



**LAND REUSE  
STRATEGY**

**Phoenix Sky Harbor International Airport  
Land Reuse Strategy Community Meetings  
July 19, 20, & 21, 2016**

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## Overview

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Phoenix Sky Harbor International Airport acquired noise-impacted land as part of the Voluntary Acquisition and Relocation Services (VARS) Program and its airport land use compatibility efforts over a ten-year period. In accordance with FAA guidance, and with a FAA provided grant for such projects, the Airport and the City are conducting a land reuse strategy for the area in which those noise-impacted properties were acquired. The project area of focus includes approximately 750 previously acquired parcels west of the Airport within the City of Phoenix.

The goal of the Airport and the Land Reuse Strategy process is to promote redevelopment of the acquired parcels in a compatible way with the closely located Airport, which will be economically beneficial to those properties as well as the surrounding community. To ensure that community member and resident input was accounted for, an extensive [Community Engagement Plan](#) was developed with Stakeholder meetings being a vital component. Project Stakeholders have been identified as part of four key groups:

- Project Management Committee (PMC) - made up of City of Phoenix staff
- Advisory Group - made up of neighborhood advocates and local organizations
- Roundtable Groups (3) – One group each for the North, Central, and South project areas consisting of neighborhood advocates and local business
- Community - residents and all other interested parties

Three rounds of Community meetings were scheduled to take place as part of the Land Reuse Strategy process at community locations convenient to the Stakeholder group represented. This report summarizes the second round of Community meetings.

The second round of meetings were held at the following locations:

Meeting	Date	Time	Location	Attendees
Central Area Community Meeting	Tuesday, July 19, 2016	6:00 PM – 9:00 PM	Wesley Community Center	26 attendees
South Area Community Meeting	Wednesday, July 20, 2016	6:00 PM – 9:00 PM	Broadway Heritage Neighborhood Resource Center	10 attendees
North Area Community Meeting	Thursday, July 21, 2016	6:00 PM – 9:00 PM	Eastlake Park Community Center	16 attendees

The meetings consisted of three main elements:

1. A **presentation** providing the status of the Land Reuse Strategy process as well as updates and outcomes from the Market Analysis, Inventory findings, and the Benchmarking report.
2. **Small group facilitated discussion** to obtain input and ideas from committee members regarding development and possible land uses of airport owned properties, concerns about the current state of the neighborhoods, and thoughts on the area's cultural and historical importance.
3. An **Overview Session** to share the key points from each discussion group and to allow for follow-up questions for the project team about the project.

## Presentation

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*David Sperling, C&S Companies (Consultant Rep. Sperling)* began the meeting by welcoming attendees. He explained that the meeting would begin with a presentation by the project team and then meeting attendees would break up into small discussion groups after. *Consultant Rep. Sperling* went on to explain the four key parts of the study which are Community Engagement, Inventory, Market Analysis, and ultimately developing a Strategy from the information gathered.

Three documents were made available to the public on the project website prior to the meeting for review - the Inventory Working Paper, Benchmarking Paper, and the Market Analysis. *Consultant Rep. Sperling* gave an overview of the project benchmarking stating that five other airports were looked at to compare what they have done in their development programs. Many of the airports conducted voluntary acquisition programs resulting in a patchwork of parcels left to work with in development, very similar to what the PHX Land Reuse Strategy is now working with. The plans involved varying levels of community engagement, with the City of Phoenix implementing a very extensive community outreach effort. *Consultant Rep. Sperling* explained that while the focus of this project is only on the VARS acquired parcels, the goal is to ensure they are developed in a way beneficial to all of the surrounding community as well.

### Inventory

*Mark Johnson\*, Ricondo & Associates (Consultant Rep. Johnson)* gave an overview of the Inventory process. He began by explaining that when talking about land use change, the main goal is promoting redevelopment of city-owned, noise-impacted properties, with the objective of getting that land back into use. Land use change is supported by three initiatives which include, an understanding of the existing environment, the involvement of the stakeholders, and what the market is able to support. These three initiatives will be tied together with various management strategies, developed from the results of the Land Reuse Strategy process.

*Consultant Rep. Johnson* stated that the management strategies break down into two broad categories - supporting redevelopment through regulation and through incentives. He went on to talk about some of the attributes of the area. One of the biggest advantages of the study area is the access to transportation which is extremely beneficial to commercial and industrial development. However, the existing water and sewer systems are not as good and pose limitations to some planning. Existing zoning of the area is mostly industrial, with the project having the potential to have some need for rezoning in certain areas. Overlay zones could be proposed to incentivize certain types of development. The area directly off the lines of the three airport runways are subject to many constraints such as height limitations and noise overlay zoning preventing certain types of development.

*Consultant Rep. Johnson* talked about the environmental overview and stated that there were no significant issues in the project area. He acknowledged the Motorola pollution plume in parts of the North project area, but stated that the Central area provided no specific challenges. He added there were a few properties that need attention for environmental issues but this was only a site-by-site issue and not pertaining to the whole project area.

\*During the South Area Community Meeting, John Williams, Ricondo & Associates, presented the Inventory portion of the presentation.

## Market Analysis

*Barbie Schalmo, C&S Companies (Consultant Rep. Schalmo)* presented her findings on the Market Analysis portion of the project. She stated that they had found that there was limited short-term demand, referring to demand in the first five years, for different land uses. There is more identified demand in the mid-term, years 2021-2025.

*Consultant Rep. Schalmo* explained that they started with an identification of land uses by looking at the inventory, conducting stakeholder interviews, holding a variety of different stakeholder meetings, and collecting ideas about what types of land uses should be considered. Those were then grouped into General Land Use categories in conjunction with zoning, and available market data. They settled on commercial uses of mixed use format, industrial and flex space, and hotels. She noted that for flex space, 50% or more must be used for office purposes. *Consultant Rep. Schalmo* went on to explain that for each of the uses analyzed, they used a two-prong methodology. First, for each use they looked at historical trends of actual development. Second, they looked at projection of employment, population, as well as passenger growth at PHX Sky Harbor over the next ten years.

*Consultant Rep. Schalmo* stated that some of the takeaways they had gathered so far regarding program success included ensuring flexibility in the plan and being able to accommodate changes over time. Historical and cultural considerations are also of the utmost importance. They also heard stakeholder input on potential strategies and possible ways to implement the plan. Strategies suggested included implementing overlay zoning, leveraging all the different modes of transportation available throughout the project area, and to acquire underused residential properties for use from residents who wish to move.

*Consultant Rep. Schalmo* went on to talk about the market findings of the project area. In regards to industrial demand, historical trends as well as employment based projections are used to forecast demand. She stated that they use the Maricopa Association of Governments data to look at how employment grows for industrial and office uses. In the near-term, there is actually negative demand for industrial space because of the amount of industrial space already underway or having already been delivered for 2016. In the second five years, there is a greater potential for demand for industrial space.

*Consultant Rep. Schalmo* explained that they had looked at the types of industrial space from the existing inventory. Data showed that 70% of the market is general industrial and manufacturing, where 30% of the market is flex space. There are a number of opportunities and constraints for industrial development in this market area. One of the constraints is the amount of industrial space already underway, resulting in future development needs being put on hold. Another constraint is the limited number of available parcels that are large enough to carry out industrial development on as the acquired parcels are, on average, much smaller than that required to accommodate an industrial use.

For office space, there is 750,000 square feet proposed in the near term. In the mid-term, while Maricopa Association of Governments does not actually suggest a higher demand for office use in the area, historical demands show an increase that could be expected for the area. This historical demand also shows development patterns of existing office space being more than half as class B, which is a more approachable price point for development. There are many opportunities for office space including the proximity to downtown, the warehouse district and Sky Harbor. Constraints include the

area not being perceived as a desired market for office use. There are also other regional centers of gravity for office space such as Tempe and downtown Phoenix.

*Consultant Rep. Schalmo* stated that in regards to retail, the data showed a modest demand for retail overall. The market analysis revealed that the types of retail in the project area include 30% in a shopping center format and 70% as standalone businesses. Looking at land sizes shows that nearly half are on parcels that are up to one acre in size, indicating that this market is more of a drive through, as opposed to a drive to market.

In regards to hotels, there is no demand in the near-term for any hotels as there are already rooms under development in the three-mile, market analysis radius. Opportunities for the area include a growth in airport passenger projections over the next 10 years, which could increase the demand for hotels in the area. Constraints include perception of the area and the proximity of other hotels in areas nearby.

*Consultant Rep. Schalmo* explained that mixed use development is one way the FAA has said it may be possible for residential to return to certain areas. When looking at the three mile market analysis radius, it was discovered that 25% of residential units were considered mixed use. She stated that they then looked at current development and saw that 85% of units being developed already in 2016 are considered mixed use. This type of development is already allowed in the northwest portion of the planning area, however, throughout this planning process, it is important to take into consideration any deed restrictions, or other policies which may hinder the strategies being implemented.

The VARS acquired parcels make up approximately 15% of the total inventory in the area. Throughout the inventory process, it was found that the average office space (five acres) is 33 times the size of average VARS acquired parcel (.15 acres). This will result in challenges in trying to accommodate the desired demand of the study area. In looking at market demand for the whole area, they looked at what it would take to capture 25% of that demand within the VARS acquired parcels. The results showed that it would take approximately 20 acres in the near term, and approximately 50 acres of land in the mid-term. There are approximately 115 acres total of acquired parcels so that leaves 45 acres leftover from what would be required to capture the 25% of the market demand, where there is no market demand that has been identified through this planning process.

The analysis looked at land use benchmarking which included uses such as research and development parks, urban agriculture, and artisan and maker spaces. *Consultant Rep. Schalmo* commented that all of these uses have to do with creation and resourcefulness which pays homage to the history of the area. Cities like Detroit have employed vacant lot programs where they have a patchwork of properties to work with, and while these areas are not located around an airport, insight can be gained from their strategies.

*Consultant Rep. Sperling* brought the presentation portion of the meeting to a close and asked if there were any questions. Questions and comments during the three meetings included:

Question (Central): What is the plan for the Sacred Heart Parish?

Answer: *Jordan Feld, City of Phoenix Aviation Department (AVN Rep. Feld)* responded that while the Sacred Heart Church is not part of the plan process, the project will work to ensure that the final plan is economically beneficial and compatible to Sacred Heart and neighboring parcels.

Question (North): In regards to the city utilities, have any studies been done to ensure the safety and quality of the water?

Answer: *Consultant Rep. Johnson* replied that there hadn't been any specific studies done, in relation to this project, on water quality. *AVN Rep. Feld* added that the City of Phoenix routinely conducts quality studies to ensure water safety.

Comment (North): A community member commented that while the cultural and historic aspects of the area are very important, she hopes that the project honors not only the history and culture, but also focuses on the people that are still currently living there. Current residents and their needs should not be forgotten.

Meeting attendees broke into smaller discussion groups for the small group portion of the meeting.

## Small Group Discussions

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Meeting attendees divided themselves up among four different tables, each table facilitated by a member of the project team. Each table had a specified topic to discuss and were supplied with flip charts, as well as large-scale maps with a plastic overlay for attendees to draw and write notes and ideas on. The topics for the tables were History Happened Here, Immediate Actions, Blending of Land Uses, and Vision.

Main points made throughout all three rounds of meetings are highlighted below. A full list of the scanned notes taken during the meetings can be found in Appendix A of this document.

### History Happened Here

One of the most commonly heard suggestions for honoring the area's history was to provide branding of the area and/or educational opportunities including:

- Monument markers with a brief history of the historical value of the area. Have the markers for the entire area in one central location with a map of where each site is. Possibly located on Jefferson or Washington – Buckeye
- Have the city allocate funds in the study area be given to pay for signs that designate the historical areas
- Have the stories be told by the families to unite the entire community
- Brand areas with restaurants, etc.
- Name "Chavez Way", Dolores Huerta Way
- Phoenix Elementary School District-Henshaw School, 1871 – Honor this history
- Create park/sports complex to hold festivals honoring culture and history
- Archeology – Canals
- La Tolteca – Restaurants, bakery, resources
- Austin's Cash Market – find a way to memorialize with photos, etc.
- Honor Fr. Albert Braun by naming the land west of the airport, specifically, bound by the historic Sacred Heart Parish and South Phoenix Barrios within its boundary, the "Father Albert Braun Veterans Memorial & Historic District: Placita de Veteranos Y Artistas"

- Create a Latino cultural center, “branded areas” to honor history – Chavez, others; Food City, Smittys – find photos for use in cultural center
- Calderon Ballroom
- Insert farm worker tools/plants etc. to memorialize their history
- Mural walls to tell history

Throughout the community meetings, residents expressed a remaining fear, especially from those in the Central area, that the Airport will find a way to remove them through increased property taxes, fees, and assessments. There was also the sense that while some jobs may be created, there will be little consideration given to them.

Aside from these remaining reservations from community members, there was also a strong feeling that people should be exposed to not only their own story, but to the stories of all who created the area. One such creator, whose story was shared with the group, was Father Albert Braun, a Franciscan Priest and decorated World War I and II hero. His presence in the area, and ultimately naming the area for him, could unite and resurrect the revitalization and contribute to the historic and economic growth, benefiting the community, veterans, the airport and entire City of Phoenix. These stories should be told in the Central area where the young and the old could come and learn about the history, as well as directions to locations where historical events took place. Joining the historical and cultural aspects of a north/south corridor along 16<sup>th</sup> Street with the east/west corridor along Buckeye Road, the area could become a cultural and entertainment magnet with the accompanying economic benefits.

## Blending of Land Uses

A major component of the Land Reuse Strategy is to ensure that the final plan is compatible with current occupants of the area. Suggestions given for how to blend the old and the proposed new were strongly focused on maintaining the rights of those already existing businesses and residents. Suggestions and concerns included:

- Opposed to down zoning – taking away rights of the existing owners
- Would like the option to have existing owners be allowed to opt into the zoning changes if upzoning.
- Have area included in First Fridays to attract people to the area
- Would like to develop a grocery Store, Fry’s, Lowes, Walmart, etc. – Area around 10<sup>th</sup> Street and Durango
- Not all property should be market driven
- New development should support the downtown core while creating connectivity to the downtown area
- Encourage small business to build on one or two lots. Residents stressed that a mass scaled project was not wanted. Blend these new uses into the residential uses.
- While some community members suggested keeping Mohave a major street, others proposed to reduce traffic on Mohave but widen the streets and add sidewalks to complete the streets.
- Implement program to help people upgrade homes
- Tax Credit programs – County property tax for seniors
- Add trees, pathways, bike paths, shaded seating area, lighting, sidewalks



- Sacred Heart Church – bring in uses that allow people to eat/live/play within the cultural destinations
- Return alleys to existing property owners
- Southern area – prefer to not have people drawn to the area – industrial uses, no residential, no community gardens
- Bring aviation type schools to the area as well as research to bring large groups of people

## Vision

- Could people swap existing homes for a vacant lot to allow the area to expand?
- Water park in the Central Area
- On the corridor from 16<sup>th</sup> Street to Washington to Buckeye, try to connect the parks via a walkway.
- Many community members want to be part of the growth and be included in the change
- People are still concerned with the Eastlake Association area. Plans were adopted but never acted on.
- Missing several historical properties from the list in the plan
- Expand current businesses
- Smaller lot use for business
- Rio Salado Overlay needs to change

## Immediate Actions

- Concerns
  - Illegal dumping (residents being “written up”)
  - Missing/broken street lights – long response time for getting them fixed
  - Safety with too little/no lighting
  - Lack of trees – heat from gravel
  - Street repair tools and incomplete repairs. Who puts in requisitions?
  - Salt in water systems
  - Sound levels/aircraft noise
  - No good facilities/programs for kids
  - Abandoned homes
- Use bulk trash removal to clean up
- Implement a shade tree and desert landscaping master plan
- Develop more police/community communication
- Community gardens in the interim – community driven produce for residents/farmers market
- Involve non-profits/grant funds
- Include guidelines/master gardener
- Festivals/carnivals to bring people together
- More lighting
- Splash park in Barrios Park, add sitting areas with shade, areas for BBQ
- Assistance for homeowners and commercial and improvements
- Allow pop-up uses – no lease/cost

- Improve parks with security
- Install speed bumps and traffic calming to streets
- Bring back sound insulation for existing residents
- Happy with policing by Central precinct
- Modification to Rio Salado plan/overlay to allow A1/A2 as a buffer in specific areas to the Airport

## Closing

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Following the small group discussions, participants could reconvene to contribute any last comments or questions they had. After the closing session, *Consultant Rep. Sperling* thanked everyone for their participation and the meeting ended.

## Appendix A

### Small Group Discussion Flip-Chart Notes

Blending Land Uses – North Community Meeting

# Blended uses

7-21-16

- 1.) Opposed to down zoning.  
taking away rights of  
the existing owners.
- 2.) option to have existing  
owners be allowed to opt  
into the zoning changes if  
up zoning.
- 3.) Wants to look at Aviation  
lots on Corridor of 16<sup>th</sup> Street  
to determine what can happen w/  
the lots. Wants Retail, Myspace  
blending the use.
- 4.) Have area included  
in First Fridays.

Round 1

Blended Uses

Want to have copy of the letter

FAA letter (PGL) 14-05

To

What should we want Visitors & Businesses  
To see coming from Airport

Grocery Store - Fry's

Loews a Walmart

Area Around  
10<sup>th</sup> St & Durango

This Area should be it's own Village  
Want copies of other Airport Studies

Find out extent of lot's which are brown fields  
Must be

Not All property Should be Market Driven

Support Downtown Core

Need Housing

## Round 2 Blended uses

North Area. Have some Flex uses

Encourage small business to build  
on one or two lots Mass scaling  
Project not wanted. Blend into the  
Residential uses.

<sup>uses</sup>  
Reduce Traffic on Moham. widen the street

Sidewalks to Complete the Streets

Improve the quality of existing Res ~~to~~ <sup>improving them.</sup> ~~Verano~~

Implement Program to help people upgrade  
homes

Tax Credit Programs.

County Property Tax for Seniors



Trees / Pathways

History of AREA

FAA Letter / Complete

Round 2  
Blended Uses

### Blended uses Round 3

1 Walkways / Bike Paths

2. Shaded Seating Area

3. Lighting

4. Side walks

5. Set backs should be somewhat the same as currently exist.

6. With new renovations they want to make sure they don't have to

Change set backs on existing Property

Adaptive Reuse

7. Connectivity to the downtown area

8 Family Areas

9. Barb-P's - Pine Areas, Festival Area,

10. Keep Main as a Major Street

11. MORE Commercial Properties that will enhance Carson's Business

12. Renovation will occur in 5 years at Caroline's

Spa's  
Nails  
for the  
community

H&C Resources

1. S.H. Church bring in uses that allow people eat - live - play w cultural destinations.

2. South of freeway would like to see more office & flex uses

3. Industrial uses abutting Industrial uses. Warehouses  
Light industrial. No Grow warehouses

4. Return Alley's to existing Property owners.

5. Southern Area prefer to not have people drawn to the area Industrial uses

6. No Residential uses in the Southern Areas

7. Bring Aviation type schools in the area & Research.

8. No Community Garden in South Area

Q. Adaptive Uses



## 1-21-16 H & C Resources - Round 1

1. Markers w a brief history of the Historical Value Use Monument markers that is permanent.

Have the markers for the entire Area in one central location. With a map of where each site is.

2. Not in a park a separate small building where young people can go & get historical information.

3. Have it located on Jefferson or Washington - Buchanan

4. Have the building south of Buchanan or since many people do not want to go south.

5. Have the city allocate funds in the study area be given funds to pay for signs to designate the historical areas

H.C Resources - 7-21-16 Round 1

6. Have the stories be told by the families to unite the entire community
7. Instead of a building use a street that would host the ~~historical~~ historical info 16th Street Washington to Buchanan <sup>Tip in the River bottom.</sup>
8. The experience should include all the senses, sight taste hearing

- Like Olvera Street - Create area
  - Alleyways
  - Brand areas w/ restaurants etc.
  - Plaza de las culturas
    - Incorporate Barrios Unidos
  - Create Park/sports complex to hold these festivals
  - Name "Chavez Way"  
Dolores Huerta Way



- Phx Elementary S.D.

- Henshaw School

1871 - honor this history

- John T. Alsap - 1st Mayor City Phx

1st Superintendent P.E.S.D.

- Archeology - Canals -

Tom Doherty Phx EL  
School Dist Archivist

- La Tolteca - Restaurants

- bakery - resources

- Columbus Grey - First African  
Act line Am family

- Sacred Heart Church
- Santa Rita Hall
- Austin's Cash Market. find a way to memorialize - photos etc
- Honor Fr. Albert Braun
- Want more retail stores - i.e. Pharmacy
- Create a Latino cultural center  
"Branded areas" to honor history - Chavez, others

1<sup>ST</sup> Session  
Immediate Actions

7/19/16

Concerns

- Too little lighting/safety
- Existing homeowners needing assistance for improvements (commercial owners as well)

Ideas

- More lighting
- Splash park in Barrios Park
- Add sitting areas w/shade in BP
- Add areas for bbs in BP
- Bike paths
- Assistance for homeowners & commercial improvements



Calderón Ballroom  
Food City - Smittys - find  
photos for use in  
cultural center  
Rosita's - Petite Restaurants

- Slow traffic - Create more walking spaces
- "Cuatro milpas" barrio  
& those that were here  
"name" them -
- Insert farm worker tools/plants  
etc. to memorialise their history
- transition to neighborhood
- Mural walks to tell history
- Statues or sculptures - history



7.17.16

## 2nd Session

### Immediate Actions

### Concerns / Problems

- Salt in water systems (Mogave / <sup>betw.</sup> Carolino Fire Station)
- Sound levels / aircraft noise
- Concern that City lots are not being maintained (trash pickup, landscaping) – concern that would cause existing residents to move
- Car speeds / safety

3<sup>rd</sup> Session

7.19.16

Immediate Actions

### CONCERNS

- No good facilities/programs for kids

### IDEAS

- Assistance to property owners for improvements
- Allow pop up uses (no lease/~~to~~ cost)
- Facilities for kids in the neighborhood
- Bike paths
- Historical museum focusing on the neighborhood / artifacts
- Improve Parks w/security

2nd Session 7.19.16  
Imm. Actions P. 2

## Ideas

- Speed bumps / traffic calming
- Maintenance on City lots
- Bring back sound insulation for existing residents
- Assistance for property improvements (residential and commercial)

## Concerns

Imm. Actions  
7.20.16

Abandoned Homes - fires  
(Watkins)

Street lights that are out  
on University

## Ideas

Increase neighborhood services

Memorialize the tunnel @

More lighting (incl. alleys) 1-17

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Happy with policing by Central precinct



7.20.16

Modification to Rio Salado  
plan/overlay to allow A1/A2  
as a buffer <sup>in specific areas</sup> to Airport

7.21.16

# Immediate Actions Concerns

- Illegal Dumping (residents being "written up")
  - Missing / broken street lights (bulbs out) - long response times
  - Lack of trees - heat from gravel
  - street repair tools / incomplete repairs who puts in requisitions?
- Kudos to clean up crews for landscaping

## IDEAS

- Use bulk trash removal to clean ~~up~~ up
- Street lights / light repairs
- <sup>implement</sup> shade tree master plan
- <sup>N</sup> desert landscaping
- police / community communication
- street repairs / notify neighbors

- Community Gardens in the interim
  - community driven - produce for residents / farmers market

- Find out if any gardens are in use now

→ • Involve non-profits / grant funds

- Include guidelines / master gardener
- consider raised gardens

(PRC)  
resource

- Festivals / carnivals to  
~~but~~ bring people together

# Vision Guidance

7-21-16

1. Could people swap homes existing for a vacant lot to allow the Area to be enlarge.
2. Who provides the housing in a swap?
3. Could we have a water park in the Central area
4. No indoor play places for 0-5 years old. Could we find some in this Area. Want it to be indoors
5. Center Swaps in Central Area around Schools
6. Who would invent a water park?
7. Could existing houses be moved to a vacant lot?
8. On the Corridor <sup>16th to</sup> <sup>Washington to</sup> <sup>Bu chure</sup> try to connect the Parks via a walk-way.
9. Some think the connection is a waste of money.
10. Many want to be part of the growth & be involved in the change



## Vision Guidance

7. 21-16

11. Still concerned with Eastlake Ass. Area. Plans adopted but not enacted.
12. Mr Gook wants to take the team out & show what he wants in the area.
13. Missing several historical properties from the list in the plan.

- 1) Expand Current Business
- 2) Smaller Lot use for Business
- 3) Rio Salado Overlay / Needs to Change

**Appendix B**  
**Transparency Map Overlays**



Original Master Slide/Do Not Delete/Copy Only



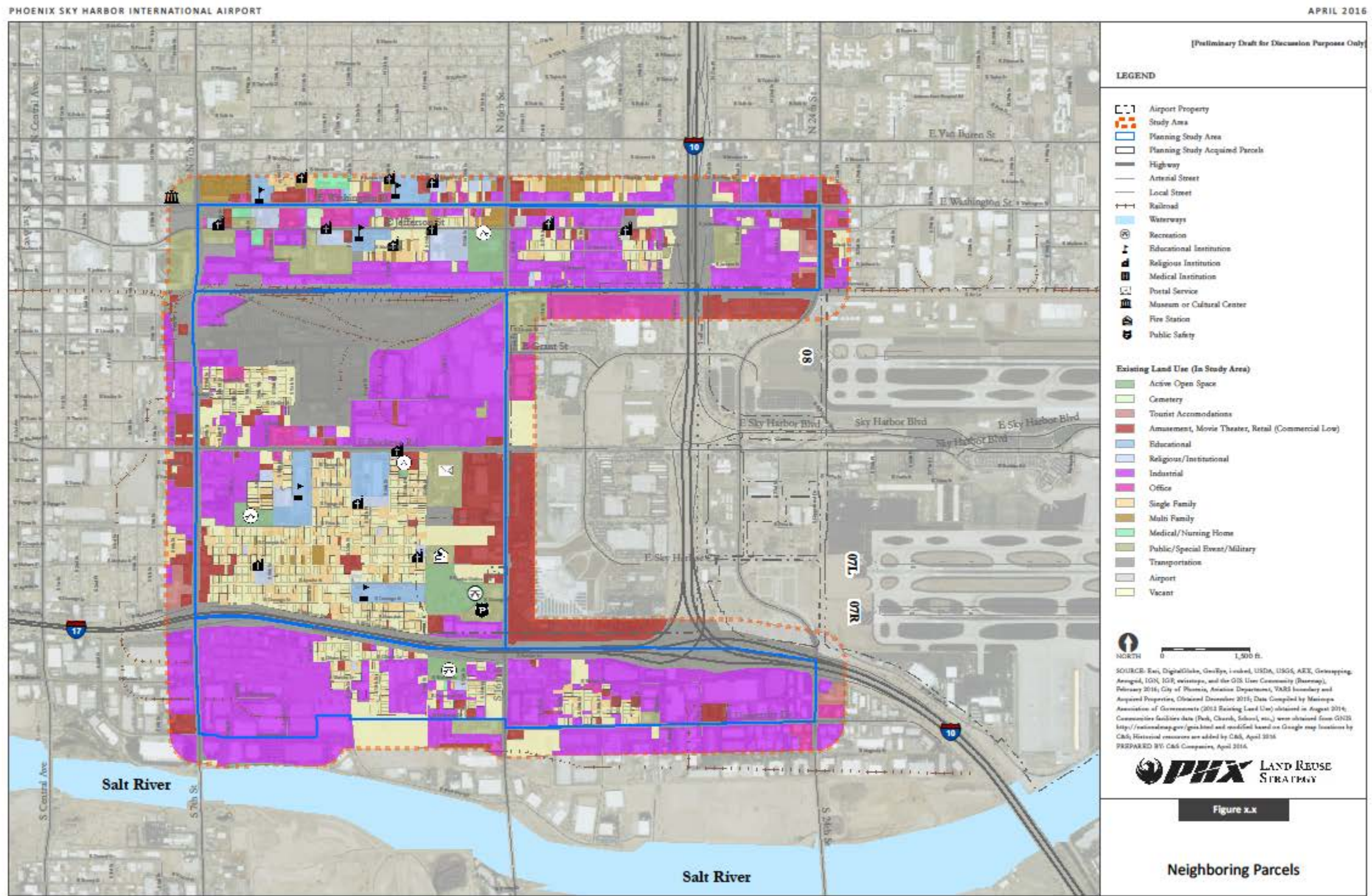


~~7/21/16~~  
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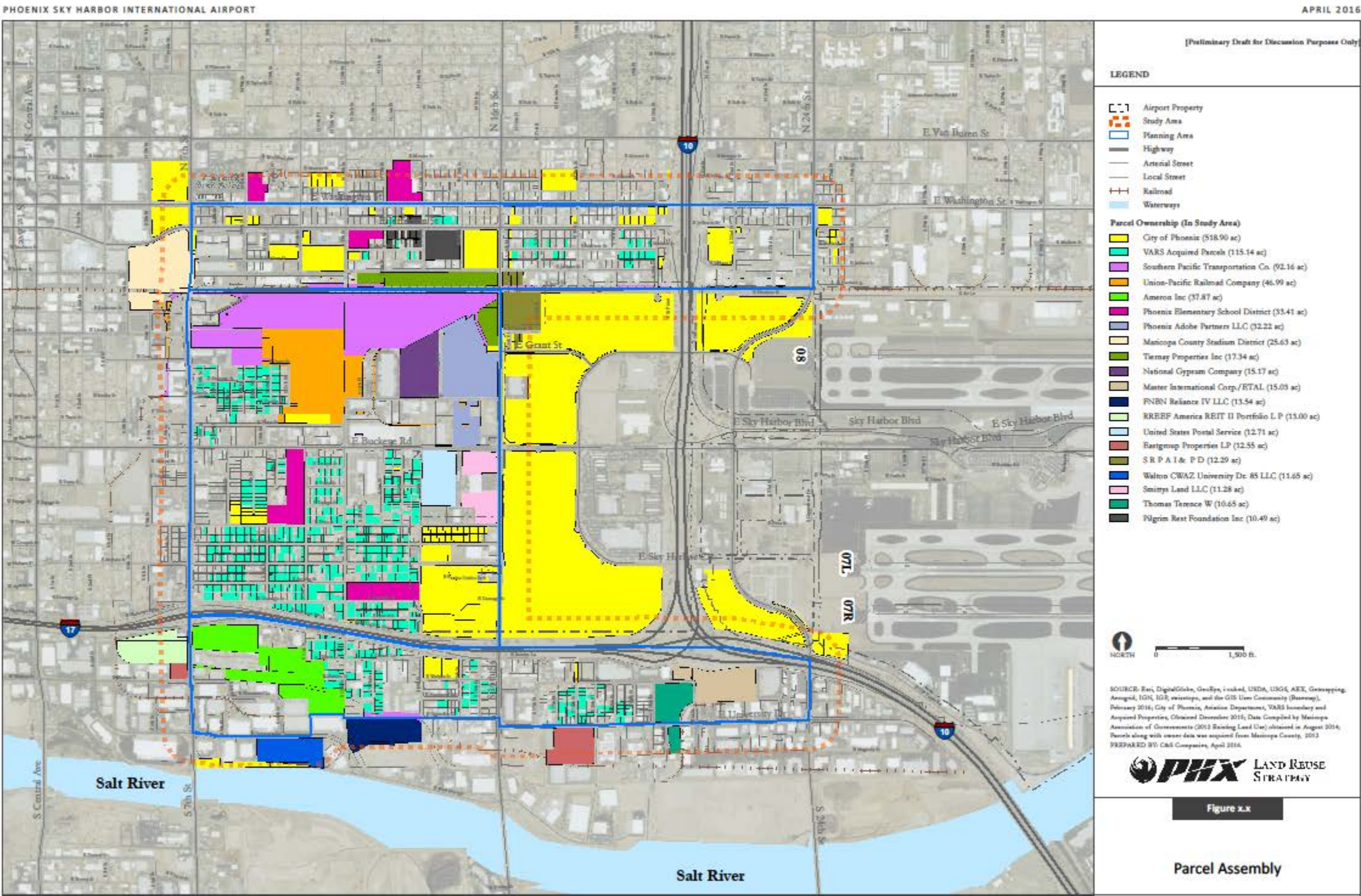


# Immediate Actions (Neighboring Parcels) - Original Master Slide/Do Not Delete/Copy Only





# Blending of Uses - Original Master Slide/Do Not Delete/Copy Only





Original Master Slide/Do Not Delete/Copy Only



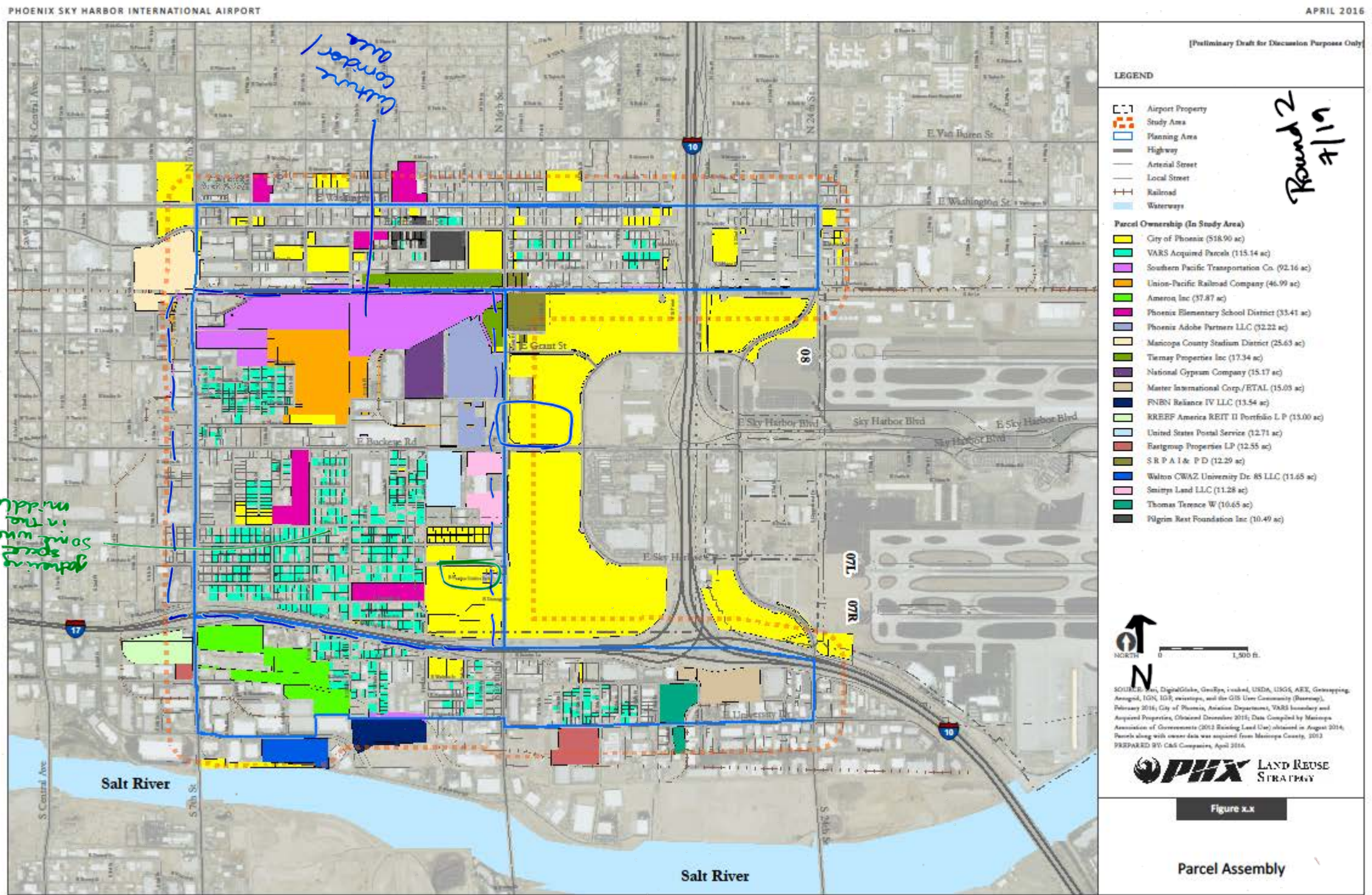


South  
4/20



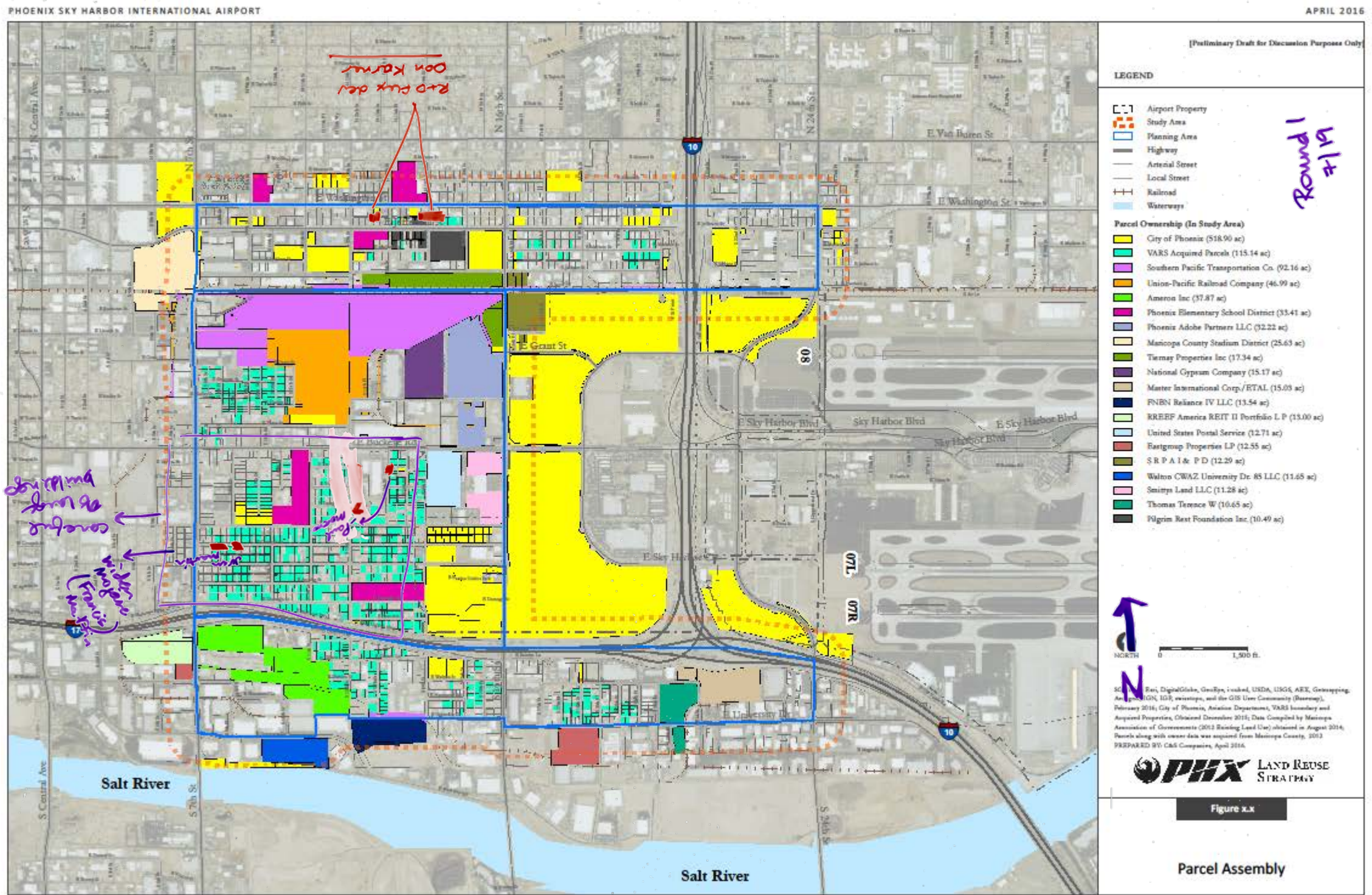


# Parcel Assembly





# Parcel Assembly





# Parcel Assembly

