RECAP OF STRATEGIES

1. Define The McDowell Road Corridor Boundaries and Get Direction On The Appropriate Tools To Consider In Revitalizing The Area
2. Update The Economic Analysis For The Area And Reach Out To Key Stakeholders To Understand Current Market Conditions And To Focus Marketing Efforts
3. Establish A “Brand” Or Identity For The Corridor
4. Improve Linkages To Nearby Amenities And Adjacent Communities
5. Work With Area Residents To Strengthen Neighborhoods In And Around The Corridor

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## Rioglass Solar

- Construction of 129,450 sq ft, \$50M land investment for site by company
- Public infrastructure reimbursement and building permit fee waivers of approximately \$1.2M
- 100 employees at full capacity



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## **Cancer Treatment Centers of America - Goodyear**

- Utilized Government Property Lease Excise Tax mechanism to reduce operational costs
- High average salary (\$50k or more) for over 400 jobs over 5 years

