



Incorporating Urban and Commercial Development in and around the Airport

ACI-NA Business of Airports
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Context and Agenda



- Manager's view

- Be an informed consumer

- Practical steps

Bottomline

Maximizing value requires competing in the marketplace

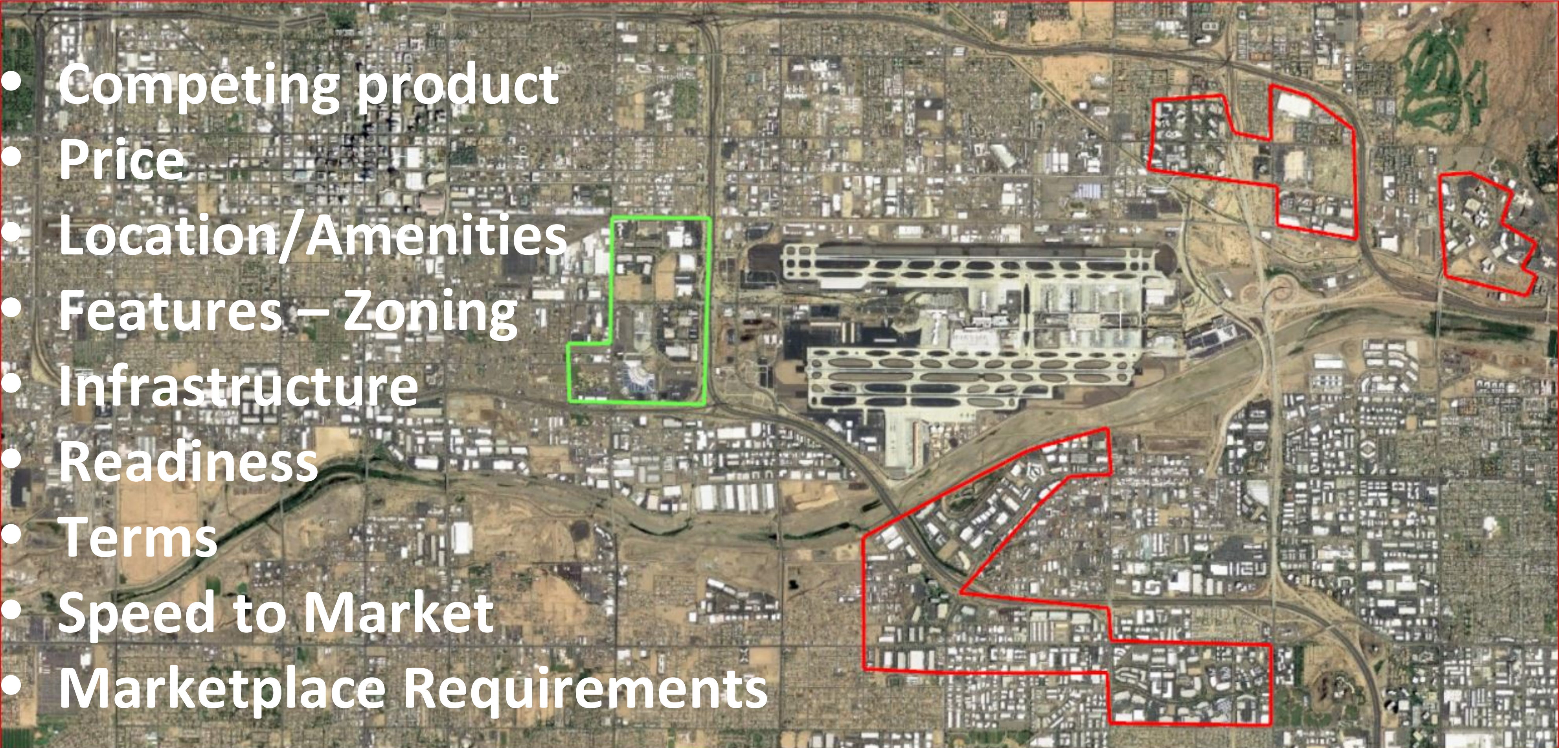
Define Your Product

- **Acceptable uses to the airport**
- **Zoning/permitting**
- **Infrastructure**
- **Amenities**
- **Lease vs sale transactions**
- **Duration of lease term**
- **Limitations on proceeds**



Assess the Marketplace

- Competing product
- Price
- Location/Amenities
- Features – Zoning
- Infrastructure
- Readiness
- Terms
- Speed to Market
- Marketplace Requirements



Define Probable User Targets



- **User types**
- **Market absorption by type i.e. demand**
- **Profile use types requirements**
- **Comparability of your site to reqmnts and past absorption**
- **Build a list of most probable use types and users**

Lead Sources

- **Communicate and network**
- **Pay for professionals**
- **Go directly to users**
- **Use your leadership for access and leads**
- **Be responsive**
- **Alternatively: use a developer**



Prepare for the transaction

- **Define success in advance**
- **Understand your guardrails**
- **Speed Speed Speed**
- **Be efficient and predictable to the ecosystem**



Last Words

- **Don't pursue a transaction that doesn't fit your requirements**
- **Don't let perfect be the enemy of sufficient - 100% of zero is always zero**
- **User Quality = certainty of performance and value**
- **Protect the asset/airport**
- **NPV - Balance the total value vs short term return**
- **Professional support/advice**

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