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SCOPE & OBJECTIVES



Scope & Objectives

- **Develop Economic Development Plan for City Center**
 - Gather stakeholder ideas and objectives
 - Identify and profile optimal use of parcels
 - Provide recommendations for implementation
 - Focus on objective of additional \$3M in sales tax revenue
 - Deliverables:
 - Internal development guide
 - External marketing document for website



Short-Term Plan

■ True City Center

- Develop a mixed-use true City Center to serve the community and be a competitive destination
- Leverage forthcoming City Center development, continue to develop La Loma Homestead, and garner interest in Lots C and D



Long-Term Plan

■ Litchfield 2020

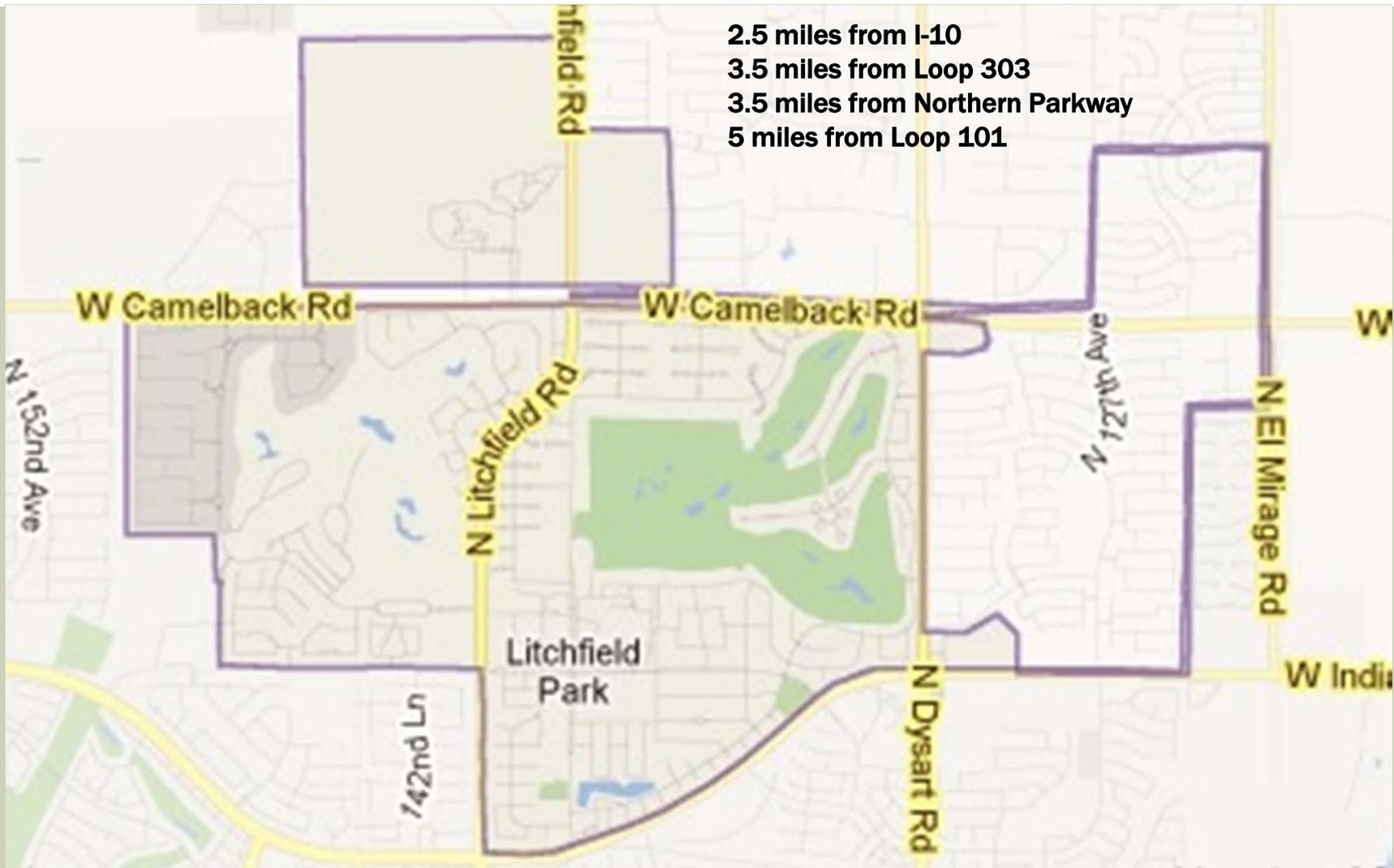
- Forefront of new Silicon Valley
 - Municipal WiFi, cooperative space, incubators
- Continued Green/LEED certified sustainable development
- Electric vehicle charging stations
- Bike and golf cart share



CITY OF LITCHFIELD PARK



City of Litchfield Park





City of Litchfield Park

- Voted one of the top 8 cities to live in Arizona by “Phoenix Magazine”
- Most distinguished neighborhood in the Southwest Valley
- Home of the historic 80-year old Wigwam Golf Resort
- Award-winning schools and friendly neighborhoods
- Community library, parks, pools and tennis courts are open to the public
- Litchfield Park Festival of the Arts is one of the largest fall art festivals in the Valley with over 100,000 visitors expected to attend this year
- Annual 4th of July Fireworks show at the Wigwam Golf Resort
- Annual “Christmas in the Park” parade with marching bands, craft show, snow park, chance to visit Santa Claus, and live entertainment
- Award-winning free concerts held on the Wigwam Golf Resort front lawn four times per year





Demographics

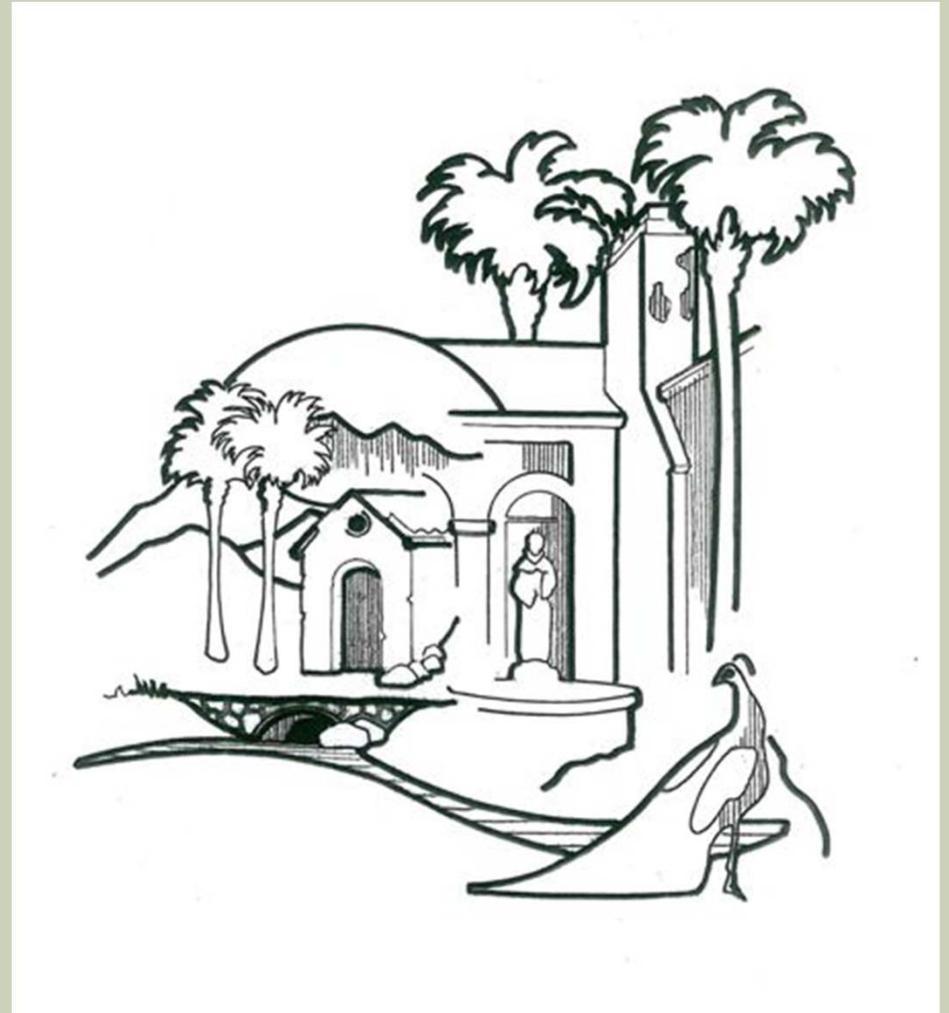
- Bachelor's Degrees: 26% (Highest in West Valley)
- Graduate Degrees: 20.4% (Highest in West Valley)
- Median Household Income: \$97,848 (3rd Highest in State)
- Average Household income:
 - 1-mile: \$107,096
 - 2-mile: \$86,212
 - 5-mile: \$82,501
- Population:
 - 1-mile: 8,949
 - 2-mile: 63,047
 - 5-mile: 150,132
- Traffic counts:
 - Litchfield Road: 22,500 Cars Per Day
 - Wigwam Boulevard: 6,000 Cars Per Day
- Average Household Size: 2.68 People
- Median Age: 35.9 Years of Age





La Loma Homestead

- Rancho La Loma Homestead was the family compound of Paul Litchfield, the founder of Litchfield Park
- The 20-acre La Loma was offered to the City of Litchfield Park as a gift from the Edith and Wally Denny estate.
- Need \$2.5 million to transform La Loma Homestead into a vision beyond its former glory





Growth

- **The West Valley is growing**
 - **3.93% Projected Annual Population Growth in Litchfield Park, compared to state of Arizona at a rate of 1.87%**
- **America's Fastest Growing Cities - Phoenix at No. 8.**
 - **Hard hit by the bursting of the housing bubble, the desert metropolis is welcoming a fresh influx of newcomers, particularly from California and the Midwest**
 - **Projected population growth rate of 2.7% for 2013 is the fourth highest of any city**
 - **Job market is beginning to make a comeback**

“Population growth is a key catalyst of Phoenix — and Arizona’s — economic growth”

Lee McPheters, JPMorgan Chase Economic Outlook Center of Arizona State University's W. P. Carey School of Business



Greater Phoenix Rising

Greater Phoenix Rising - a joint data partnership between the Maricopa Association of Governments (MAG) and the Greater Phoenix Economic Council (GPEC) to provide significant regional information that will assist businesses, and existing and new residents interested in opportunities in Arizona. These opportunities could include relocating to Arizona, expanding an existing business, or learning more about the region to help local residents start a new business.



Area Attractions

- Pebble Creek Adult Community
- Wildlife World Zoo & Aquarium, Reptile Petting Zoo
- White Tanks Regional Park
- West Valley is home to nine Major League Baseball teams for spring training
- NASCAR races at Phoenix International Raceway
- Coming soon: “Estrella Falls” Regional Mall in Goodyear



Luke Air Force Base

- Luke Air Force Base recently was chosen as the training base for the F-35, which will bring \$125-\$150 million in construction-related projects
- Free two-day event at Luke Air Force Base every other year with aerial demonstration, military aircraft ground display, exhibits and attractions with over 100,000 people attending each day
- **LATEST NEWS:** “Sequestration budget cuts appear to have made their way to Luke Air Force Base in Glendale, as the Air Force is looking to save nearly \$300 million... ground one-third of its active-duty fighters and bombers, including F-16 Falcons. F-16 pilots are trained at Luke.”

Phoenix Business Journal, April 10, 2013



PARCELS REVIEW



Development Map





Available Parcels

■ City Center

- City Center East (K)
- City Center West (L)
- Tierra Verde Downtown Center (I)
- Litchfield Park Commons (J)

■ Additional Parcels

- Litchfield and Camelback Roads, Northeast Corner (C)
- Dysart & Camelback Roads, Southeast Corner (D)



STAKEHOLDER OBJECTIVES



Stakeholder Objectives

■ City of Litchfield Park

- True “City Center” for community
- Additional sales tax revenue of \$3M
- Fine dining and shopping
- Destination and local appeal

■ JDM Partners (L)

- Premium room price for Wigwam
- Proximate dining and shopping
- Complimentary to Wigwam

■ Sun Health (C)

- Maximize value and sale of land
- Mixed use commercial/residential
- Compliment adjacent property

■ Paul Johnson (D, portion of K)

- Fiduciary duty to investors
- Mixed use commercial/residential
- High density residential, shopping, and dining



CITY CENTER



City Center





City Center





City Center East

- **Location**
 - Litchfield Road and Wigwam Blvd (East of Litchfield Rd)
 - Development Map Location: K
- **Size/Status**
 - 27.48 acres (1,197,343 sq ft)
 - Undeveloped
- **Zoning**
 - City Center Master Plan in place, underlying zoning Neighborhood Commercial (NC)



City Center West

- **Location**
 - Northwest Corner of Litchfield Rd and Wigwam Blvd (west of Litchfield Rd)
 - Development Map Location: L
- **Size/Status**
 - 19.4 acres (845,374 sq ft)
 - Undeveloped
- **Zoning**
 - Planned Development (PD) with underlying Neighborhood Commercial (NC)



Tierra Verde Downtown Center

- **Location**
 - Northwest Corner of Wigwam Blvd and Old Litchfield Rd
 - Development Map Location: I
- **Size/Status**
 - 2.44 acres (106,461 sq ft)
 - Downtown Center
- **Zoning**
 - Planned Development (PD)
 - Neighborhood Commercial (NC)



Litchfield Park Commons

- Location
 - 200 Block of West Wigwam Blvd (East of City Hall)
 - Development Map Location: J
- Size/Status
 - 1.83 acres (79,889 sq ft)
 - Planned approx. 40,000 sq ft of office/retail space
 - Preleasing
- Zoning
 - Planned Development (PD)
 - Neighborhood Commercial (NC)
- Marketing plan:

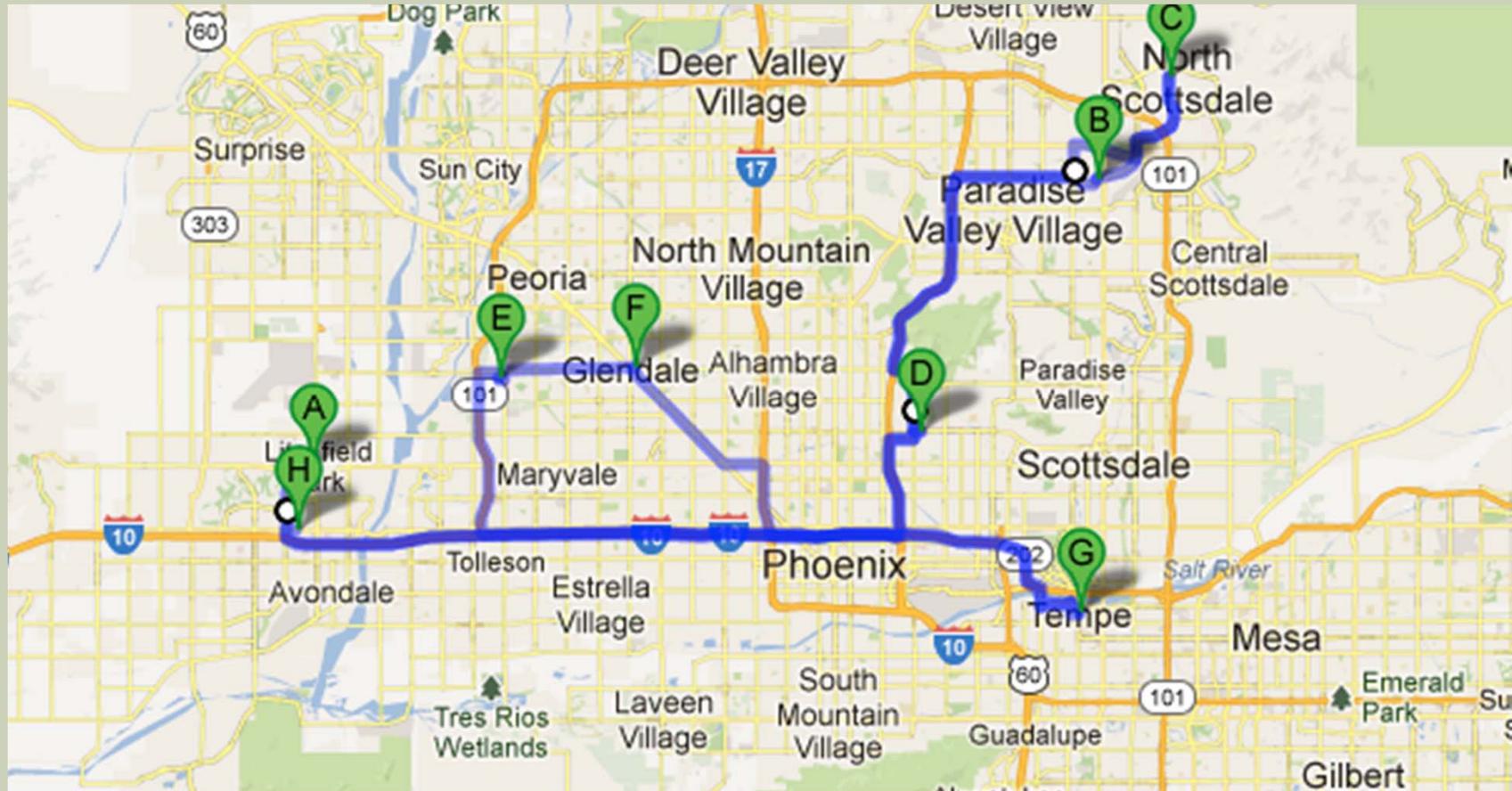




CITY CENTER COMPARABLE DEVELOPMENTS



Competitive Map



- | | |
|--------------------------------|--------------------------------|
| A. Litchfield Park Town Center | E. Westgate City Center |
| B. Kierland Commons | F. Downtown Glendale |
| C. Market Street at DC Ranch | G. Mill Avenue District, Tempe |
| D. Biltmore Fashion Square | H. Estrella Falls (2014) |



Comparable Developments

- Kierland Commons
- Market Street at DC Ranch
- Biltmore Fashion Square



Kierland Commons



- Kierland Commons is a 38-acre, upscale Main Street lifestyle center that artfully blends retail shopping, dining, entertainment and office space with urban residential living

- 600,000-square-foot Main Street development that incorporates:
 - 70 upscale retailers
 - 14 restaurant concepts
 - Entertainment venues
 - Office space
 - 84 luxury loft condominiums in The Plaza Lofts at Kierland Commons

Supporting exhibits have full inventory of retail and dining and commercial/residential mix



Kierland Commons Cont.



- Composed mostly of outdoor retail shops with residential units above and adjoining residential tower
- Cost approximately US\$65 million to build
- Managed by Westcor division of Macerich
- Owned by Macerich/IMI JV

Supporting exhibits have full inventory of retail and dining and commercial/residential mix



Kierland Commons Cont.



- Retail-anchored development that produces annual small shop tenant (spaces 10,000 square feet or less) sales of \$625 per sq ft
- Assuming 316,000 sq ft of retail space, total sales of \$197.5 M

Supporting exhibits have full inventory of retail and dining and commercial/residential mix



Market Street at DC Ranch



- Market Street is a 30-acre mixed-use neighborhood center located within the DC Ranch community at the SEC of Pima Road and Thompson Peak Parkway
- UVP:
 - Only “local” shopping (limited amount of “chain” retail)
 - 15 Individual buildings offering mixed-use retail, dining, offices, and services

Supporting exhibits have full inventory of retail and dining and commercial/residential mix



Biltmore Fashion Square



- Biltmore Fashion Square is a 30 acre luxury shopping destination in Phoenix
- Features lush lawns and shaded, flower-filled walkways that lead to wonderful shops and restaurants, all tucked into a historic neighborhood of luxury homes, famous resorts and glittering high-rises
- UVP:
 - Resort quality landscaping and Central Park and Fountain for gathering and special events
 - Special Events include: Farmer's market on Sundays, Movie night on the Lawn on Friday's - catered by local restaurants and bars
 - Yoga in the park

Supporting exhibits have full inventory of retail and dining and commercial/residential mix



Keys to Creating City Center UVP

Unique Value Proposition (UVP):

- Finding appropriate anchor store
- Captivating Dining and Entertainment
- Center Park/Fountain area – luxurious landscaping and lawn
- Events – Movie Night, Farmer’s Market, Picnics in park, Concerts,
- Activities (family, health, entertainment)

North Park Center, Dallas, TX

- UVP: Center Park, magnificent landscaping
- Upscale international shopping

Country Club Plaza, Kansas City, MO

- UVP: High-end local and international shopping
- Outdoor dining – Saturday / Sunday Brunch

Power and Light District, Kansas City, MO

- UVP: Superb Dining and Entertainment + Shopping
- Events: Concert Series, Family Fun Days, Jumbo Screen Sporting Events



RECOMMENDATIONS & NEXT STEPS



CITY CENTER DEVELOPERS



City Center Developers

- Contact and market to established “City Center” developers:
 - DMB Associates (Scottsdale, Arizona)
 - The Macerich Company (Santa Monica, CA)
 - Gart Properties (Denver, CO)
 - Woodbine Development Corp (Dallas, TX)
 - General Growth Properties (Chicago, IL)
 - Simon Property Group (Indianapolis, IN)
 - Taubman Centers (Bloomington Hills, MI)



DMB Associates

- DMB has built some of the most livable residential, commercial, and mixed-use communities in the West, providing extraordinary places that enrich people's lives and enhance the community at large
- Honored with design and planning awards from around the nation, DMB's communities stand the test of time
- Sample projects:
 - Main Street at Verrado – Buckeye, Arizona
 - Market Street at DC Ranch – Scottsdale, Arizona
 - Canyon Village – Scottsdale, Arizona
 - One Scottsdale – Scottsdale, Arizona
 - Centerpoint on Mill – Tempe, Arizona
 - The Shops at Kukui'ula – Kawa'i, Hawaii



RESTAURANT GROUPS



Restaurant Groups

Contact and market to established “Restaurant Groups”:

- Fox Restaurant Concepts
- Lettuce Entertain You
- Union Square Hospitality Group



Fox Restaurant Concepts

- TRUE FOOD KITCHEN
- BLANCO TACOS + TEQUILA
- NORTH ITALIAN FARMHOUSE
- SAUCE PIZZA & WINE
- ZINBURGER WINE & BURGER BAR
- CULINARY DROPOUT
- THE ARROGANT BUTCHER
- WILDFLOWER AMERICAN CUISINE
- OLIVE & IVY RESTAURANT + MARKETPLACE
- MODERN STEAK
- THE GREENE HOUSE



Lettuce Entertain You

- Antico Posto
- Big Bowl
- Bub City
- Café Ba-Ba-Reeba
- Di Pescara
- Don & Charlie's*
- Eiffel Tower
- El Segundo Sol
- Everest
- Frankie's 5th Floor Pizzeria
- Frankie's Scaloppine
- Hub 51
- Joe's Seafood
- L. Woods
- L20
- M Burger
- M Street Kitchen
- Maggiano's Little Italy*
- Magic Pan Crepe Stand
- Mity Nice
- Mon Ami Gabi
- Nacional 27
- Osteria Via Stato
- Wildfire

*Only LEY restaurants in Arizona

[Additional LEY restaurants](#)



Union Square Hospitality Group

- UNION SQUARE CAFÉ
- GRAMERCY TAVERN
- BLUE SMOKE
- JAZZ STANDARD
- SHAKE SHACK
- THE MODERN
- CAFÉ 2 & TERRACE 5
- MAIALINO
- UNTITLED
- NORTH END GRILL
- GRAMERCY TERRACE
- CREATIVE JUICE



LOCAL BREWERIES AND BREWPUBS



Local Breweries and Brewpubs

Contact and market to established “Breweries and Brewpubs”:

- OHSO Eatery + nanoBrewery, Phoenix
- Four Peaks Brewing Company, Tempe
- SanTan Brewing Company, Chandler
- Lumberyard Brewing Company, Flagstaff
- Nimbus Brewery, Tucson
- Papago Brewing, Scottsdale
- Oak Creek Brewing Company, Sedona
- Gentle Ben’s Brewing Company, Tucson
- Sleepy Dog Brewery, Tempe
- Sonoran Brewing Company, Scottsdale
- Dragoon Brewing Company, Tucson





PHOENIX, THE NEXT SILICON VALLEY



In the headlines

Phoenix competes to become next 'Silicon Valley'

azfamily.com, April 2013

Phoenix startups start to blossom in 'next Silicon Valley'

Phoenix Business Journal, August 2012

Is Phoenix The Next Silicon Valley?

Forbes, July 2012



Litchfield at the Forefront

- City of Litchfield Park is well poised to be a part of the blossoming technology start-up community. To further its chances, the City must:
 - Develop Incubator Relationships
 - Develop Coworking Space
 - Continue to Support Clean Tech
- Opportunity for additional sources of revenue and residents, safeguard against uncertainty related to Luke Air Force Base



Local Incubators

- Arizona Center for Innovation (Tucson)
- Axosoft LLC/AZ Disruptors (Scottsdale)
- Center for Entrepreneurial Innovation (Phoenix)
- Innovations (Chandler)



Coworking Spaces

Arizona

- Co+Hoots (Phoenix)
- Union WorkSpace (Phoenix)
- Gangplank (Chandler)
- Maker Bench (Tempe)



Best of...

- Citizen Space (San Francisco/San Jose, CA; Las Vegas, NV)
- CoCo (Minneapolis and St. Paul, MN)
- CoLab (Nashville, TN and Orlando, FL)
- The Coop (Chicago, IL)
- Green Spaces (Denver, CO and New York, NY)
- Hera Hub (San Diego, CA)
- Indy Hall (Philadelphia, PA)
- PARISOMA (San Francisco, CA)
- Workbar (Boston, MA)
- 645 Work Cottage (East Grand Rapids, MI)
- Jellyfish Cartel (Los Angeles, CA)
- Link Coworking (Austin, TX)
- Miami Shared (Miami, FL)
- Oficio (Boston, MA)
- WeWork (Los Angeles, CA)
- Paragraph (New York, NY)



Clean Tech

“Clean-tech industries are garnering more interest as groups in Arizona and beyond work to boost the sector as a key emerging part of the state’s economy.”

Phoenix Business Journal, May 2012

In line with City’s solar initiatives...

“The City encourages the use of solar as an alternative energy source and, in 2011, solar panel installation requirements were added to the Zoning Code.”

City of Litchfield Park, 2012 Annual

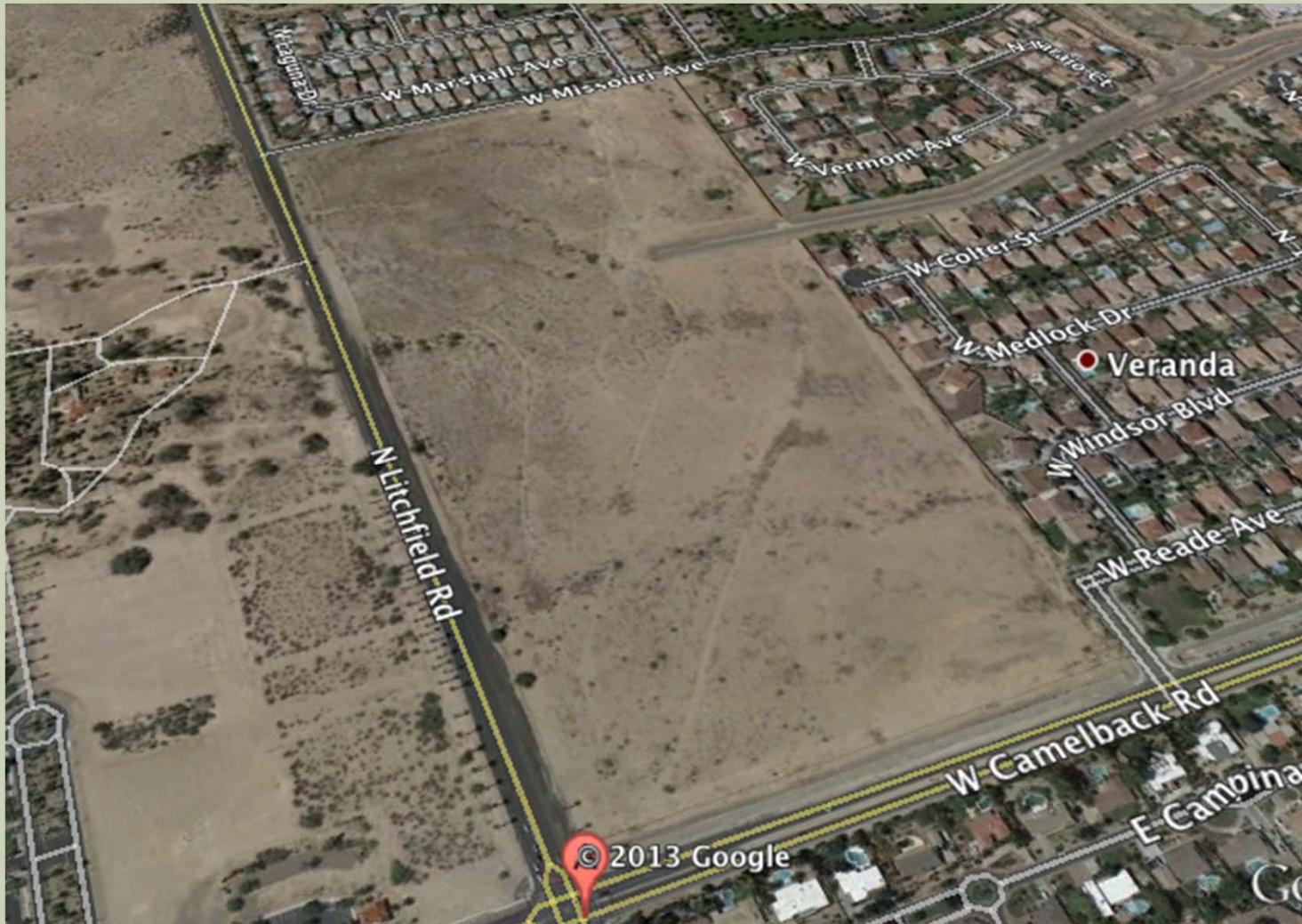
Report



DEVELOPMENT OF ADDITIONAL PARCELS



Litchfield and Camelback Roads, Northeast Corner (C)





Litchfield and Camelback Roads, Northeast Corner (C)

- **Location**
 - Development Map Location: C
- **Size/Status**
 - 73.2 acres (3,188,722 sq ft)
 - Undeveloped
- **Zoning**
 - Community Commercial (CS) with Development Agreement in place



Litchfield and Camelback Roads, Northeast Corner (C)

- **Contact and market to planner/developer with proven experience in large parcel development:**
 - Assess need for potential rezoning, from commercial to mixed-use commercial/residential, and establish best “mix”
 - Explore and quantify residential options, either minimizing City’s costs or maximizing potential sales revenues
 - Assess various residential density build-out and cost scenarios



Litchfield and Camelback Roads, Northeast Corner (C)

■ Vestar

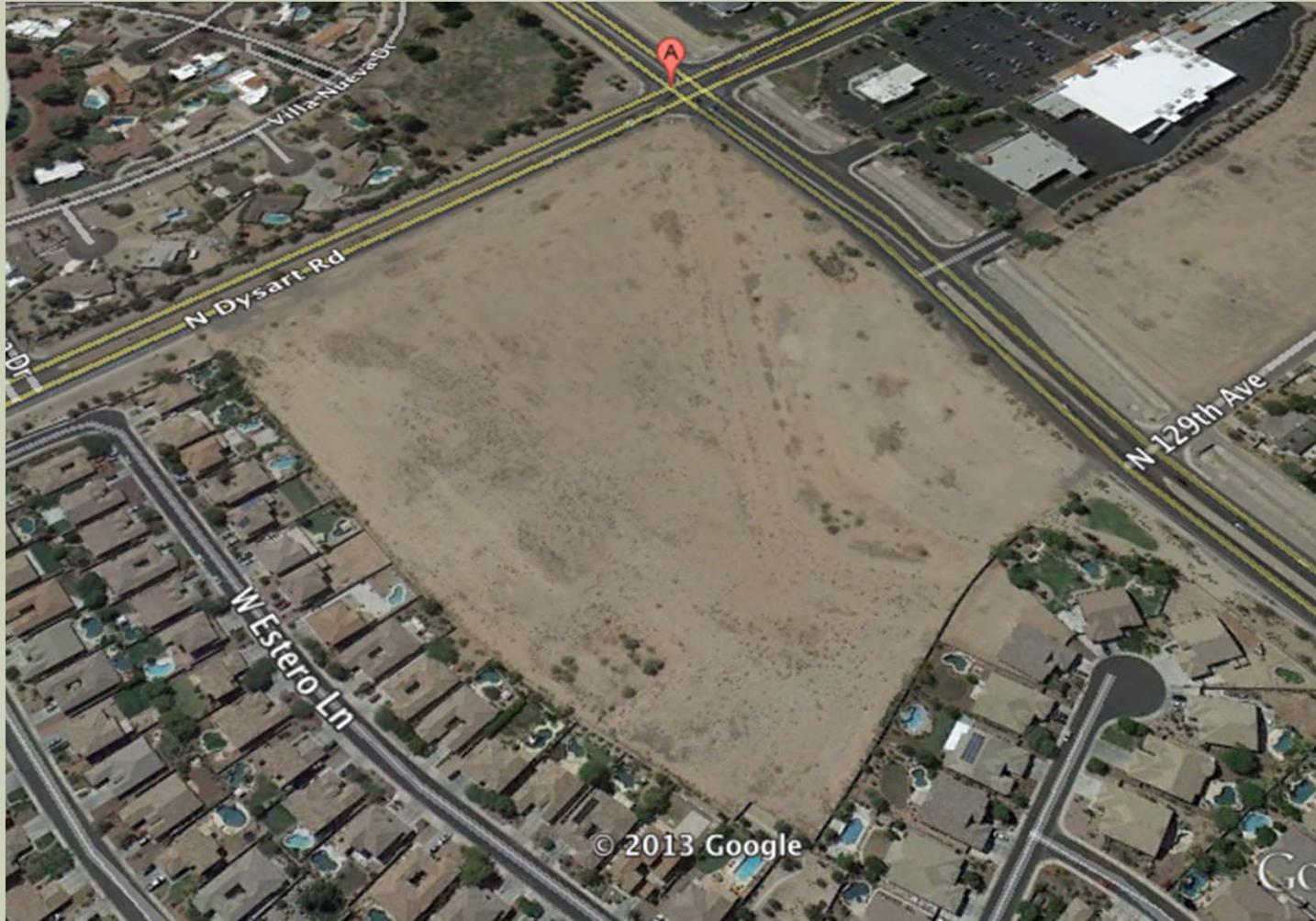
- Nationally recognized for pioneering innovative public/private partnerships
- Responsible for building many of the largest and most successful open-air retail centers in the West
- Known for its conscientious approach to developing environmentally sensitive and culturally significant properties
- Established new benchmarks for working with neighborhood groups, communities and municipalities that address community needs and foster goodwill on all levels
- Expertise developing large parcels (i.e. 70+acres)

■ Award Winning Developments

- Desert Ridge Marketplace – 1.2 M sq ft in Phoenix, AZ
- Tempe Marketplace – 1.3 M sq ft in Tempe, AZ
- District at Tustin Legacy – 1 M sq ft in Tustin, CA
- Long Beach Town Center – 1 M sq ft in Long Beach, CA
- College Grove Marketplace – 650,000 sq ft in San Diego, CA
- Cerritos Towne Center – 600,000 sq ft in Cerritos, CA



Dysart & Camelback Roads, Southeast Corner (D)





Dysart & Camelback Roads, Southeast Corner (D)

- Location
 - Development Map Location: D
- Size/Status
 - 19.8 acres (862,844 sq ft)
 - Undeveloped
- Zoning
 - Community Commercial (CS) with site plan restrictions



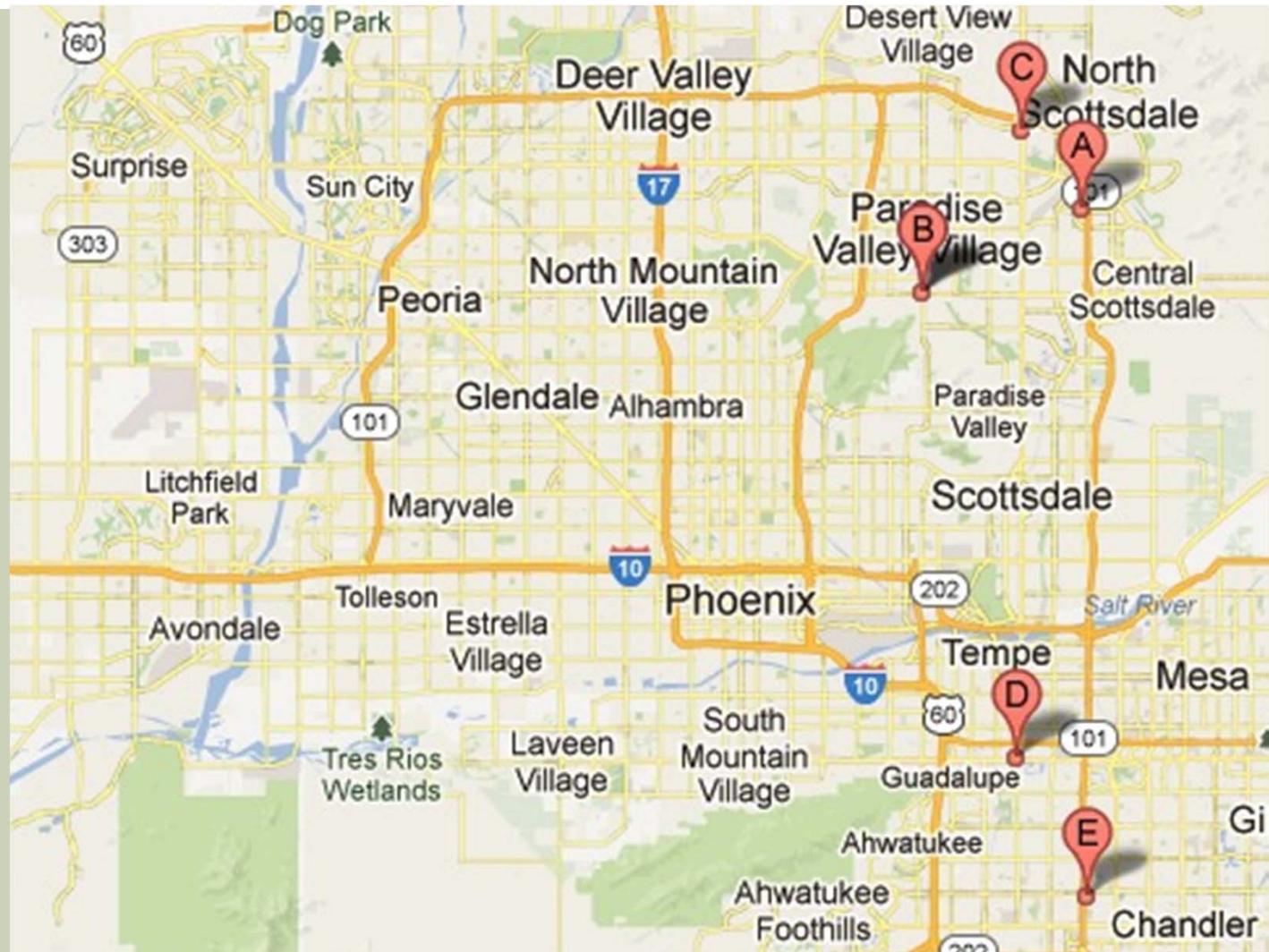
Dysart & Camelback Roads, Southeast Corner (D)

- Contact and market to select grocery chains and pads*
 - Whole Foods
 - Trader Joe's
 - AJ's Fine Foods
 - Fry's Signature

*Pad site is a freestanding parcel of commercial real estate located in the front of a larger shopping center or strip mall

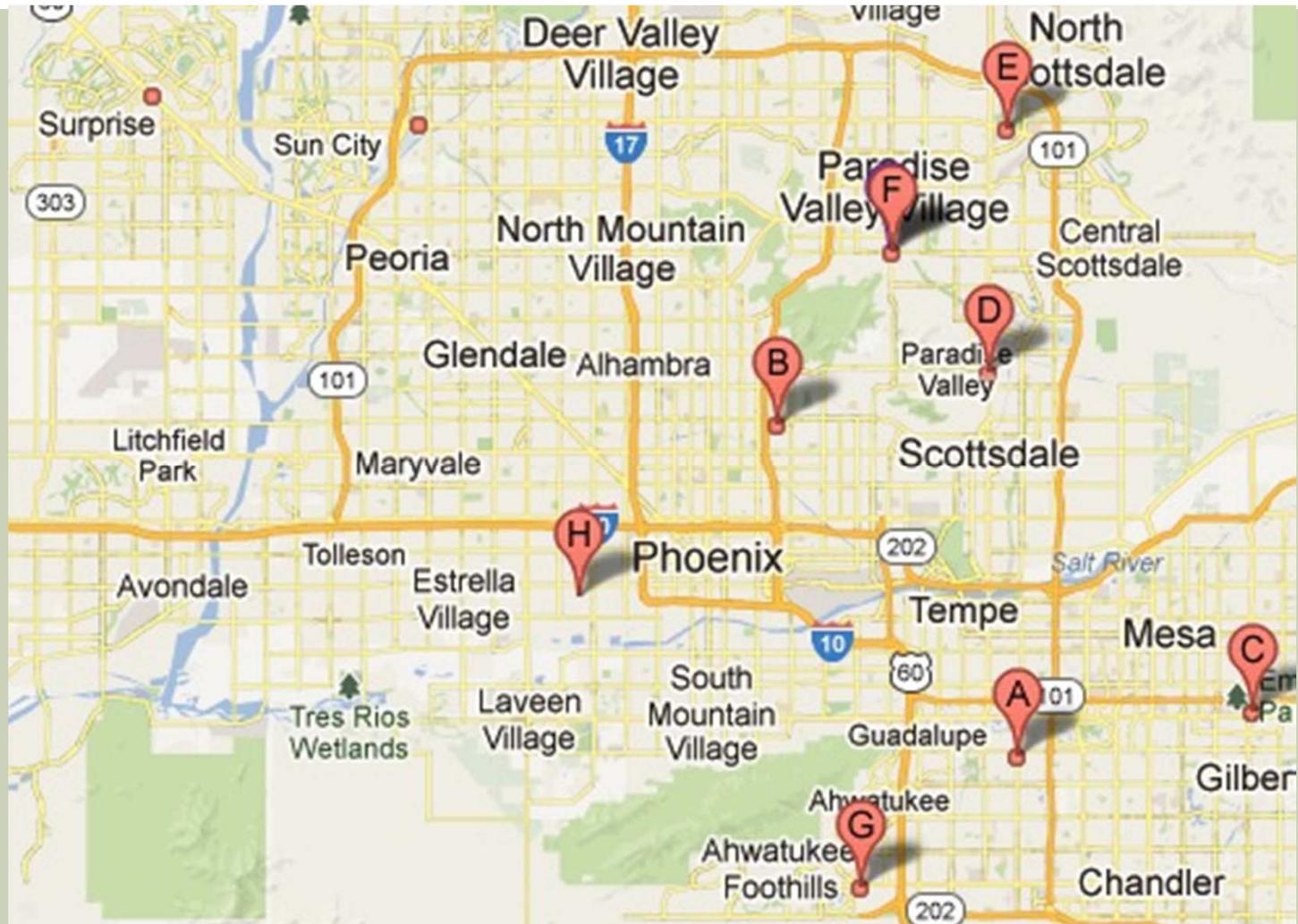


Dysart & Camelback Roads, Southeast Corner (D)





Dysart & Camelback Roads, Southeast Corner (D)





Dysart & Camelback Roads, Southeast Corner (D)





Planning and Design

- Commission planning and design firm, with successful track record, such as the Land Advisors Organization or LVA Urban Design Studio that provides the following services:
 - Master planning / rezoning / land entitlements
 - General / comprehensive planning /GPA
 - Site planning – Commercial
 - Site planning – Residential
 - Campus planning
 - Urban design
 - Landscape design / thematic design
 - Landscape construction documents
 - Parks / open space planning
 - Digital graphics
 - Technical analysis



Marketing



THE CITY OF
Litchfield Park
DISCOVER THE PARK

The City of Litchfield Park did a terrific job in its rebranding efforts. The new logo is “contemporary”, “clear”, and “fresh” and the tagline is intriguing and calls for action. The website is clean and user-friendly



Marketing

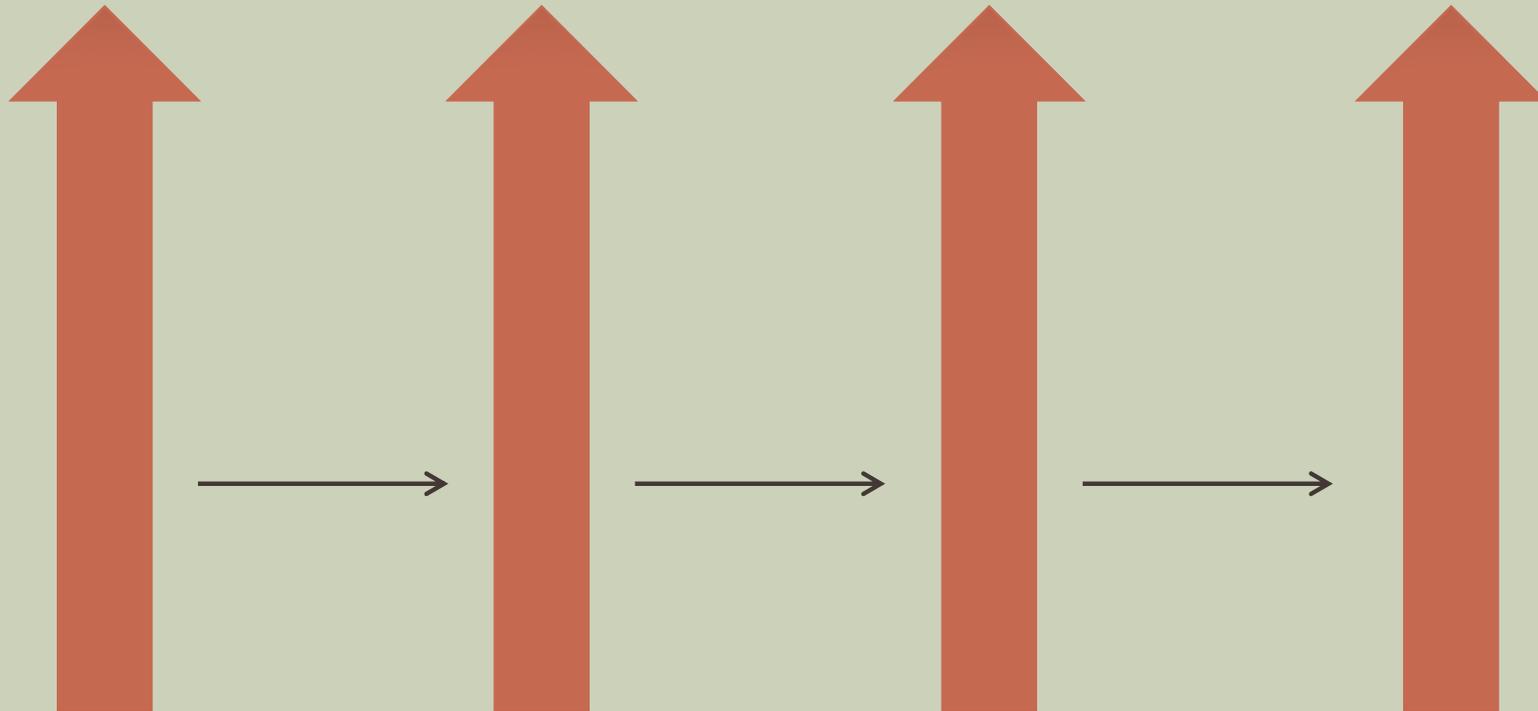
- However, the rebranding has not realized its full potential

Awareness of
Litchfield Park

Traffic

Value for
developers

Urban
growth





Marketing

Urban
growth

Awareness

Developers

Traffic



Next Steps: Marketing

Develop marketing plan to include the following marketing steps and initiatives to leverage rebranding and additional website development:

1. Develop renderings of possible usage scenarios for the different parcels to help developers visualize what the parcels can look like in the future, along with outdoor and industry-publication advertising
2. Develop marketing collateral including brochure and make it available in a downloadable format online, supported by 3D virtual walkthroughs/fly throughs
3. Search engine optimization and exclusive, standalone web properties to appeal to developers as well as destination audience i.e. litchfield-park.org/development or destination.litchfield-park.org/



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We are progressive in our marketing techniques, sales skills and market study, ensuring we are several steps ahead of competitors. Platinum Realty is a leader and a visionary in the Real Estate community and has an unbelievable ability to anticipate market trends.

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- 6 Things You Have To Know Before Selecting Your Contractor
- The Four Seasons Residences in Austin
- Home Values Rise for the First Time In 5 Years

Featured Condos

- 360 Condominiums
- Barton Place Condominiums
- Resources
- The Austonian Condos

Contact Information

Phone: 512.477.0360

info@platinumrealtyaustin.com

Recommended 12





Next Steps: Marketing

4. The City of Litchfield Park's current presence on social networking sites is confined to relaying City news. The content can be modified to be more engaging, two-way, and to attract the stakeholders of the City and non-stakeholders alike. For example, the City can publish interesting news about Arizona, local City news, stories from the City's history and culture, interesting articles related to urban development, outdoor activities, families, etc.
5. Online gaming can be used to encourage residents to engage with the website, or to encourage non-residents/developers to visit the website and explore the parcels and experiment with what can be done with them. Examples of such games would be SimCity or SecondLife that can be customized to Litchfield
6. Downloadable City Brochure/Marketing Packet (includes fact sheets, photos, information for developers, information for potential residents, information for investors, etc.). The key factor here is to make the brochure very visible and easy to locate



DEVELOPMENT INCENTIVES



Development Incentives

- **Develop comprehensive guidelines and criteria for economic development incentives, such as:**
 - Industrial revenue bonds
 - Tax increment financing
 - Industrial enterprise direct/subsidized loans
 - Site advantage
 - Tax incentives
 - City projects/infrastructure improvements



Development Incentives Offered by Other US Cities

1. Dallas, Texas
 2. Seattle, Washington
 3. Carrollton, Texas
 4. Oklahoma City, Oklahoma
 5. New York City, New York
 6. Philadelphia, Pennsylvania
 7. Atlanta, Georgia
 8. Richmond, Virginia
- *Several



Synopsis of Additional Phases & Next Steps

City Center Development

- Develop a comprehensive guide for engagement of identified entities
- Commission planning and design firm to create renderings and supporting marketing collateral
- Develop marketing and information materials to engage with potential development partners
 - Contact and market to established “City Center” developers
 - Contact and market to established “Restaurant Groups”
- Identify “anchor” prospects and additional unique proposition initiatives

Development of Additional Parcels

- Parcel C - Develop analysis and comprehensive guide for determining best commercial/residential mix for Parcel C
- Contact and market to experienced large, mixed-use parcel developers
- Parcel D - Develop a comprehensive guide for engagement to identified entities
 - Contact and market to select grocery and pads developers



Synopsis of Additional Phases & Next Steps

Marketing and Finance

- Develop comprehensive guidelines and criteria for economic development incentives
- Develop marketing plan to include identified marketing steps and initiatives to leverage rebranding and additional website development
- Prepare necessary financial information and analysis models to enable timely analysis and assessment of development opportunities

Next Silicon Valley

- Develop marketing collateral and information materials to effectively engage with the growing technology community
- Assess the potential of coworking/shared office space development and related municipal investments
- Identify needs for technology and infrastructure investment, including but not limited to municipal Wi-Fi, electronic vehicle charging stations, and bike share programs



QUESTIONS?