

I have included an electronic copy of my complete entry.

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## 2011 IEDC EXCELLENCE IN ECONOMIC DEVELOPMENT AWARDS ENTRY FORM

*Please complete this section for all entries.*

*Include 5 hard copies of the Entry Form and all supplemental information with your submission.*

Organization: **Ardmore Development Authority**

Contact Name: **Wes Stucky**

Email: **wstucky@ardmore.org**

Project/Item Name: **Cancer Treatment Center**

Category for Entry: **Public/Private Partnership**

Population Category (<25K, 25-200K, 200K-500K, >500K): (Choose One) **25-200K**

Date Project Began: **2009**

Date of Completion (if applicable): **May, 2011**

For Entries in Categories 9 & 10, Enter Your Web Site URL: \_\_\_\_\_

### PROJECT DESCRIPTION

*Please refer to the **Category Description and Judging Criteria Sheet** corresponding to your category when answering the following questions in the space provided.*

#### Select:

- ☐ Promotional Award Categories 1-8 – **See Sheet A** (page 9)
- ☐ Internet and New Media Categories 9-11 – **See Sheet B** (page 10)
- ☐ Program Award Categories 12-22 – **See Sheet C** (page 11-12)
- ☒ Partnership Award Categories 23-25 – **See Sheet D** (page 13)
- ☐ Leadership Award Categories 26-30 – **See Sheet E** (page 14)

*Special Note: The below section is not required for the Leadership Award categories. Please complete a profile of the individual's achievements.*

THIS SECTION IS INTENDED TO PROVIDE AN OVERVIEW OF THE PROJECT. PLEASE KEEP ANSWERS TO EACH QUESTION UNDER 200 WORDS.  
YOU MAY EXPAND ON THIS INFORMATION IN A SEPARATE PROFILE OF NO MORE THAN 3 PAGES, DOUBLE-SPACED.

1. Please provide a brief description of the project.

**Funding, Development & Construction of a \$20 million Cancer Treatment Center: An innovative economic development and community development project in a city of 30,000.**

2. What is the goal or purpose of this project?

- 1) To provide an economic boost (new jobs -- physicians, technicians and support staff)**
- 2) Improve the quality of life and provide new and improved health care services**

3. Who are the participants in this project? Who was involved in planning/implementation? Who is affected?

Participants: Ardmore Development Authority, Ardmore Chamber of Commerce Foundation, Southern Oklahoma Memorial Foundation, Mercy Health Center. Planning and implementation was coordinated by the Development Authority and Chamber Foundation. All citizens of the South Central Oklahoma area will benefit as they will have state-of-the art cancer treatment services available and will no longer have to endure a two hour trip to treatment centers in metropolitan areas.

4. What has been the impact of the project? How effective has it been in furthering economic development in your community? Identify any tangible and/or intangible results and value added.

30 jobs created: Physicians, radiation therapists, physicist, dosimetrist, registered nurses, administrative & support staff. Health care dollars that have been going out of the area will now remain in Ardmore. And, the facility will attract health care dollars from outside the area (market penetration is expected to reach 120,000)

5. Is this project replicable or transferable? Can it be adapted for use in other communities? What lessons have been learned?

The concept can be replicated in similar sized communities. The lesson learned is to create a vision, share the vision, generate enthusiasm for the vision and you can find a way to make it a reality.

6. In what ways is this project innovative or creative?

How many economic development agencies own a cancer treatment center? It is an economic development project (high paid physicians and technicians attracted to the community) and a community development project (improves the quality of life and the availability of health care to area citizens) and a tourism event (Arbuckles to Ardmore Marathon and health fair).

After years of trying unsuccessfully for private development, local donations and/or federal funds; the local Hospital approached the Ardmore Development Authority requesting a solution. The can-do spirit of the Authority and the Chamber Foundation (both under the leadership of the same CEO) was in evidence as they developed a workable plan to bring the dream to reality. The Hospital's governing board, headquartered in St. Louis, would not appropriate capital funds for a cancer center. The Development Authority and Foundation presented a compelling business plan for a cancer center that included lease payments for a facility to be owned by the Foundation with Mercy as the lessee. Mercy agreed to lease and operate the facility if the community built and equipped it.

7. Are there any other relevant details not covered above or specific to your category?

See attached

## CATEGORY DESCRIPTIONS AND JUDGING CRITERIA

### A. PROMOTIONAL AWARDS

**PLEASE REFER TO THIS SHEET WHEN COMPLETING THE PROJECT DESCRIPTION SECTION OF THE ENTRY FORM FOR A PROMOTIONAL AWARD.**

These awards recognize innovative and effective marketing materials used for attracting, retaining and fostering business as well as communications vehicles used by economic development organizations.

#### **Judging Criteria for Categories 1-8:**

Promotional Awards will be judged by the following criteria:

- Effectiveness of the promotion
- Innovation/creativity

**The Project: Cancer Treatment Center**

Location: Ardmore, Oklahoma

Developer/Owner: Ardmore Development Authority / Ardmore Chamber Foundation

Prime Contact: Wes Stucky, President and CEO

Chief Elected Official: Mayor Keith King

Type of Project: Economic Development/ Community Development/ Tourism

Cost: \$15 million for building and equipment

Size: 13,771 square feet

Amenities: Certified treatment room with the most modern linear accelerator in the State

OP Infusion Treatment room

PET/CT Treatment room

Physician and support offices

<b>Funding:</b>	Ardmore Chamber Foundation Loan	\$8,000,000
	Foundation Grants and Donations	4,800,000
	Mercy Health Center	2,000,000
	A2A Marathon & Health Fair Proceeds	200,000

**Funding Detail**

Arbuckles to Ardmore (A2A) Marathon and Health Fair: The inaugural A2A in 2010 attracted 1205 runners. The 2011 event grew to 1,478. It takes 550 volunteers to put on the event. Runners from 30 states and four foreign countries participated. The event brought tourists and great recognition to Ardmore. It raised \$90,000 the first year and \$113,000 the second. Marathon Guide, a national running website grades marathons on a 5 star scale. The A2A received 4 stars for the course, 5 stars for organization, and 4.5 stars for volunteers.

Foundation and Community Donations: A two year funding effort has resulted in \$4,800,000.

Chamber Foundation Loan: Five local banks jointly participated in a \$8,000,000 loan. The repayment of the loan is based on the lease payments of Mercy Health Center. The Foundation bid the project and coordinated construction under a "Build-to-Suit and Lease Agreement with Mercy Health Center. The 15 year lease has payments equal to the Foundation's note payments. The security for the loan is the lease payments of Mercy Health System.

## **Creativity in Packaging the Project**

The need for a cancer center had been identified by the Sisters of Mercy Health System, parent of Mercy Health Center in Ardmore. Unfortunately, the funding for such a facility could not be secured from the parent company. A \$60,000,000 new patient tower had recently been completed and was made possible by a 50/50 split between corporate capital and community funding. Dedication of more corporate capital and conducting a community fundraiser immediately after such a large project was judged unwise by corporate officials.

The need for a cancer center, however, remained strong and was growing. The local hospital approached the nominee who had structured many build-to-suit and lease or sale agreements for industrial clients. (The Authority has 3 million square feet of industrial space under lease to clients). The Authority proposed a typical build-to-suit and lease agreement.

The first challenge occurred due to the necessity of location within a short distance of the hospital. Medicaid reimbursement level is greater if a facility can be “connected” to a hospital or within 300 feet. That challenge was solved with the agreement that the hospital would purchase adjacent property and then deed it to the Authority for \$1.00.

The second challenge related to bidding. The Authority is a public trust authority and subject to public bidding laws. Mercy wanted the right to limit bidding to three contractors who are experienced in the construction of cancer centers; thus, the Development Authority could not be the developer and owner. The nominee is CEO of the Chamber of Commerce, the Chamber Foundation (a 501 (c) (3) charitable foundation), the Ardmore Tourism Authority and the Ardmore Development Authority. This unique organization allows inter working agreements. The solution to the bidding problem was solved when the Foundation, rather than the Authority, became the developer and owner.

While the Development Authority has more than \$50 million in assets, the Foundation is not so well endowed. The higher risk loan challenge was solved by involving five community minded local banks, the hospital, Chamber and Foundation representatives in structuring the deal. Ultimately, each bank shared lesser risk by cooperating. The Foundation originally offered to pledge all available assets (approximately \$3 million) but ultimately, the banks settled for the land, building and lease of the Cancer Center. The 20-year loan is supported by a 20-year lease. The lessee is not guaranteed and thus the loan (unlike what the Development Authority usually negotiates) is not non-recourse. While this was of concern to the lenders, the Foundation had generated strong enough interest in the facility from other institutions in the multi-state region that lenders reached a comfort level on the marketability of the facility in the highly unlikely event the current lessee failed.

All agreements were executed and the contract for construction was awarded in June, 2010. Strict and continual reviews and change orders resulted in a savings of nearly \$500,000 in the construction cost which was applied to additional equipment upgrades. A Certificate of Occupancy was issued on May 4, 2011 and Mercy is now moving into the facility. Patient treatment begins May 25.





## ***Mercy Cancer Center***

Owner : Chamber Foundation  
 Developer: Chamber Foundation  
 Tenant: Mercy Health Center  
 Architect: Rees Associates, Inc.  
 Contractor: J.E. Dunn Construction  
 Completed: May 20, 2011



*The original site offered some challenges.*



*Construction (the extensive vault for the linear accelerator is in the rear).*



*Final touch ups*



*Reception Area*

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## 2011 IEDC EXCELLENCE IN ECONOMIC DEVELOPMENT AWARDS ENTRY FORM

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*Include 5 hard copies of the Entry Form and all supplemental information with your submission.*

Organization: **City of Orlando**

Contact Name: **Kathy DeVault**

Email: **kathleen.devault@cityoforlando.net**

Project/Item Name: **Amway Center**

Category for Entry: **#23 Public-Private Partnership**

Population Category (<25K, 25-200K, 200K-500K, >500K): (Choose One) **200K - 500K**

Date Project Began: **07/2008**

Date of Completion (if applicable): **Construction complete 10/10**

For Entries in Categories 9 & 10, Enter Your Web Site URL: \_\_\_\_\_

### PROJECT DESCRIPTION

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1. Please provide a brief description of the project.

**Please see attached for answers to all questions.**

2. What is the goal or purpose of this project?

3. Who are the participants in this project? Who was involved in planning/implementation? Who is affected?

- 
4. What has been the impact of the project? How effective has it been in furthering economic development in your community? Identify any tangible and/or intangible results and value added.
- 
5. Is this project replicable or transferable? Can it be adapted for use in other communities? What lessons have been learned?
- 
6. In what ways is this project innovative or creative?
- 
7. Are there any other relevant details not covered above or specific to your category?
- 

## **CATEGORY DESCRIPTIONS AND JUDGING CRITERIA**

### **A. PROMOTIONAL AWARDS**

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#### **Judging Criteria for Categories 1-8:**

Promotional Awards will be judged by the following criteria:

- Effectiveness of the promotion
- Innovation/creativity
- Quality and completeness of information
- Contribution to the economic development profession

#### **Descriptions:**

##### **1. General Purpose Brochure**

A brochure introducing your state, province, community, region or area to prospects for industrial, commercial, retail, or general development opportunities. The most effective brochures create a positive image of the area for its quality of life and cultural, educational, or other attributes.

##### **2. Special Purpose Brochure**

A brochure designed for a special purpose, such as promoting an industrial park or other specific types of promotions.

##### **3. General Purpose Promotion**

A promotional piece (other than a brochure), series of promotional pieces or promotional campaign including but not limited to a folder, poster, print ad, direct mail campaign or other campaign.

- *Mount item(s) on heavy stock with 1 inch margins.*

##### **4. Annual Report**

A report summarizing an economic development organization's annual activities and/or fiscal highlights.



**1. Please provide a brief description of the project.**

The Amway Center is a \$480 million public-private redevelopment project including a new 20,000 seat, 875,000 square foot sports and entertainment arena with supporting office, retail, parking, public plaza, infrastructure and surrounding streetscape improvements encompassing 20 acres in Downtown Orlando, Florida. Located on historic Church Street in the downtown entertainment district, the Amway Center opened in October 2010, on time and within budget as the new home of the NBA's Orlando Magic, AFL's Orlando Predators and will host national events, concerts and family shows.

The Amway Center project serves as a catalyst to revitalize Downtown Orlando and the surrounding Parramore neighborhood, once considered Orlando's most disadvantaged and blighted community. Creating jobs for residents and opportunities for local, minority and women-owned businesses, project efforts provided more than 1,400 Central Floridians with employment. Firms owned by women and minorities performed more than \$94 million worth of work on the project, representing one of the largest minority and women-owned business participation rates of any project in Florida's history.

**2. What is the goal or purpose of the project?**

*Goal:*

*The City of Orlando's investment in the Amway Center is designed to generate a dynamic return which provides the City's residents with a full range of cultural and entertainment amenities to meet the needs of an ever-growing population while also generating jobs and economic prosperity and helping Central Florida to remain globally competitive.* Building on the vision of Orlando Mayor Buddy Dyer, the Amway Center is one of three public-private partnership projects focusing on sports, cultural and entertainment approved in 2007 by the City of Orlando and Orange County governments at a total cost of \$1.1 billion and known collectively as the Community Venues (along with the new Dr. Phillips Center for Performing Arts and renovation of the Florida Citrus Bowl Stadium).

*Goal:*

*Ensure the Community Venues projects had a direct economic benefit on the local community and minority and women-owned businesses.* Under the leadership of Mayor Dyer and District 5 City Commissioner Daisy W. Lynam, the City of Orlando developed THE BLUEPRINT which outlined key guidelines that increased opportunities for local residents and businesses during construction of the projects.

*Goal:*

*Leverage the Amway Center as an entertainment and retail anchor to spur Downtown redevelopment.* The Amway Center was strategically designed to complement the heritage of historic Church Street and the Parramore neighborhood and to further revitalize Downtown Orlando.

**3. Who are the participants in the project? Who is involved in planning/implementation? Who is affected?**

While many American cities have built public venues, none have developed them as a single comprehensive project. In Orlando, the Amway Center and the Community Venues projects have become a reality because of a strategic public-private partnership. The participants included:

- In 2006, the Tourist Development Council recommended the use of the Tourist Development Tax (TDT) to support the construction of the Community Venues.

- In July 2007, the Orlando City Council and the Orange County Board of Commissioners made history, approving the Community Venues plan agreement, which included how the project would be financed.
- The Orlando Magic were major financial participants contributing \$50 million to the Amway Center and more than \$150 million toward the Community Venue projects. The Orlando Magic also served as the developer of the Amway Center project.
- The City of Orlando owns and operates the Amway Center on behalf of the entire Central Florida community.
- Local and minority and women-owned businesses benefitted from the jobs and opportunities provided through the Amway Center development.
- Central Florida residents benefit from having enhanced sports, cultural and entertainment amenities in the region. The Amway Center, and the crowds that its events draw to Downtown Orlando, will also continue to have an incredible impact on the local economy.

**4. What has been the impact of the project? How effective has it been in furthering economic development in your community? Identify any tangible and/or intangible results and value added.**

Much like Franklin Delano Roosevelt used his Public Works Administration in the 1930s to create jobs to help people through tough economic times, the City of Orlando leveraged the Amway Center project to provide jobs and opportunities for residents and businesses. Positive impacts of the project include:

- 1,400 Central Floridians found employment on the project
- \$90 million in contracts awarded to minority and women-owned businesses
- 60 new businesses opened since January 2010 in the Downtown core filling previously vacant retail space, 23 within ¼ mile of the Amway Center
- Existing business owners attribute the Amway Center patrons visiting their establishments before and after events for their increase in business

The Amway Center has an incredible intangible impact on our community as well. The Amway Center offers a truly unique, state-of-the-art community gathering place for our residents. Orlando Mayor Buddy Dyer welcomed more than 50,000 Central Florida residents into our community's newest asset during the Amway Center's opening weekend. Sports and entertainment venues are important pieces of the fabric of a City and are icons of civic pride. The Amway Center will continue to be a place for our residents to create shared memories and experiences with loved ones.

**5. Is the project replicable or transferable? Can it be adapted for use in other communities? What lessons have been learned?**

In addition to employment initiatives, sustainability and the public-private partnership components, the Amway Center project can be considered a model for other cities because of the Amway Center's site selection process and how it has sparked a host of revitalization efforts. The site location of Amway Center was selected for high visibility, easy regional access, to build on existing infrastructure and leverage the investment as an entertainment and retail anchor to further boost Downtown development.

Adequate parking is provided by more than 10,000 public and private parking spaces which are available within a ten minute walk of the site, more than enough to satisfy the 7,200 patron parking spaces needed to support a full capacity event. All parking to support the Amway Center was existing with the exception of a newly-constructed 1,876-space Geico Garage and a 27-space surface parking lot.

The Amway Center's location and proximity to parking was thoughtfully designed to encourage patrons to park throughout Downtown Orlando and walk through our commercial corridors before and after events. New and existing restaurants and retail establishments line our Downtown's streets, enticing patrons to visit their businesses while they are Downtown for Amway Center events.

## **6. In what ways is this project innovative or creative?**

This project is innovative for the following reasons:

- Employment – the Amway Center project provided employment for 1,400 Central Floridians. In addition, 30% of the work was completed by minority and women-owned businesses, exceeding the City's goal of 24% and representing one of the largest minority and women-owned participation rates in Florida's history.
- Public-private partnership – the Orlando Magic served as the developer of the Amway Center and contributed \$50 million toward its construction. The balance of the project was paid from city, county and state revenue sources.
- Urban redevelopment – the project is a catalyst to revitalize Downtown and the historic Parramore community. Since January 2010, 60 new restaurant and retail businesses opened in the Downtown core as business owners are eager to greet the thousands of Amway Center patrons before and after events. Building upgrades and improvements within Downtown Orlando increased 37% in 2010 over 2009.
- Green building – the Amway Center is the first LEED Gold certified newly constructed NBA arena.
- Planning for transit – the Amway Center is served by five public bus lines and the SunRail commuter rail line will begin operations in 2013 and has a planned station within ¼ mile of the site.

## **7. Are there any other relevant details not covered above or specific to your category?**

At 875,000 square feet, Amway Center is almost triple the size of the old Amway Arena which it replaces. Amway Center includes 5,146 square feet of leasable ground floor retail/restaurant space plus the Magic Team Shop which, along with a tower top lounge overlooking the City's skyline, can function independently of events in the building (4,160 square feet of retail/restaurant space is not yet leased).

The building also features advanced technology, numerous retail, food and beverage, function and entertainment amenities for events, a full service restaurant and multiple indoor-outdoor spaces which celebrate Florida's climate. NBA Commissioner David Stern described Amway Center saying, "This is an extraordinary facility. I've traveled the world and there is nothing better than this facility...in the world."



## City of Orlando: Amway Center Project Profile

**Project Name:** Amway Center  
**Location:** 400 West Church Street, Orlando, FL 32801

**Developer:** Events Center Development, LLC (an entity of the Orlando Magic)  
8701 Maitland Center Blvd., Orlando, FL 32810  
Contact: Charles Y. Freeman, Executive Vice President  
407.916.2723, [CFreeman@OrlandoMagic.com](mailto:CFreeman@OrlandoMagic.com)

**Owner & Operator:** City of Orlando  
400 West Church Street, Suite 200, Orlando, FL 32801  
Contact: Allen Johnson, CFE, CPM, Executive Director, Orlando Venues  
407.440.7070, [allen.johnson@cityoforlando.net](mailto:allen.johnson@cityoforlando.net)

**Chief Executive Officer & Chief Elected Official of the City:**  
Mayor Buddy Dyer  
City of Orlando  
400 South Orange Avenue, 3<sup>rd</sup> Floor, Orlando, FL 32801  
407.246.2222, [buddy.dyer@cityoforlando.net](mailto:buddy.dyer@cityoforlando.net)

### Project and its significance to the community:

The Amway Center is a \$480 million public-private redevelopment project including a new 20,000 seat, 875,000 square foot sports and entertainment arena with supporting office, retail, parking, public plaza, infrastructure and surrounding streetscape improvements encompassing 20 acres in Downtown Orlando, Florida. Located on historic Church Street in the downtown entertainment district, the Amway Center opened in October 2010, on time and within budget as the new home of the NBA's Orlando Magic, AFL's Orlando Predators and will host national events, concerts and family shows.

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### Project Site Statistics:

Site Size	Square Feet or Meters
Retail/entertainment space	875,000 sq ft
Civic space	23,085 sq ft outdoor public plaza
Parking spaces	1,903

Land Use Plan	Square Feet or Meters	Percent of Site
Buildings	317,000 sq ft	36%
Streets/surface parking	314,000 sq ft	36%
Open space/landscaping	240,000 sq ft	28%
<b>Total</b>	<b>871,000 sq ft</b>	<b>100%</b>

### Financing Agreements and Contributions of the Nominee:

Sources of Funds	Amount in Millions
Contribution from the Orlando Magic	50
City issued Tourist Development Tax (TDT) Revenue Bonds, secured by contract TDT revenues to be received from Orange County	270
City issued Covenant Bonds, secured by non-ad valorem revenues in the General Fund (primarily for parking garage)	37
City issued internal loan, secured by future year lease payments from the Orlando Magic for use of the facility	12
City issued State Sales Tax Revenue Bonds, secured by sales tax payments received from the State of Florida	31
City will contribute proceeds from sale of existing Centroplex site, which includes the Bob Carr Performing Arts Centre and Amway Arena	62
Interest Earnings	18
<b>Total</b>	<b>\$480 million</b>

Uses of Funds	Amount in Millions
Gross construction cost	380
Property contribution, acquisition, site prep	40
Parking, roads and site improvements	60
<b>Total</b>	<b>\$480 million</b>

### Amway Center Images



Amway Center Site Context Aerial, Downtown Orlando—predevelopment.  
Base photograph by Dorian Photo, Inc.





**Amway Center Site Aerial, Downtown Orlando—post development.  
Photograph by Rancom, Inc.**



**Amway Center northeast façade and Church Street plaza.  
Photograph by Ben Tanner**

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## 2011 IEDC EXCELLENCE IN ECONOMIC DEVELOPMENT AWARDS ENTRY FORM

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Organization: **City of Austin Office of Economic Growth and Redevelopment Services**

Contact Name: **Kevin Johns AICP**

Email: **kevin.johns@ci.austin.tx.us**

Project/Item Name: **2nd Street District**

Category for Entry: **Public-Private Partnerships**

Population Category (<25K, 25-200K, 200K-500K, >500K): (Choose One) **>500**

Date Project Began: **1999**

Date of Completion (if applicable): **2011**

For Entries in Categories 9 & 10, Enter Your Web Site URL: \_\_\_\_\_

### PROJECT DESCRIPTION

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1. Please provide a brief description of the project.

**2nd Street District - Austin, Texas.** The project encompasses six city blocks along 2nd Street in downtown Austin, five of which were city-owned when the 2nd Street District was conceived. The city leveraged its property assets to catalyze redevelopment of a dense mixed-use district that includes retail/restaurant, residential, office, civic, hotel, and entertainment uses. As Simon Buntin of Terrain.org observed, "The city's vision for the project is broad: 'to enhance the identity and image of downtown Austin as a civic and cultural destination for residents, visitors, and businesses while preserving and enlivening Austin's sense of place.' More specifically, the Second Street District Streetscape Improvement Project (SSDSIP) calls for 'the inclusion of a critical mass of retail (and other pedestrian-oriented uses) linked by a coherent and uniquely identified, pedestrian environment... linking two important civic destinations - the new City Hall and the Convention Center Complex - along what will become downtown's key shopping or pedestrian-dominant spine: Second Street.' Austin's Second Street District is a powerful example of how community vision and collaboration can help redefine a place, and then the places beyond."

2. What is the goal or purpose of this project?

The goals for the 2nd Street District included: building a new City Hall; catalyzing redevelopment of a distressed downtown area; returning underutilized city-owned land to the tax base; preserving historic assets; demonstrating responsible/sustainable land development practices; leveraging public assets to secure private investment; re-establishing downtown as a retail destination; adding downtown residential stock; creating a pedestrian-friendly public realm; creating a denser city center; stimulating additional public and private investment downtown; building the downtown tax base; and, overall, strengthening downtown vitality.

3. Who are the participants in this project? Who was involved in planning/implementation? Who is affected?

In the 1990's the City of Austin worked with its citizens, aided by a Regional/Urban Design Assistance Team of the American Institute of Architects, to develop an action plan for revitalizing its downtown. The 2nd St District provided an opportunity to further several objectives, including re-establishing downtown as a retail destination, increasing the number of downtown residents, and creating a pedestrian-friendly urban realm. The city partnered with six private entities to redevelop the district; Computer Sciences Corporation (Blocks 2 & 4), three related AMLI entities (Blocks 20 & 22, and the retail spaces in Blocks 2, 3 & 4), UP Schneider, L.P. (the historic Schneider Building on Block 2), and Stratus Properties (Block 21). While the project has supported the growth in downtown residents, it has also enhanced the urban environment for downtown employers, employees and visitors.

4. What has been the impact of the project? How effective has it been in furthering economic development in your community? Identify any tangible and/or intangible results and value added.

The 2nd Street District's impact and influence has been broader than its six-block core. When the Computer Sciences Corporation planned its Austin campus, it was enticed to build downtown instead of the environmentally sensitive site it originally targeted. This succeeded in bringing a major, high-tech employer downtown - beginning the creation of a "digital downtown." Since then many other tech companies have moved downtown, including Google's first headquarters outside California. Four of the city's five blocks in the 2nd Street District were returned to the tax rolls. In 2010 the six blocks spun off \$4.55 million in property taxes, and this was before the W Hotel and Residences opened in late 2010. The district also produced \$2.29 million of sales taxes in 2010. The success of the district has regenerated investment in residential and retail projects throughout downtown Austin. This shored up Austin's downtown property values and occupancy levels, which were relatively unaffected by the 2008 national economic downturn.

5. Is this project replicable or transferable? Can it be adapted for use in other communities? What lessons have been learned?

The redevelopment strategies used in the 2nd Street District are transferable. The City of Austin has been sought out by Travis County and the State of Texas, as well as delegations from cities around the nation, to share its public-private redevelopment strategies and lessons learned. Travis County and the State of Texas are pursuing public-private redevelopment projects of their own in downtown Austin. One of the lessons learned has been to allow developers the flexibility to respond to market conditions, while ensuring the city's public objectives are achieved and the city's risk exposure is minimized. By example, the Block 21 development agreement included approved schematic building elevations and site plan, and established minimum ground floor retail; but, the remaining building square footage and its apportionment between uses was allowed to respond to then-current market conditions. To protect the city's interests in completing build-out in a timely manner, the city established a deadline to commence construction and established liquidated damages in the event of work stoppages after construction commencement or failure to complete shell construction by a deadline.



6. In what ways is this project innovative or creative?

The city brought together local and national experts, along with the general public, to craft a series of policies and plans addressing downtown design and the 2nd Street District. Through public-private investment, the city and its partners established a new downtown retail destination comprised of 175,000 SF and more than 50 retailers, most of which are locally-owned. As part of the city's Great Streets Master Plan, a pedestrian-dominant street typology was implemented. The typology reallocated the 80 foot right-of-way to provide 50 feet for active pedestrian uses; vehicular traffic was reduced to one lane each direction, plus a parking lane along the north curb. The wide sidewalks include street trees, pedestrian amenities (benches/chairs and trash bins) and bicycle racks. The north sidewalk was widened to 32 feet to provide a double row of trees and ample space for sidewalk cafes and impromptu street life. Public art with a local waterway theme is being incorporated throughout the district. All of the public-private projects are tax positive for the city, and the city sets aside a portion of the property tax increment to fund first-class maintenance of the public streetscapes and plazas. Sustainable/green building practices were encouraged, and all but the district's first building are tied into the Austin Energy's downtown district chilled water system.

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7. Are there any other relevant details not covered above or specific to your category?

See attached profile.

# Profile

## 2<sup>nd</sup> Street District, Austin, Texas

Project – The core of Austin’s 2<sup>nd</sup> Street District encompasses six city blocks in the southwest quadrant of downtown, along Lady Bird Lake. Over a 30 year period the City of Austin acquired five of the six blocks, which were occupied by old, distressed, low-rise commercial properties and surface parking lots. The city leveraged its property assets to secure private investment in redeveloping the area. Together, the city and its private partners have transformed the properties into a vibrant mixed-use district that has stimulated additional private investment in downtown, added downtown employment opportunities, spurred downtown living, and increased the downtown tax base.

Block 3 – Austin City Hall is an 115,000 SF civic building with a public plaza, intensive green roof areas, and 740 underground parking spaces. The building achieved LEED-Gold Certification. Part of the project’s \$56 million cost was offset by the ground lease proceeds from Blocks 2 & 4. City Hall includes 3,700 SF of retail space along 2<sup>nd</sup> Street to help the retail district wrap around.

Blocks 2 & 4 – The city ground-leased Blocks 2 & 4 to Computer Sciences Corporation (CSC), which constructed two six-story office buildings that book-end Austin City Hall. Each building contains 175,000 SF of office and 700 parking spaces above 30,000 SF of retail. The city invested over \$9 million in designing, constructing, and subleasing the ground-floor retail shells. The city then contracted with AMLI Austin Retail, L.P. to develop, market, lease and manage the retail spaces. The city also partnered with CSC to stabilize and sublease the historic Schneider Building, which was subsequently incorporated into the retail district through a restaurant developed by UP Schneider, L.P.

Block 20 – AMLI Downtown Austin, L.P. owned and developed Block 20. Although no formal public-private agreement was executed, AMLI embraced the city’s vision for 2<sup>nd</sup> Street and

constructed their first vertical mixed use product, a 7-story building with 220 rental residential units above 43,000 square feet of ground floor retail/restaurants and 326 underground parking spaces. Block 20 was also the first project to implement the city's Great Streets pedestrian-dominant streetscape typology.

Block 21 – The city selected Stratus Properties, Inc. through a competitive proposal process to buy Block 21 and develop the W Hotel and Residences. The 37-story, \$300 million project includes 251 hotel rooms, 165 condos, 35,000 SF of office, 29,000 SF of ground floor retail/restaurant space, a new 2,500 seat performance venue, and 490 underground parking spaces. Stratus contributed \$100,000 toward public art in the district. Stratus is also pursuing LEED-Gold Certification for the project. The city allocated its Block 21 land sale proceeds to a New Central Library project and three downtown trail and pedestrian improvement projects.

Block 22 – The city ground leased Block 22 to PPF AMLI 421 West 3<sup>rd</sup> Street, L.P., which constructed an 18-story mixed-use project that includes 231 rental residential units, over 41,000 SF of retail space and 421 parking spaces. Under the public-private agreement AMLI provided 12 affordable housing units (5% at 80% of mean income), installed Great Streets streetscapes, protected historic underground vaults discovered during site clearing, and contributed \$100,000 toward public art in the district. The project also was the first high-rise residential project to achieve a 4-Star rating under Austin Energy's Green Building Program.

Objectives Achieved: Through redevelopment of the 2<sup>nd</sup> Street District the city achieved several sustainable community objectives, which include: promoting downtown living; luring major employers downtown; creating a pedestrian-friendly public realm; returning underutilized City properties to the tax rolls; preserving historic assets; raising the bar on sustainable/green building practices; and increasing the density of the urban core to reduce the impetus for sprawl and to leverage existing street and utility infrastructure, including transit access.

Proof of Concept: Redevelopment of the 2<sup>nd</sup> Street District was completed over a 12-year span, despite two economic downturns during build-out. The success of the 2<sup>nd</sup> Street District has spurred the development of at least nine major downtown residential projects, beyond the six-block district, increasing the number of downtown residential units from 2,037 in 2000 to 6,180 in 2011. Creation of a new retail destination has also supported efforts to reestablish retail on Congress Avenue and E. 6<sup>th</sup> Street, two other prominent downtown corridors. And, the success of the 2<sup>nd</sup> Street District is enabling the city to extend 2<sup>nd</sup> Street and its redevelopment efforts into and through a former water treatment facility immediately west of the district's six-block core. The City is currently negotiating with Trammell Crow Company on a \$557 million, 1.8 million SF mixed use project to be built on the former treatment plant site.

Nominee Contributions: The City of Austin's contributions included: assembling the property (five of six blocks); developing a community vision; leveraging its property assets to secure private investment; investing in archeological studies, site clearing, utility adjustments and streetscape improvements; paying for design and construction of the retail shells on Blocks 2, 3 & 4; and, requiring utilization of a single retail consultant throughout the district to ensure a cohesive and viable retail mix. Sue Edward, Assistant City Manager and former Director of Economic Growth and Redevelopment Services, has played a pivotal role in the 2<sup>nd</sup> Street District throughout its redevelopment ... from the original visioning efforts through negotiations with each of the private entities and design, build-out, and tenanting of each block.

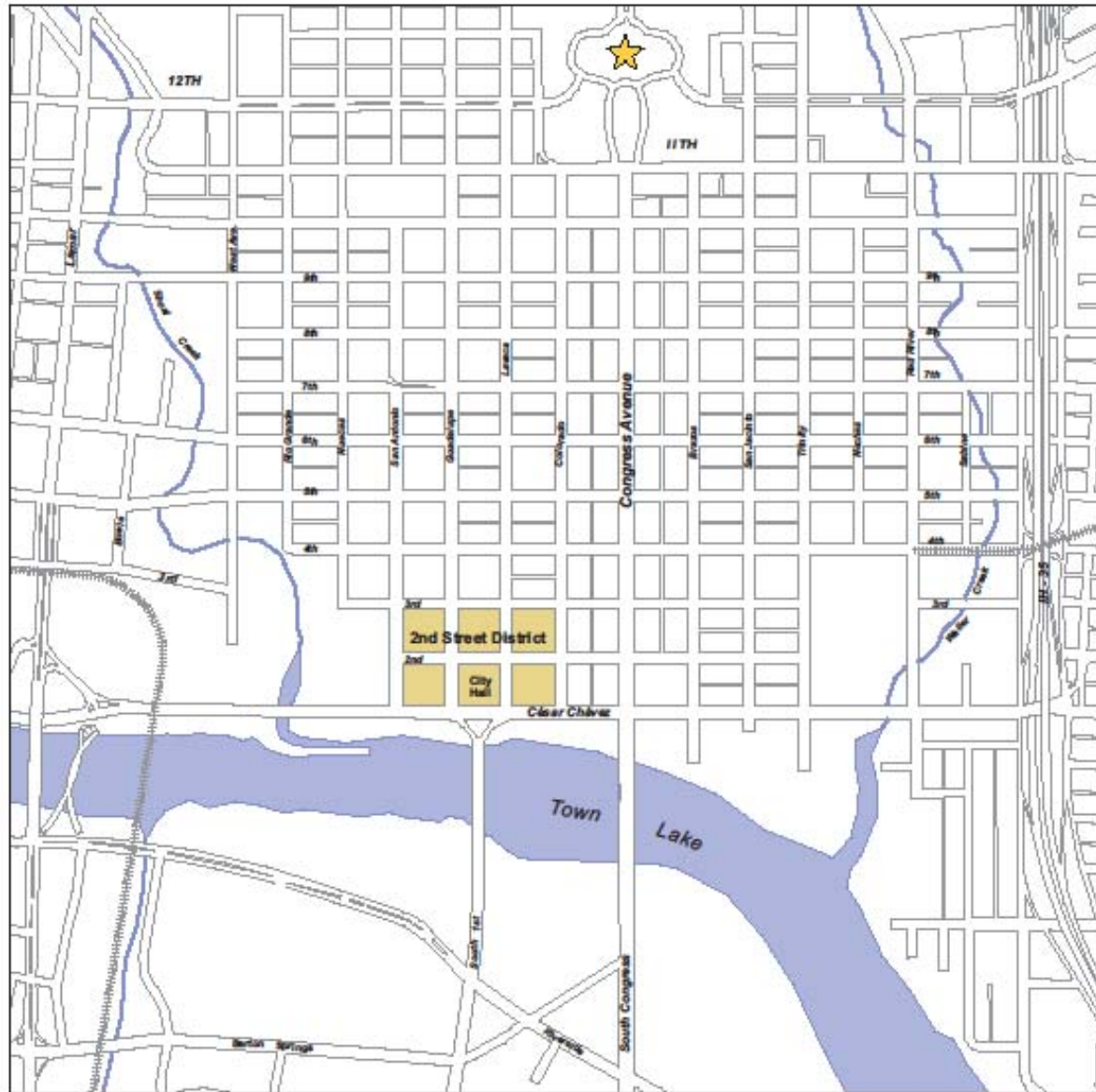
Nominee's Prime Contract: Kevin Johns, Director, City of Austin Office of Economic Growth and Redevelopment Services

Chief Executive Officer: Marc Ott, City Manager

Chief Elected Official: Mayor Lee Leffingwell

Appendix 1

2<sup>nd</sup> Street District, Austin, Texas



Downtown Austin



City of Austin  
Economic Growth & Redevelopment  
Services Office

## Appendix 2

### 2<sup>nd</sup> Street District, Austin, Texas

#### Before



Blocks 3 & 21, flanking 2<sup>nd</sup> Street



Block 2 along 2<sup>nd</sup> Street

#### After



Austin City Hall, Block 3



Block 2 along 2<sup>nd</sup> Street (Block 4 similar)



AMLI Downtown, Block 20



2<sup>nd</sup> Street Streetscape and Retail



AMLI on 2<sup>nd</sup>, Block 22



W Hotel and Residences, Block 21