

## **Appendix C: Community Engagement**

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## Appendices

### VOLUME IV – Part 1

#### Appendix C: Community Engagement

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**PHX**

**LAND REUSE  
STRATEGY**

# **PHX Land Reuse Strategy Community Outreach Report**



## Overview

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Sky Harbor International Airport (Airport) acquired noise-impacted land as part of its airport land use compatibility efforts. The goal of the PHX Land Reuse Strategy is to develop a vision for future land reuse opportunities that provide benefits to the local community. The LRS project team recognized the need for extensive community engagement to ensure that all stakeholder views were taken into consideration to develop a plan that would be supported by the community.

The project team developed a Community Engagement Plan which outlined the overall guiding principles for the process, as well as protocols, criteria and schedules. There are four fundamental principles that influence each aspect of the engagement plan – Clarity, Transparency, Accountability, and Cultural Inclusion. Each of these principles made sure that the project team delivered clear, consistent, culturally inclusive messages throughout the planning process.

In line with the project's fundamental principles, project branding was designed and implemented to assist in communicating all project messages. The project branding communicated the purpose and intent of the project, was representative of the community and was a recognizable and memorable mark. Branding was applied to all project communication and documents in order to assist the community in identifying what was being communicated.

Four groups of project stakeholders were established to assist in the project throughout the planning process – the Project Management Committee, Advisory Group, Roundtables, and Community Members.

The Project Management Committee (PMC) consisted of City of Phoenix staff from the departments of Aviation, Community and Economic Development, Neighborhood Services, Planning and Development, Parks and Recreation, Environmental Programs, Sustainability, the City Manager Office and City Council District 8. The PMC assisted in guiding project tasks during the Inventory, Market Analysis, and Draft Strategy phases. This was accomplished through weekly teleconferences during the first four weeks of the project, and three meetings over the course of the process.

The Advisory Group was identified with assistance from the PMC and includes neighborhood advocates, and local organizations. The Advisory Group held three meetings throughout the course of the project. During this time, their role was to participate in facilitated collaboration in project progress as well as also providing general guidance with project tasks during the Inventory, Market Analysis and Draft Strategy phases, and assisting the project in obtaining feedback from the community.

The Community Roundtables were developed for each of the project areas – North, Central and South – and were identified by the PMC and Advisory Group. Members of the Roundtables are made up of neighborhood advocates, local business owners, and community members. Their



role throughout the project was to provide general guidance with project tasks, as well as to act as a liaison between the project and the community. They also participated in three Roundtable meetings over the course of the process.

All community members and interested parties were strongly encouraged to participate throughout the project. Three community meetings were held in a bilingual format in each of the project areas – North, Central and South – in order to gain further insight and understanding of the study area and gather feedback on the desired vision for development within the area.

## **Stakeholder Meetings**

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Three rounds of meetings were held throughout the project for the committees, roundtables and the public. For the committee and roundtable meetings, email notifications were the primary form of communication. To advertise the community meetings, various forms of outreach were utilized at least two-weeks prior to each meeting in an effort to engage all interested members of the public. All publically distributed



information was provided in both English and Spanish translations for the entirety of the project's outreach effort. Additionally, the project enlisted the assistance of committee and roundtable members to distribute meeting information to members of their respective departments, communities and organizations. Postcards were mailed to 1,012 property owners within the program area. Informational posters were displayed at 25 locations throughout the project area and surrounding community. Poster display locations were selected for being places frequented by community members and were identified collaboratively with the committees and roundtables. Members of the project team conducted door-to-door visits in the beginning stages of the project to generate community awareness, and also attended various community group meetings to promote upcoming project meetings and provide project updates. The project team identified and engaged multiple community organizations to assist in distributing project information and meeting advertisement. For the first and third round of community meetings, 1,500 flyers were distributed to Phoenix School District #1 Elementary Schools – Herrera Elementary, Garfield Elementary, and Lowell Elementary - for students to take home to their parents. A community meeting advertisement report is included following this summary.

Following the first round of meetings, project stakeholders expressed a need for a more technical, in-depth look at the study material which resulted in the addition of a Technical Forum. This forum included presentations from individual City Departments to offer a more detailed view of their role in the process. This forum was advertised to all committee members, email subscribers and past meeting attendees, as well as promoted on the project webpage. The following table lists all meetings held to date:





Meeting	Date
PMC Meeting	December 7, 2015
Advisory Group Meeting	December 8, 2015
North Roundtable Meeting	December 8, 2015
Central Roundtable Meeting	December 9, 2015
South Roundtable Meeting	December 10, 2015
Central Community Meeting	February 9, 2016
South Community Meeting	February 10, 2016
North Community Meeting	February 11, 2016
Technical Forum	April 21, 2016
PMC & Advisory Group Meeting (charrette format)	June 20, 2016
North Roundtable Meeting (charrette format)	June 20, 2016
Central Roundtable Meeting (charrette format)	June 21, 2016
South Roundtable Meeting (charrette format)	June 22, 2016
Central Community Meeting (charrette format)	July 19, 2016
South Community Meeting (charrette format)	July 20, 2016
North Community Meeting (charrette format)	July 21, 2016
PMC/Advisory Group Meeting	December 6, 2016
North Roundtable/Community Meeting	December 6, 2016
South Roundtable/Community Meeting	December 7, 2016
Central Roundtable/Community Meeting	December 8, 2016

## Community and Stakeholder Outreach

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A bilingual project webpage, housed on the existing Sky Harbor website, was developed to serve as a major informational resource in between committee, roundtable and community meetings. This webpage contained project information and materials, past meeting content, meeting notices and updates, and the opportunity to leave feedback and sign-up for project email updates. To date (January 25, 2017), the project webpage has been viewed a total of 5,013 times, with 3,769 being unique page viewers. The following table breaks down those views, as well as time spent, by specific main pages:

Page	Page Views	Unique Page Views	Average Time on Page
Homepage	2,645	2,035	02:12
Community Engagement	683	450	02:47
Updates	484	342	02:40
Inventory	340	260	01:31
Program Management	310	227	01:09
Market Analysis	302	244	01:11
Contact	138	120	01:09
Sign-up for Project Updates	111	91	00:57
<b>Total</b>	<b>5,013</b>	<b>3,769</b>	<b>01:42</b>

Bilingual informational brochures were developed and distributed at various community locations and project meetings. Brochures served as a project introductory piece and included a broad project overview and provided stakeholders with a map of the project area.

### **Online Public Feedback Site**

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To ensure that the project was reaching a broad audience and providing stakeholders with a variety of opportunities to provide feedback, a bilingual Online Public Feedback Site was developed. This site allowed interested participants to engage with the project on their own time and at their convenience. Questions were posted to the site every weekday in August aimed at facilitating public conversation related to the project area. Site posts included questions such as, “How are you connected to the project area?”, and “What would you like to see change within the project area?”

The project advertised the Online Public Feedback site in many of the same ways as the community meetings. Advertisements also identified locations within close proximity to the program area that provided public computer access in order to provide an all-inclusive opportunity to provide comment. This was a great way to keep not only community members, but also community organizations engaged throughout the process. A full report of the advertising, page activity, and questions and responses for the WordPress page can be found following this summary.

### **Working Paper #2 Outreach**

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When Working Paper #2 was completed, a strong outreach effort was made to ensure that all stakeholders would have access to review the document and submit comments. A concise, Executive Summary of the document was developed in both English and Spanish, and copies were placed at ten high-traffic locations throughout the community. Posters were also displayed in key locations advertising where people could access the full document, as well as pick up a copy of the Executive Summary. Email notifications were sent to all stakeholders and past meeting attendees, as well as City departments and neighborhood organizations.



## Community Engagement Advertisement Report

The following table represents the various ways each aspect of the Land Reuse Strategy process was advertised and communicated to the various stakeholder groups and the public.

Land Reuse Strategy Advertisement Report				
PMC Committee Meeting	Advisory Group & Roundtable Meetings	Public Meeting <i>All Information Distributed in English and Spanish Translations</i>	Technical Forum <i>All Information Distributed in English and Spanish Translations</i>	WordPress Online Public Feedback Site
Emailed Notification: • PMC Committee Members	Mailed Letter – Request for Involvement: • Advisory Group Members • Roundtable Members	Mailed Postcard: • 1012 Landowners within the Program Area	Email Notification: • PMC Committee Members • Advisory Group Members • Roundtable Members • Website Subscribers • February Meeting Attendees	Website Postings: • Sky Harbor Website, Project Webpage
	Follow-up Phone Calls: • Select Roundtable Members	Hand Deliver Notification: • Program Area, Central and South Sections • Phoenix School District Students (1,500 Flyers)	Website Postings: • Sky Harbor Website, Project Webpage • City of Phoenix City Clerk Public Meeting Notices Webpage	Hand Deliver Notification: • Phoenix School District Students (1,500 Flyers)
	Email Notification: • PMC Committee Members • Advisory Group Members • Roundtable Members	Poster Display: • Placed at 25 Locations throughout the Program Area		Poster Display: • Placed at 25 locations throughout the Program Area
	Website Postings: • City of Phoenix City Clerk Public Meeting Notices Webpage	Emailed Notification: • LRS Committees/Roundtable Members • Website Subscribers • Past Meeting Attendees • VARS List • NSD List • District 8 Subscribers/Newsletter • Central City Village Planning Committee Members • TOD Steering Committee Members • Thunderdome Neighborhood Association for Non-Auto Mobility Association Members List • Neighborhood Association		Email Notification: • PMC Committee Members • Advisory Group Members • Roundtable Members • Website Subscribers • Past Meeting Attendees • Central City Village Planning Committee Members • TOD Steering Committee Members • Eastlake Park Neighborhood Association • Phoenix Communities United • Thunderdome

		<p>Leaders – Eastlake Park NA, Phoenix Communities United, Puente Movement</p>		<p>Neighborhood Association</p> <ul style="list-style-type: none"> <li>• Greater Phoenix Chamber of Commerce</li> <li>• Puente Movement</li> <li>• Black Chamber of Commerce</li> <li>• Hispanic Chamber of Commerce</li> </ul>
		<p>Website Postings:</p> <ul style="list-style-type: none"> <li>• Sky Harbor Website, Project Webpage</li> <li>• City of Phoenix City Clerk Public Meeting Notices Webpage</li> <li>• City of Phoenix Events Calendar</li> <li>• Greater Phoenix Chamber of Commerce Community Calendar</li> <li>• Black Chamber of Commerce Calendar</li> <li>• Hispanic Chamber of Commerce Community Calendar</li> </ul>		<p>Social Media:</p> <ul style="list-style-type: none"> <li>• Sky Harbor Twitter, Facebook and Google+</li> <li>• Hispanic Chamber of Commerce</li> </ul>
		<p>Social Media:</p> <ul style="list-style-type: none"> <li>• Sky Harbor Twitter, Facebook and Google+</li> <li>• Greater Phoenix Economic Council Facebook</li> <li>• Phoenix Communities United Facebook</li> </ul>		<p>Newsletter Advertisements:</p> <ul style="list-style-type: none"> <li>• Central City Planning Committee</li> <li>• Phoenix Revitalization Newsletter</li> <li>• Gateway Community College Newsletters</li> <li>• District 8 Newsletter</li> </ul>
		<p>Newsletter Advertisements:</p> <ul style="list-style-type: none"> <li>• Phoenix Revitalization Newsletter</li> <li>• Gateway Community College Newsletters</li> <li>• District 8 Newsletter</li> </ul> <p>Announced at East Lake Neighborhood Association Meeting (AVN PM)</p>		



## Outreach Materials

The following documents are all outreach documents, meeting materials, collateral, and meeting summaries that were produced throughout the study process. A list of the documents included are:

Meeting	Date	Materials
PMC Meeting #1	December, 2015	Email Notification
		Sign-in sheet
		Flip chart comment scans
		Typed flip chart comments
		Meeting Summary
		Meeting Presentation
Advisory Group Meeting #1	December, 2015	Advisory Group Participant Request Letter
		Email Notification
		City Clerk Public Meeting Notice
		Sign-in sheet
		Meeting Summary
		Flip chart scans
		Typed Flip Chart comments
		Meeting Presentation
Roundtable Meeting #1	December, 2015	Roundtable Participant Request Letter (North, South, Central)
		Email Notification
		City Clerk Public Meeting Notice (North, South, Central)
		Sign-in sheet (North, South, Central)
		Meeting Summary (North, South, Central)
		Flip chart scans (South)
		Typed Flip chart comments (South)
		Meeting Presentation
Community Meetings #1	February, 2016	Email Notification to email subscribers and City Departments for distribution
		Email Notification to VARS Participants
		City Clerk Public Meeting Notice (Central, South, North)
		Sign-in sheet (Central, South, North)
		Meeting Summary (Central, South, North)
		Flip chart scans (North, South)
		Typed flip chart comments (North, South)
		Meeting Presentation
		Postcard mailed to landowners
		Poster posted in community locations
Technical Forum	April, 2016	Email Notification to committee members, subscribers, past meeting attendees
		Technical Forum Announcement



		City Clerk Public Meeting Notice
		Sign-in sheet
		Meeting Summary
		Meeting Presentation
PMC & Advisory Group Meetings #2	June, 2016	Email Notification to PMC
		Email Notification to Advisory Group
		City Clerk Public Meeting Notice
		PMC/Advisory Group sign-in sheet
		June Meetings Summary (includes Roundtables)
		Meeting Presentation
Roundtable Meetings #2	June, 2016	Email Notification (North, Central, South)
		City Clerk Public Meeting Notice (North, Central, South)
		Sign-in sheet (North, Central, South)
Community Meetings #2	July, 2016	Email Notification to City Departments, committee members, subscribers and past meeting attendees
		Postcard mailed to landowners
		Poster posted in community locations
		City Clerk Public Meeting Notice (Central, South, North)
		Sign-in sheet (Central, South, North)
		Community Meeting #2 Outreach report
		Meeting Summary
WordPress Outreach	July-September	Final WordPress Site Posting Report
		WordPress Promotional Plan Report
		Email Blasts
		Elementary School flyers advertising WordPress site
PMC & Advisory Group Meeting #3	December 2016	Email Notification to PMC & Advisory Group members
		PMC/Advisory Group Sign-in sheet
		Meeting Boards and Displays (also used for Roundtable/Community Meetings)
		Meeting Presentation (also used for Roundtable/Community Meetings)
		PMC/Advisory Group Meeting Summary
Roundtable/Community Meetings #3	December 2016	Email Notification to City Departments, committee members, subscribers and past meeting attendees
		Postcard mailed to land owners
		Poster posted in community locations
		City Clerk public meeting notice (North, South, Central)
		Flyers to PHX Elementary Schools (Herrera, Lowell, Garfield)
		Sign-in sheet (North, South, Central)



		Meeting Summary (North, Central, South)
		Community Outreach Report
Working Paper #2 Outreach	December 2016	Working Paper #2 Outreach Plan
		Email Blasts to Stakeholders
		Poster posted in community locations
		English and Spanish Working Paper #2 Executive Summary





# LAND REUSE STRATEGY

## Community Engagement Plan

The success of the *Phoenix Sky Harbor International Airport Land Reuse Strategy* (PHX LRS) is dependent upon broad and strong community consensus. The Community Engagement Plan will provide the framework to inform stakeholders and provide a feedback mechanism, assisting the project team in achieving that consensus.

This plan will outline the overall guiding principles of the process as well as protocols, criteria and schedules to keep the project on track. It will focus on specific ways to effectively connect and engage the communities, how each group involved in the process will function and what role they hold. The Community Engagement Plan outlines how the information will be reported and the timeframes for each task.



# Guiding Principles

Four fundamental principles will guide every aspect of the community engagement plan:

- Clarity
- Transparency
- Accountability
- Cultural Inclusion

## Clarity

Throughout this process, one of the main principles is to ensure a clear and consistent message is being delivered to all stakeholders and community members. A clear message, consistently communicated, will not only make for well-informed community members, but it will also begin to build trust between the project team and the community. A consistent message will make the community confident in the team's ability and plan.

Clarity will be achieved through development of the following elements:

- Project Branding – project branding will communicate the purpose and intent of the project, be representative of the community and be a recognizable and memorable mark. Branding will be applied to all communication related to the project in order to assist the community in identifying what is being communicated.
- Project Collateral – collateral materials will provide talking points for all members of the project team, City and community to effectively communicate the project's message.
- Project Workbook – members of all of the project committees will be provided with project workbooks that will be updated with project information as the project progresses.

## Transparency

Creating opportunities for the public to be involved in the process and presenting the decisions being made will continue to build trust between the community and the project team. A trusting community will become an involved community, which will provide the project team and decision makers a better understanding of the program area and produce better project results.

Transparency will be accomplished throughout the project with:

- On-going Public Outreach – Providing up-to-date and readily accessible information.
- Committees and Meetings – Involvement of the Program Management Committee (PMC), Advisory Groups and Roundtable Groups to assist in project progress and guidance along with Community Meetings to provide opportunity for the public to be informed and remain engaged in the process.
- Engaging Supporters of the Community – the Roundtable Groups provide opportunities for the project to engage supporters of the community to both inform the project of community needs and assist in delivering the project messages throughout the community.

## Accountability

In order to continue to build trust between the community and the project team, the community must feel confident they are being heard. To accomplish this, measures will be taken to demonstrate the project team is accountable for obtaining and acknowledging community comments and concerns.

Comments from the project participants and the community will be clearly documented and addressed by the project team within a timely manner. All comments will be itemized and made available to the community.

Accountability will be accomplished throughout the project with:

- Comment Reports – comments will be compiled and provided to the Aviation Project Team, PMC, Advisory Group and Roundtable Groups at each meeting.
- Community Access to Community Feedback – Once reviewed by all committees this feedback will be compiled into a Community Feedback and/or Frequently Asked Questions document which will be publicly posted on the project webpage and mySidewalk.

## **Cultural Inclusion**

There is a rich cultural history in the project area and it is imperative to be mindful and respectful of this throughout the process. Cultural Inclusion will set the stage for successful community engagement and enable meaningful feedback to help effectively inform project progress.

Cultural Inclusion will be achieved throughout the project by:

- Cultural Guidance – cultural guidance professionals who are sensitive to the unique cultural perspectives and needs of the residents will be utilized to inform the implementation of community engagement as the project progresses.
- Bilingual Communication – all project collateral will be published in both English and Spanish. Additionally, bilingual professionals will be in attendance at all Community Roundtable and Community Meetings. This will ensure that communication flow remains strong throughout the project process.



## Committee Makeup, Focus and Communication

Three groups have been established to assist in the project. The member makeup, focus and communication frequency for engaging each of these groups are as follows:

Committees			
Group	Members	Focus	Communication
<b>Project Management Committee (PMC)</b>	City of Phoenix Staff: <ul style="list-style-type: none"> <li>Aviation Department</li> <li>Community and Economic Development Department</li> <li>Neighborhood Services Department</li> <li>Planning and Development Department</li> <li>Parks and Recreation Department</li> <li>City Manager Office</li> <li>City Council – District 8</li> </ul>	<ul style="list-style-type: none"> <li>Participate in facilitated collaboration in project progress</li> <li>Record discussion and comments of all members of PMC during meetings for review</li> <li>Assist in guiding project tasks - Inventory, Market Analysis, Draft Strategy</li> <li>Review of all publicly distributed information prior to dissemination</li> </ul>	<ul style="list-style-type: none"> <li>Weekly Teleconferences (First Four Weeks)</li> <li>Teleconferences held on an as-needed basis for remainder of project</li> <li>Four Meetings</li> <li>Email</li> <li>Project Workbook and content updates</li> <li>PMC meeting minutes distributed to members after meeting</li> <li>Documents and meeting discussion items sent to members prior to PMC meetings</li> </ul>
<b>Advisory Group</b>	Identified by PMC: <ul style="list-style-type: none"> <li>Neighborhood Advocates</li> <li>Local Organizations</li> </ul>	<ul style="list-style-type: none"> <li>Participate in facilitated collaboration in project progress</li> <li>Provide general guidance with project tasks - Inventory, Market Analysis, Draft Strategy</li> <li>Review of all publicly distributed information prior to dissemination</li> <li>Provide feedback from community</li> </ul>	<ul style="list-style-type: none"> <li>Four Meetings</li> <li>Email or Mail as Requested by Individual Members</li> <li>Project Workbook and content updates</li> </ul>
<b>Community Roundtable Groups (3)</b>	Identified by PMC and Advisory Group from each area: <ul style="list-style-type: none"> <li>Neighborhood Advocates</li> <li>Local Businesses</li> </ul>	<ul style="list-style-type: none"> <li>Provide general guidance with project tasks - Inventory, Market Analysis, Draft Strategy</li> <li>Assist in the review of study materials and deliverables</li> <li>Review of all publicly distributed information prior to dissemination</li> <li>Act as liaison between the project and the community</li> </ul>	<ul style="list-style-type: none"> <li>Four Meetings Per Group</li> <li>Email or Mail as Requested by Individual Members</li> <li>Project Workbook and content updates</li> </ul>

## Community Involvement

The community within the program area will be able to access up-to-date project information at their convenience through a variety of media. Opportunity will be provided to the community to participate in informing the development of the draft Land Reuse Strategy that is aligned with community goals.

The project team will communicate project progress and solicit community comment through the following outlets:

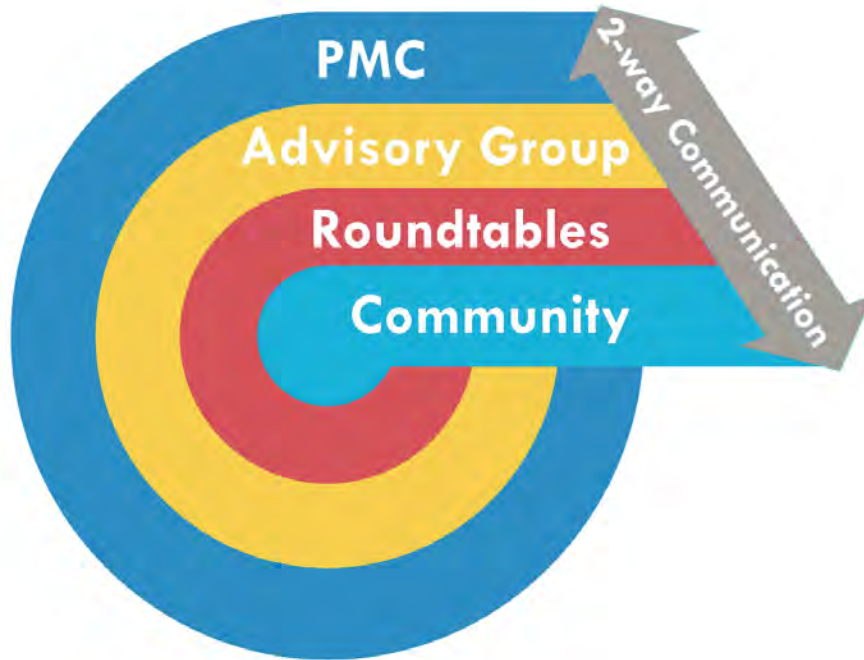
Outlet	Content	Location
Community Meetings	Three Meetings: <ul style="list-style-type: none"> <li>• Provide Project Information and Progress</li> <li>• Solicit Feedback</li> </ul>	Within the Program Area – List of potential locations to be provided to the Project Team for final selection
Project Webpage	Updated monthly: <ul style="list-style-type: none"> <li>• Upcoming Meetings</li> <li>• Project Information &amp; Collateral</li> <li>• Project Progress</li> <li>• Past Meeting Content</li> <li>• Comment Submission Opportunity – Direction to mySidewalk</li> <li>• Sign-up of Email Updates</li> </ul>	City of Phoenix Aviation Department Website
Blog/Comment Forum (Wordpress)	Updated As Needed: <ul style="list-style-type: none"> <li>• Discussion Prompts to Facilitate Public Comment Opportunities</li> <li>• Direction to City Webpage</li> <li>• Upcoming Meetings</li> <li>• Project Information &amp; Collateral</li> <li>• Project Progress</li> </ul>	Web link to site
Computer Workstations – Access Blog/Comment Forum & Project Webpage		Community meetings

The above mentioned ways for the community to become involved in the Land Reuse Strategy process will be advertised in the following ways:

Communication Outlet	Use	Timeline
Project Webpage	Upcoming meeting dates and locations will be posted on the website	Posted 2-Weeks Prior to Meetings
Blog/Comment Forum (Wordpress)	Facilitate Public Comment Opportunities	Periodically throughout project
Informational Brochures	Provide background on the project and ways the community can remain engaged	Printed copies available for public distribution
Postcards	Upcoming meeting dates and locations and additional ways to contact the project	Mailed to land owners within the Program Area 2-Weeks Prior to Meetings
Posters for Local Display	Project background, ways to become involved and upcoming meeting dates	3 Series of Posters: 1. Start of Project/First Community Meeting 2. Mid-project/Second Community Meeting 3. Prior to Draft Land Reuse Strategy Community Meeting Within the Program Area – List of locations provided to committees for comments and suggestions
Email	Upcoming meeting dates and locations along with project progress  <i>Opportunities to sign-up for email notifications will be presented at the community meeting sign-in, project webpage and mySidewalk</i>	Distributed 2-Weeks and 2-days Prior to Meetings
Existing City of Phoenix Communication Outlets	Upcoming meeting dates and locations will be posted	Posted 2-Weeks Prior to Meetings – District 8 Newsletter, City of Phoenix Website Public Meetings,



# Communication Protocols



## Publicly Distributed Information

All materials created for public distribution will be submitted to the PMC prior for review and comment. Materials will also be presented to the Advisory Group and Committee Roundtable Groups prior to distribution to provide advance notice and allow the group to provide distribution guidance.

## Notification

Timely notification of opportunities to become involved in the project process will be provided to the community. Notice of community meetings will be provided to the community no later than two-weeks prior.

Public comments submitted electronically to the project will receive a follow-up response from a project team member within 48-hours to notify the community member their comment/question has been received and when they can expect follow-up if it is needed.

## Community Feedback

Feedback provided by community members will be submitted through community meetings, the project webpage or mySidewalk. This feedback will be directed to the consultant team who will compile public comments and provide reports as follows:

- Aviation Project Team - Weekly
- PMC – Each Meeting
- Advisory Group – Each Meeting
- Roundtable Groups – Each Meeting

Once reviewed by all committees this feedback will be compiled into a Community Feedback and/or Frequently Asked Questions document which will be publicly posted on the project webpage and mySidewalk.

In the event that public questions are submitted warranting follow-up and answers, the Aviation Department project team will be immediately engaged by the consultant team to develop timely and consistent response.

## Stakeholder Engagement for Market Analysis Process

The following individuals were interviewed as part of the market analysis process.

<b>Name</b>	<b>Title</b>	<b>Organization</b>
<b>David Adame</b>	President & Chief Economic Development Officer	Chicanos Por La Causa
<b>Judy Bernas</b>	Associate Vice President University Relations	University of Arizona
<b>Lindsey Carlson</b>	Vice President	Colliers International
<b>Katherine Coles</b>	P&D Planner II*Village	City of Phoenix
<b>John Creer</b>	Assistant VP of Real Estate	Arizona State University
<b>Lynda Dodd</b>	Deputy Director, Neighborhood Services	City of Phoenix
<b>Angela Duncan</b>	Deputy Director, Housing	City of Phoenix
<b>Kate Gallego</b>	Vice Mayor and District 8 Councilperson	City of Phoenix
<b>Aubrey Gonzalez</b>	Deputy Director, Neighborhood Services	City of Phoenix
<b>Chris Hallett</b>	Director, Neighborhood Services	City of Phoenix
<b>Don Keuth</b>	CEO	Discovery Triangle Development Corporation
<b>David Krietor</b>	President & CEO	Downtown Phoenix
<b>Mike Lafferty</b>	President	Lafferty Development
<b>Christine Mackay</b>	Director Community and Economic Development	City of Phoenix
<b>Rob Martensen</b>	Senior Vice President	Colliers International
<b>Rick Naimark</b>	Associate VP Program Development Planning Senior VP & University Planner	Arizona State University
<b>Eva Olivas</b>	Executive Director/CEO	Phoenix Revitalization Corporation
<b>Greg Peterson</b>	Owner	The Urban Farm
<b>Dr. Myriam M. Roa-Reifers*</b>	Superintendent	Phoenix Elementary School District #1
<b>Cindy Stotler</b>	Housing Director	City of Phoenix
<b>Adam Wasserman</b>	Managing Partner	GLD Partners
<b>John Werstler</b>	Senior Vice President	CBRE

\* post-meeting one-on-one informal discussion

# PMC Meeting #1 Materials

SIGN-IN SHEET - PLEASE PRINT

Name	Organization
Trina Harrison	COP - AVN - P&E
Rosanne Albright	COP - Off. of Env. Prgms
Keen Montgomery	COP - Housing
Michael Johnson	Johnson + Neely
Cartney Carter	COP - Council District 8
Kara Boltorf	COP - Council District 8
Ronald Ramirez	COP - NSD/NEID
Robin Anderson	COP - NSD/NEID
Katherine Coles	COP / PDD
Craig Mavis	COP / PDD
Ete Dimas	El Pueblo Prod
Michelle Dadds	COP - PDD - HPD
April Carroll	COP - Archaeology Office
Andrea Sandral	COP - Aviation
Jordan FeU	COP AVN
Mark Johnson	Records & Assoc.
DAVID Sperling	C&S Companies
MICHAEL HORALING	C&S Companies

SIGN-IN SHEET - PLEASE PRINT

Name	Organization
KENY PHELPS	PSMP
AMANDA NIEMAN	PSMP
Lera Urias	Urias Communications
Peggy Neely	Johnson Neely Public Fund
Jesse Garcia	COP USD
DIMITRIOS LALOUKAS	COP - Sustainability
Marisol Peláez	Urias Communications
Roberto FRIETZ	Neighborhood of Services
Rohan Sahid	COP MEDD
Cindy Lizarraga	COP Aviation
RICHARD RUSSELL	COP AVIATION BUSINESS





# LAND REUSE STRATEGY

Phoenix Sky Harbor Land Reuse Strategy  
Project Management Committee (PMC) Comments  
December 7, 2015, 1:00 PM  
Conference Room 20 E, Phoenix City Hall

## Comments/Concerns

- The return of residential use to the area is still unanswered question – Must maintain transparency, consistent message
- Identify the relationship of Land Reuse Strategy to Reinvent Phoenix – include in policy plans
- There are properties that still require archaeological review
- Other environmental factors to be aware of – air quality, storm water, etc.
- Remaining residents will be begin to realize future of area – maintain transparency
- +/- 400 homes remain – will require interim and long-term uses that appeal to the residents
- Will be a fear of imminent domain
- Benchmarking – What is that market analysis?
- Concerned about unappealing future uses, e.g., waste transfer stations, etc.
- Potential for rapid changes in the north area – would render inventory data stale

Phoenix Sky Harbor International Airport  
 Land Reuse Strategy (LRS)  
 Project Management Committee Meeting  
 December 7, 2015, 1:00 PM - 4:00 PM  
 Phoenix City Hall 20 East Conference Room  
 Meeting Summary

<b>City of Phoenix Attendees</b>	
<b>Name</b>	<b>Organization</b>
Rosanne Albright	Office of Environmental Programs
Keon Montgomery	Housing Department
Michelle Dodds	Planning & Development Department
April Carroll	Archaeology Office
Courtney Carter	Council District 8
Craig Mavis	Planning & Development Department
Dimitrios Laloudakis	Sustainability
Jesse Garcia	Neighborhood Services Department
Roberto Friez	Neighborhood Services Department
Kara Batdorf	Council District 8
Katherine Coles	Planning & Development Department
Robin Anderson	Neighborhood Services Department
Robyn Sahid	Community and Economic Development Department
Ron Ramirez	Neighborhood Services Department
Andrea Sandoval	Community Noise Reduction Program
Cindy Lizarraga	Administration – Special Projects Administrator
Richard Russell	Business and Properties

<b>City of Phoenix Aviation Department Staff</b>	
<b>Name</b>	<b>Organization</b>
Jordan Feld	Planning & Environmental
Trina Harrison	Planning & Environmental

<b>Consultant Staff</b>	
<b>Name</b>	<b>Organization</b>
David Sperling	C&S Companies
Mark Johnson	Ricondo & Associates
Kelly Phelps	PSM <sup>2</sup>
Amanda Niemann	PSM <sup>2</sup>
Lisa Urias	Urias Communications
Marisol Pelaez	Urias Communications
Michael Hotaling	C&S Companies
Michael Johnson	Johnson & Neely
Peggy Neely	Johnson & Neely



Pete Dimas	El Pueblo Productions
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### Action Items

- Send project logo to Planning & Development Department to use as a link on their website.
  - **Responsibility:** Consultant Staff
  - **Deadline/Expectation:** Provide when project webpage is finalized and live.
- Provide number of parcels total there are in the three areas including how many the city owns.
  - **Responsibility:** Consultant Staff
  - **Deadline/Expectation:** Provided for upcoming Advisory and Roundtable meetings.

#### A. Opening Remarks & Team Introductions

*Trina Harrison, Project Manager, City of Phoenix Aviation Department (AVN Rep. Harrison)* welcomed and thanked attendees for their participation in the meeting. *Michael Hotaling, C&S Companies (Consultant Rep. Hotaling)* presented guidelines and ground rules for meeting. Attendee introductions proceeded around the room. *Consultant Rep. Hotaling* then pointed out the project workbooks that all committee members were provided. These will be used for all project materials and are also a sustainable product to highlight the sustainability aspect of the project.

#### B. LRS Progress

- Branding
  - The project name has been changed to Land Reuse Strategy (LRS) as this was thought to be easier for people to remember rather than Airport Compatible Land Reuse Plan (ACLRP). The logo design was presented to the committee.
  - A project color scheme has been chosen and will be applied to all distributed materials of the project.
  - A temporary display was created of the project area so as to have a large visual to refer to in meetings. A larger display will be prepared for future meetings that will include more detail and street names.
- Community Engagement Plan
  - *Kelly Phelps, Program Manager, PSM<sup>2</sup> (Consultant Rep. Phelps)* introduced the Community Engagement Plan (CEP). The plan provides a guideline for how the project will approach community outreach. The guiding principles of the plan are transparency, clarity, accountability, and cultural inclusion. A variety of ways the project will be communicated to the public are provided in the plan as well as potential locations for promotional materials to be placed.
- Collateral Material

- *Consultant Rep. Phelps* reviewed the draft collateral materials which included a brochure, poster, postcards and the project webpage. *Consultant Rep. Hotaling* added that all collateral materials will be produced in both English and Spanish. He also stated that the collateral materials would be emailed out for review but asked for comments or questions that people may have then. *Jordan Feld, Planning & Environmental, City of Phoenix Aviation Department (AVN Rep. Feld)* commented that it would be great for the different city department websites to have links to the project webpage. *Consultant Rep. Phelps* stated that they would be utilizing existing communication resources from the city departments.
 

*Katherine Coles, Planning & Development, City of Phoenix (COP Rep. Coles)* asked if they could have access to the logo and they would provide a link on their website. She also asked how the committee had decided to proceed with the Open Meeting Law (OML) regarding the posting of information methods outlined in the CEP. *Consultant Rep. Hotaling* responded that all meetings have been posted and appear on the city website. He added that they learned that the meetings should be posted 10 days prior to be consistent with the Planning Department. *COP Rep. Coles* stated that legally, meetings can be posted just 24 hours in advance, but they post theirs 10 days prior.

*Courtney Carter, District 8, (COP Rep. Carter)* asked if the detailed summaries of the meetings would be posted. *Consultant Rep. Hotaling* replied that just topics discussed would be posted, not a detailed summary or meeting minutes.
- **Bilingual Communication**
  - *Lisa Urias, Urias Communications (Consultant Rep. Urias)* stated that they would be available to provide bilingual communication throughout the process. For Spanish preference attendees at meetings, they would sit with a translator in a specific area of the room. *Peggy Neely, Johnson & Neely (Consultant Rep. Neely)* commented that the city had headphones that could be helpful with the translating and be less disruptive to the rest of the meeting attendees. *Andrea Sandoval, Community Noise Reduction Plan, City of Phoenix Aviation Department (AVN Rep. Sandoval)* stated that there were some used during the VARS Program that were no longer in use and could be used for the community meetings.

### C. Benchmarking Review

*Consultant Rep. Hotaling* informed the group that they had looked for some airports to benchmark the project against when they began the process. They started by contacting the FAA to get recommendations on which airports to contact. They looked at primarily large hub airports similar to Sky Harbor but also looked at medium and smaller hub airports to get a broader picture of land reuse

processes. *Consultant Rep. Hotaling* stated that the highlights of these findings had been put into a document that would be sent out to the group for review, but he would also go through a few at the meeting as well. These highlights include the following:

- FAA has allowed commercial properties to be purchased.
- Numerous jurisdictions became involved when the land was purchased in multiple cities or counties around an airport.
- There have been varied levels of community engagement. This project seems to have more community outreach than any other benchmark projects.
- “Grouping” has occurred to assess the various parcels.
- There has not been many cases of residential being a compatible option to put back in these areas.
- Most plans are allowing the market to determine the land uses.
- Restrictive covenants ensure compatible land uses.
- Taking a look at how the various plans have been implemented throughout the country. Some have sent for RFP’s for developers for long-term lease purposes.
- One airport conducted an auction for some of the parcels. That may not be a good option for Sky Harbor but was used by another airport in their land reuse process.

*Jessie Garcia, Neighborhood Services Department, City of Phoenix (COP Rep. Garcia)* asked if it would be made clear to the community that residential would most likely not be going back in. *Consultant Rep. Hotaling* responded that it is an ongoing conversation and there is no clear yes or no answer at this time. From an FAA standpoint, they are going to lean towards prohibiting it. *AVN Rep. Feld* added that he would be careful about claiming expectations to the community. He doesn’t think that the committee should say absolutely no housing will be going back in, but he does think they should be transparent in communicating to the community that it is a process to figure out what the best possible use is.

*Consultant Rep. Urias* asked what was told to VARS residents who moved out of the area. *AVN Rep. Sandoval* replied that the residents had been told that residential would absolutely not come back. They were moving out because it was a noise impact area and this message was consistently communicated to residents throughout the VARS program.

*COP Rep. Carter* asked if the benchmarking airports were similarly located in the urban core of the respective cities as Sky Harbor was in Phoenix. *Consultant Rep. Hotaling* replied that while most were in densely populated areas, none were right downtown like Sky Harbor. *COP Rep. Carter* then asked if the programs that utilized more aggressive community outreach were in the cities where it was more densely

populated around the airport. *Consultant Rep. Hotaling* confirmed that was the case.

*COP Rep. Garcia* asked if anything more was achieved one way or the other with the aggressiveness of the community outreach. *Consultant Rep. Hotaling* replied that his assessment of that would be the amount of community buy-in to the project based on how much community outreach was done. *Consultant Rep. Hotaling* commented that the end result may not be one that the community likes, but this process at least allows them to be informed, given a chance to weigh in and be engaged in the conversation. *Pete Dimas, El Pueblo Productions (Consultant Rep. Dimas)* commented that he believes the question of whether residential will be allowed will continue to come up throughout the different communities.

#### D. Data Collection

*Mark Johnson, Ricondo & Associates (Consultant Rep. Johnson)* began explaining the data collection portion of the project. A spreadsheet was developed containing environmental information, land use planning and zoning information. The objective with the inventory will be to document a comprehensive baseline of the situation in the three project areas. Fully documenting the existing land use and documenting the status of existing utility systems. The product of this work is going to be a working a paper which will be distributed to the committee.

*COP Rep. Coles* commented that existing zoning in the north corridor is going to change substantially in the next year. She asked if he had that information. *Consultant Rep. Johnson* replied that he would check and follow-up with her. He also stated that it was very important that if anyone involved in the project was aware of any market activity in the neighborhoods to please let *AVN Rep. Harrison* know. *Consultant Rep. Hotaling* asked if the spreadsheet could be summarized in a highlight document for the group to use. *Consultant Rep. Johnson* said he would create one for people to resource.

*Consultant Rep. Neely* commented that Maricopa Association of Governments (MAG) has a digital system now for zoning. She wondered if the project had utilized it. *Consultant Rep. Johnson* replied that they had actually coordinated with MAG and gotten a lot of information and will be doing additional follow-up.

#### E. Upcoming Meetings

*Consultant Rep. Hotaling* informed the committee the next meeting coming up was the Advisory Group meeting which would be held the next day. After that, there would be a series of three Roundtable meetings for each of the project areas. *Consultant Rep. Hotaling* then went over the slides which would be presented to the other group meetings. The agenda will cover the following items:

- Goals and Objectives
- Why Prepare the Reuse Strategy?
- Program Area
- VARS Program
- Community Engagement
- Inventory – How we are gathering the data
- Market Analysis – what is realistic to happen in the community?
- Strategy Development
- Study Timeline
- Brief discussion of the Redevelopment Plan which is the next phase of the project

*Consultant Rep. Hotaling* then asked the group for any feedback or ideas for how to present the material to the different groups.

*Robin Anderson, Neighborhood Services Department, City of Phoenix (COP Rep. Anderson)* asked if there was a specific task that the community groups would be charged with. She also inquired about the timetable and if the slides would be passed out to community members. She commented that the project timeline that they had received was a little hard to understand but the graphic from the PowerPoint was much more user friendly. *Consultant Rep. Hotaling* stated that they had formulated expectation documents for the Advisory Group and the Roundtables to outline what those groups were tasked with as well as the simplified timeline.

#### F. Anticipated Challenges

*Consultant Rep. Hotaling* stated that he thought one challenge would be dealing with what terminology should be used regarding residential use coming back to the areas.

*COP Rep. Garcia* commented that he thinks community members will eventually see plans that ultimately eradicate the housing and will come to the realization that there is no long-term plan for residential. That realization will then need to be dealt with and the committee should be prepared to address. *Consultant Rep. Hotaling* asked if he had any advice for how to deal with that. *COP Rep. Garcia* said that honesty and transparency would be best.

*Consultant Rep. Urias* asked how many homes were remaining in the area that had not taken part in the VARS program. *AVN Rep. Sandoval* replied that there were around 400 homes scattered throughout the area. *Consultant Rep. Urias* stated that 400 sounded like a lot but may not be that many for the size of the area. Had community gardens been thought of or something that would not just be commercial use for those areas? *AVN Rep. Sandoval* stated that a lot of those communities had old utilities that were starting to fail from lack of use and the utilities companies were starting to terminate water to those areas.

*Consultant Rep. Dimas* commented that he thought eminent domain would be in the residents' minds and would need to be addressed. *Consultant Rep. Neely* responded that eminent domain can only happen if the city decides to act on it and there were no plans for that area. She added that the only area that may happen is to a few homes on the light rail but those were tried to be resolved before eminent domain happened. *Consultant Rep. Dimas* stated that while that may be the case, it would still be an issue to residents that would need to be dealt with. *AVN Rep. Sandoval* agreed that that issue would come up from her experience with processes in the past. *AVN Rep. Feld* added that the airport has no interest in eminent domain. The main reason for this planning process is going to be to try and identify those viable neighborhoods and find the best uses for them.

*Consultant Rep. Urias* asked what some of the innovative processes were that took place in the other airport processes looked at in the benchmarking review. *Consultant Rep. Hotaling* replied that they had not found that specific information but they could follow-up and ask them.

*Consultant Rep. Dimas* asked about the noise contour maps and how the contour areas had changed. *AVN Rep. Feld* replied that it was mostly due to the improved technology of the aircraft which makes the noise contours much smaller. Updated maps are available on the airport's website. *Consultant Rep. Hotaling* pulled up a map of the contours and reviewed the changes with the group. *COP Rep. Coles* stated that while eminent domain is not in the picture, she thought each public meeting should be started with assuring the residents that there will not be eminent domain. *Consultant Rep. Hotaling* replied that while he agreed with that, he gets cautious with using absolutes. *COP Rep. Coles* added that she thought they could at least assure them that the plan is not to have eminent domain.

*Consultant Rep. Neely* asked if the airport has a specific policy or general statement on the eminent domain issue. *AVN Rep. Feld* stated that they do not have any sort of official policy, but airport officials do agree that there are absolutely no plans for eminent domain to take place. *Consultant Rep. Urias* added that as part of the committee, certain language would need to be used with the residents as they could interpret other processes as eminent domain. *Consultant Rep. Hotaling* agreed that language would be key and that the information would be best coming from city officials.

*AVN Rep. Sandoval* commented that there would be property owners who have been waiting for a big offer from someone to sell their land. There also might be residents who were not able to take part in the VARS program but are ready to leave their property now.

*Dimitrios Laloudakis, Sustainability Department, City of Phoenix (COP Rep. Laloudakis)* asked if the city even had a budget for acquiring more parcels from

property owners. *AVN Rep. Feld* replied that there was no money available to acquire anymore parcels which was a good point to mention.

*Michael Johnson, Johnson & Neely (J&N Rep. Johnson)* commented that he thought honesty and transparency would be the best policy to stick to. He added that whatever was told to residents must coincide with what was told to them during the VARS program. If information being communicated starts to change, their trust will be lost.

*COP Rep. Coles* raised the question of how this program would be relating to the recent implementation of Reinvent Phoenix, specifically in the north project area. Also, once the implementation stage of the Land Reuse Strategy began to take place, opportunities should be looked for which would allow those to programs to benefit one another and coincide. *COP Rep. Anderson* added that there needed to be consistency between the two projects. The community was involved in an extensive planning process and a lot of time and effort went into it which should be acknowledged.

*Consultant Rep. Hotaling* asked if there were any other suggestions for handling the process from the committee. Hearing none, he moved onto the next steps for the process.

#### G. Next Steps

*Consultant Rep. Hotaling* again mentioned the upcoming project meetings. He added that *Consultant Rep. Johnson* would be preparing the working paper. *COP Rep. Carter* asked when the working paper would be published. *Consultant Rep. Johnson* replied that it would be completed in approximately two months. *Consultant Rep. Hotaling* added that there would be the broader community meetings taking place sometime in January.

*AVN Rep. Harrison* stated that they were still in development of getting the Scope of Work together for Redevelopment portion of the project.

#### H. Open Dialogue/Questions

*April Carroll, Archeology Office, City of Phoenix (COP Rep. Carroll)* informed the group that there are a number of parcels where archeology work took place for CNRP and is still recommended for future development. Desert archeology would then provide a GIS layer. *AVN Rep. Sandoval* added that her department had met with *Consultant Rep. Johnson* about those properties and provided the current data but would also submit the information on the rest of the parcels when it became available. *Consultant Rep. Hotaling* asked how many parcels were needing archeological work to take place. *COP Rep. Carroll* replied that there were around 25 parcels but could be as many as 75.

*J&N Rep. Johnson* added that there would also likely be environmental issues found with many of the parcels such as gas tanks and other issues.

*COP Rep. Garcia* asked if there was any EPA standard for air quality or anything regarding air traffic pollution that would prohibit any uses for certain areas. *AVN Rep. Sandoval* replied that for the CNRP Project, they were able to secure a Stormwater Pollution Prevention Plan and permit. As part of the project, they agreed with the county and the state to terminate that permit at the end of the project. Now, any redevelopment is handled project by project and environmental approvals will have to be followed, just like any city project.

*COP Rep. Garcia* asked if there were limitations or restrictions in place because of the federal funding. *AVN Rep. Feld* answered that there will be conditions in place because of that funding but they do vary depending on what kind of development is taking place. *AVN Rep. Harrison* added that outlining the limitations is in the scope. *Consultant Rep. Johnson* commented that it was hard to see how air quality constraints would prohibit any type of development within the study area.

*J&N Rep. Johnson* commented that environmental issues are very important to look at. He mentioned there were some waste transfer stations that may have the potential to try and buy some of the available spaces and expand which would not help out the community. *COP Rep. Coles* stated that those waste transfer stations would not be permitted to expand without rezoning which would have to go through a full public hearing process. *AVN Rep. Feld* commented that waste transfer stations could actually be more incompatible in these areas than residential and could be prohibited from being developed there.

*Michelle Dodds, Planning & Development Department, City of Phoenix (COP Rep. Dodds)* asked how many parcels total there are in the three areas and how many does the city own? *AVN Rep. Harrison* said they would get the exact numbers and report them back to the group.

*COP Rep. Coles* informed the group that she knew that certain market changes in the north area would be happening in the near future that will make the land there stale. That area is moving away from the residential types of uses. She added that there were also robust plans with St. Luke's Hospital, as well as public housing being looked at to be redeveloped. *Consultant Rep. Johnson* commented that he wasn't sure they could track those properties in as much detail as would provide property turnover but there could be other ways to deal with it. *Consultant Rep. Hotaling* added that they would continue to develop ways to make sure they had the most current status of the project area.

*Consultant Rep. Dimas* stated that he had a report which showed there were 1,100 single family dwellings as part of the buy-out area. 782 of those were acquired by the airport and 1,025 families were relocated outside of the noise impacted area. *AVN Rep. Harrison* pointed out that those numbers did include data from the area directly north of the airport which is not included in this specific program.



I. Closing

*Consultant Rep. Hotaling* asked if there was any further items needing to be discussed. He reminded everyone of the upcoming Advisory meeting and Roundtable meetings and invited them to attend. He thanked everyone for their time and the meeting ended.



**PHX**

LAND REUSE  
STRATEGY

# Program Management Committee

**December 7, 2015**

# Agenda

- Introductions
- Sharing of new information
- Project progress to date
- Overview of meetings planned for the week
- Anticipated challenges
- Next steps
- Open dialogue

# Sharing of New Information

# Branding

## LOGO



Logo may be used in black or white versions only

Logo Fonts - Minion Pro semi-bold or Minion Pro semi-bold small caps may not be used in any material body copy

All publically distributed collateral will be branded with the project logo including email notifications

# Branding

## COLOR SCHEME



C: 77	C: 71	C: 12	C: 4	C: 18	C: 38
M: 33	M: 8	M: 82	M: 17	M: 15	M: 32
Y: 6	Y: 9	Y: 60	Y: 81	Y: 15	Y: 36
K: 0	K: 0	K: 1	K: 0	K: 0	K: 1

The project color scheme will apply to all publically distributed collateral

# Project Progress to Date



# Community Engagement Plan



## Community Engagement Plan

The success of the Airport Compatible Land Reuse Strategy is dependent upon broad and strong community consensus. The Community Engagement Plan will provide the framework to inform stakeholders and provide a feedback mechanism, assisting the project team in achieving that consensus.

This strategy will outline the overall guiding principles of the process as well as protocols, criteria and schedules to keep the project on track. It will focus on specific ways to effectively connect and engage the communities, how each group involved in the process will function and what role they hold, as well as outlining how the information will be reported and the timeframes for each task.



# Collateral Materials

# Reuse Strategy Brochure







# Postcard





# Web Page

PHX PHOENIX SKY HARBOR INTERNATIONAL AIRPORT

Business Jobs About Media DYT GVR Contact

Flights Before Traveling Parking & Transportation Shops, Food & Services

About / Community Involvement & Programs

PHX LAND REUSE STRATEGY

Program Management  
Community Engagement  
Inventory  
Market Analysis  
Plan Development & Coordination  
Sign-up for Project Updates

Airport Compatible Land Reuse Plan  
Generalized Zoning

Generalized Zoning  
Industrial  
Commercial  
DTC  
Residential  
Agricultural

Project Information Project Information Project Information Project Information Project Information Project Information  
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- [PHX Land Reuse Strategy Information Brochure \(PDF\)](#)

Upcoming Meeting Information Upcoming Meeting Information Upcoming Meeting Information Upcoming Meeting Information  
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[Sign-up for Project Updates including upcoming meeting announcements.](#)

# Benchmarking Review



# Benchmarking Airports

- Seattle/Tacoma International
- Atlanta Hartsfield—Jackson International
- Fort Lauderdale—Hollywood International
- Detroit Metropolitan—Wayne County
- Baltimore/Washington International

## Similarities to/Solutions for PHX Challenges

- Patchwork of acquired parcels -> **FAA allows purchasing of commercial properties to create more marketable parcel**
- Numerous jurisdictions involved -> **Close coordination is key and offers potential for land swaps**

## Plan Development

- Varied levels of community engagement but consistent collaboration with surrounding jurisdictions
- Common use of "grouping" to assess and market parcels as larger packages

## Recommended Uses

- No residential going back (even if noise exposure maps have shrunk)
- Most plans allowing market to determine land uses
- Restrictive covenants ensure compatible land uses

## Implementation Strategies

- RFPs for developers for long-term leases
- Sale/disposal with restrictive covenants
- Auction of parcels to brokerage firms

# Inventory Process Update

# Advisory Group and Roundtable Meetings

# Meetings, Times and Locations

- Advisory Group: December 8, 8:30 – 11:30 AM
  - ✓ Phoenix City Hall – Room 10E
- North Roundtable: December 8, 6:00 – 8:30 PM
  - ✓ Eastlake Park Community Center
- Central Roundtable: December 9, 6:00 – 8:30 PM
  - ✓ Wesley Community Center
- South Roundtable: December 10, 6:00 – 8:30 PM
  - ✓ Broadway Heritage Neighborhood Resource Center

*All meetings noticed on the Public Meeting Notices page of [www.phoenix.gov](http://www.phoenix.gov)*



**PHX**

LAND REUSE  
STRATEGY

# Advisory Group Meeting

December 8, 2015

# Agenda

- Introductions
- Meeting Objectives / Ground Rules
- Land Reuse Strategy Overview
- Vision for Success – facilitated input by all
- Goals and Objectives for the Strategy – facilitated dialogue
- Ongoing Coordination and Communication



# Objectives



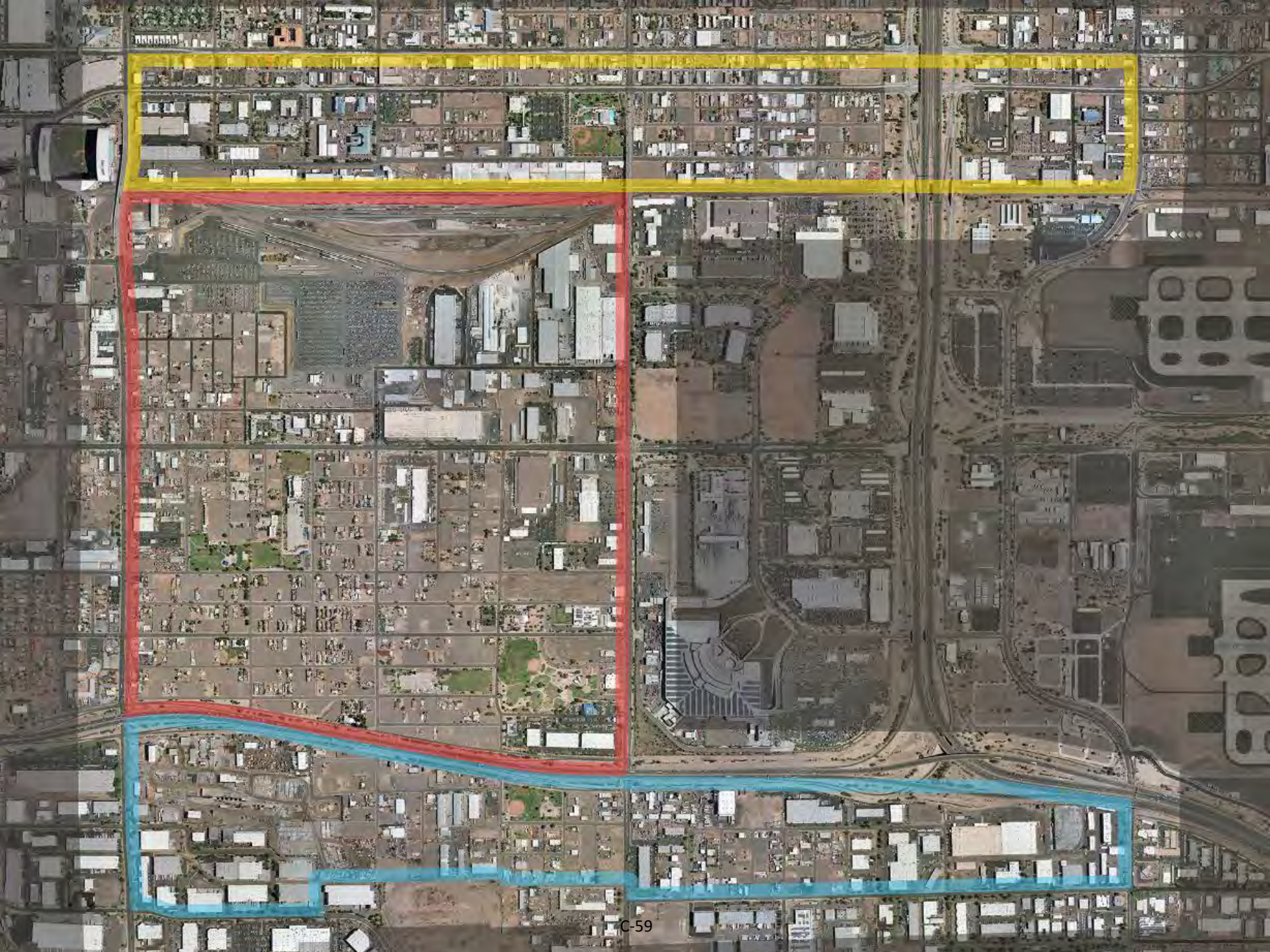
# Overview

# Why Prepare the Reuse Strategy?

- Community Noise Reduction Program (CNRP)
  - ✓ Voluntary Acquisition & Relocation Services
  - ✓ Residential Sound Mitigation Services
  - ✓ Sound Insulation Mitigation Services
- Funding from the FAA
  - ✓ Assurances
- Land Reuse Strategy
  - ✓ Identify Parcels
  - ✓ Disposal Method
- Compatible Land Uses

# Program Area









# Voluntary Acquisition & Relocation Services



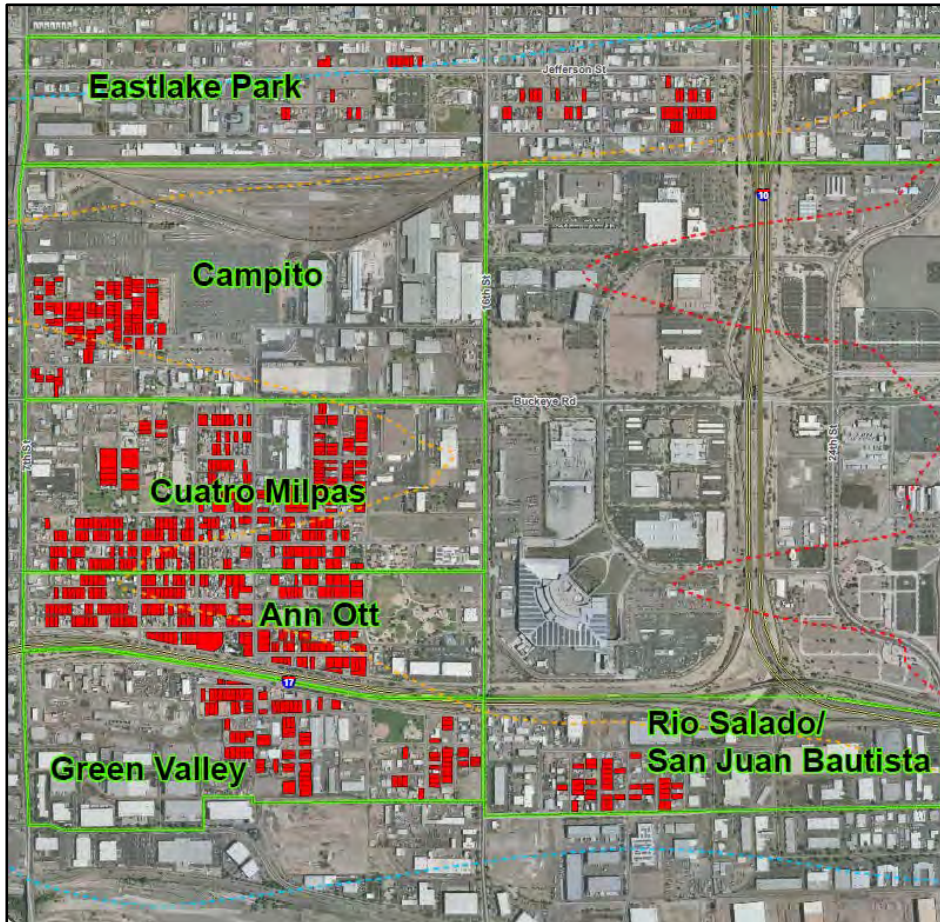
Before



After



# VARS Program



**E**conomic Viability  
**O**perational Efficiency  
**N**atural Resource Conservation  
**S**ocial Responsibility





# Study Elements



**Community  
Engagement**



**Inventory**



**Market  
Analysis**



**Strategy  
Development**



## Community Engagement

- Program Management Committee
- Advisory Group
- Community Roundtables
- Cultural Guidance
- Informational Materials
- Community Meetings
- mySidewalk – digital engagement
- ASU Decision Theater



- Benchmarking Analysis
- Data Collection
- Review Other Plans
- Environmental Review
- Constraints Analysis
- Broad-based Valuation



## Market Analysis

- Potential Land Uses
- Preliminary Market Analysis
- Demand Allocation Strategy
- Implementation Models
- Retention/Disposition Strategy

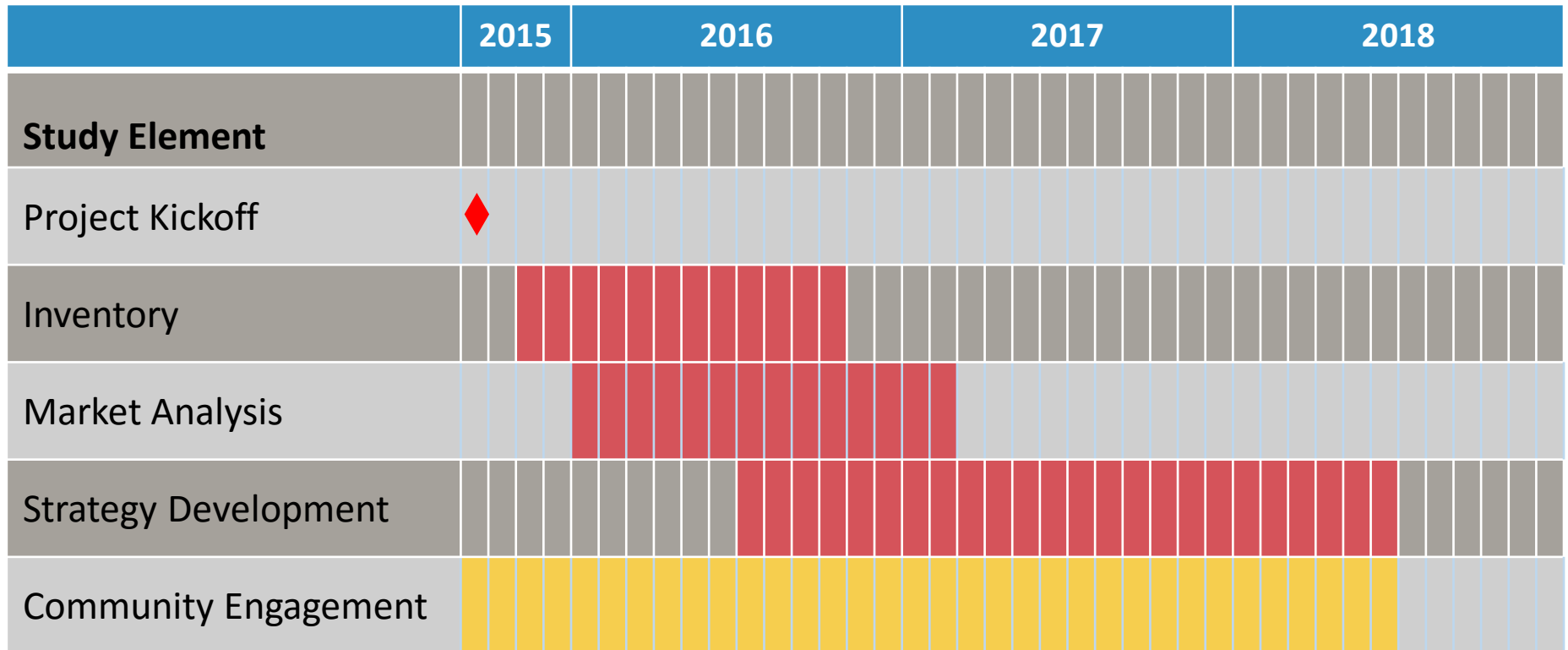


## Strategy Development

- Develop Draft Strategy
- Stakeholder Review
- City Staff Review
- Phoenix Aviation Advisory Board
- City Council
- FAA Review
- Publish Final Strategy



# Study Timeline



# Airport Compatible Land Redevelopment Program

- FAA Pilot Program
- Scope
- Status
- Anticipated Timeline

# Advisory Group Meeting #1 Materials

(Date)(Addressee)

Dear (Addressee),

**Re: PHX Land Reuse Strategy – Advisory Committee**

Phoenix Sky Harbor International Airport (PHX) acquired noise-impacted parcels as part of its airport land use compatibility efforts over the last several years. The Federal Aviation Administration (FAA) requires airports to develop noise land redevelopment plans for these parcels. **The purpose of this letter is to request your participation as an Advisory Committee member. As a member of the Advisory Committee you will provide critical expertise and guidance over the land reuse planning process.**

The objective of the PHX Land Reuse Strategy is to inventory the acquired noise properties, engage key community leaders to incorporate perspectives and solutions and to provide a comprehensive market analysis with recommendations for the compatible-reuse potential of airport owned noise land parcels. This strategy will include reuse options that can create a positive contribution to employment, development, urban revitalization and other community needs while providing maximum economic return to the Airport, City and local communities.

The Advisory Committee will be comprised of neighborhood advocates and area stakeholders, and will focus on broad policies and issues impacting the program area. It is anticipated that the Advisory Committee will meet at key milestones that will be identified during the process throughout approximately an 18-month period. The Committee meetings will be held in downtown Phoenix.

**Please contact Trina Harrison at [trina.harrison@phoenix.gov](mailto:trina.harrison@phoenix.gov) or 602-273-3476 to confirm your participation by Wednesday, November 18, 2015.** The first meeting will occur the morning of December 8, 2015. If you have any questions, please feel free to contact Trina Harrison directly. This is a very important planning effort for the community. We look forward to working with you on this project.

Sincerely,

Jordan D. Feld, CM, AICP  
Deputy Aviation Director – Planning & Environmental

c: Honorable Councilwoman Kate Gallego  
Trina Harrison, Project Manager

enclosure: PHX Land Reuse Strategy – Planning Area Map

**NOTICE OF PUBLIC EVENT  
PHX Sky Harbor International Airport  
Land Reuse Strategy  
Advisory Group Meeting**

**THE PHOENIX SKY HARBOR INTERNATIONAL AIRPORT LAND REUSE STRATEGY ADVISORY GROUP MEETING** will be held on **December 8, 2015 at 8:30 a.m.** Location: **PCH 10 E, Level 10, Phoenix City Hall, 200 W. Washington Street, Phoenix, Arizona.**

The **PHX LAND REUSE STRATEGY ADVISORY GROUP** will be present to review information related to the PHX Land Reuse Strategy project. This event is open to the public.

For further information, please call Trina Harrison, Project Manager, Aviation Department at 602-273-3476.

For reasonable accommodations call Voice/7-1-1 or TTY/602-534-1557 as early as possible to coordinate needed arrangements.

November 20, 2015



# LAND REUSE STRATEGY

## Advisory Group Meeting

December 8, 2015, 8:30 – 11:30 AM

Phoenix City Hall 10<sup>th</sup> Floor East (10 E) Conference Room

### SIGN-IN SHEET - PLEASE PRINT

Name	Organization
DAVID SPERLING	C & S COMPANIES
MICHAEL NOTALING	C & S COMPANIES
KELLY PHELPS	PSM <sup>2</sup>
Amanda Niemann	PSM <sup>2</sup>
CJ HABER	St. Luke's Health
Kevin Brown	The Black Chamber of AZ
Lisa Uvas	Uvas Communications
Pete Dimas	El Pueblo Productivos
EVA D. OLIVAS	EVA PHOENIX REVITALIZATION Corp.
Teresa Brice	retired
Craig Peterson	Urban Farm
Virgil J Berry	BERRY Realty
Don Keith	Discovery Triangle Dev Corp
MIKE LAFFERTY	LAFFERTY DEVELOPMENTS
MIKE JOHNSON	Johnson & Neely
Peggy Neely	Johnson Neely
Louisa Stark	Phos Elem. School
Mark R Johnson	Recondo & Assoc.





# LAND REUSE STRATEGY

Phoenix Sky Harbor International Airport  
 Land Use Strategy (LRS)  
 Advisory Group Meeting  
 December 8, 2015, 8:30 AM - 11:30 AM  
 Conference Room 10 E, Phoenix City Hall  
 Meeting Summary

<b>Roundtable Attendees</b>	
<b>Name</b>	<b>Organization</b>
Courtney Carter	City of Phoenix Council – District 8
Kara Batdorf	City of Phoenix Council – District 8
CJ Hager	St. Luke’s Health
Kerwin Brown	The Black Chamber of Arizona
Eva O. Olivas	Phoenix Revitalization Corp.
Teresa Brice	Community Member
Greg Peterson	Urban Farm
Virgil J. Berry	Berry Realty
Don Keuth	Discovery Triangle Development Co.
Mike Lafferty	Lafferty Development
Louisa Stark	Phoenix Elementary School District

<b>City of Phoenix Aviation Department Staff</b>	
<b>Name</b>	<b>Organization</b>
Jordan Feld	Planning & Environmental Section
Trina Harrison	Planning & Environmental Section

<b>Consultant Staff</b>	
<b>Name</b>	<b>Organization</b>
Michael Hotaling	C&S Companies
David Sperling	C&S Companies
Pete Dimas	El Pueblo Productions
Michael Johnson	Johnson & Neely
Peggy Neely	Johnson & Neely
Mark Johnson	Ricondo & Associates
Amanda Niemann	PSM <sup>2</sup>
Kelly Phelps	PSM <sup>2</sup>
Lisa Urias	Urias Communications

## **Action Items**

- Provide a historical timeline of how each of the areas around the airport developed.
  - **Responsibility:** Consultant Staff
  - **Deadline/Expectation:** Incorporate into Reuse Strategy Document

- Provide examples from the other airports' plans of how they developed the surrounding areas.
  - **Responsibility:** Consultant Staff
  - **Deadline/Expectation:** Include in Working Paper Number 1

#### A. Opening Remarks & Introductions

*Jordan Feld, Planning & Environmental, City of Phoenix Aviation Department (AVN Rep. Feld)* welcomed attendees and thanked everyone for their participation in the project. *Courtney Carter, City of Phoenix Council – District 8 (COP Rep. Carter)* introduced himself and expressed that the Councilwoman could not be at the meeting today, but she would be able to attend all future meetings. *Michael Hotaling, C&S Companies (Consultant Rep. Hotaling)* introduced himself and thanked everyone for coming and introductions proceeded around the room.

*Consultant Rep. Hotaling* started the meeting by covering some ground rules to help facilitate effective communication throughout the meeting, as well as reviewing the meeting agenda. He then pointed out the project workbooks that all committee members were provided. These will be used for all project materials and are also a sustainable product to highlight the sustainability aspect of the project.

#### B. Advisory Group Objectives and Expectations

*Consultant Rep. Hotaling* introduced the objectives to the group by explaining the different groups, their roles, and how they interact with one another. Expectations for the group were gone over next. These expectations included:

- Acting as community ambassadors for the project
- Promoting the project
- Relaying information to and from the community from the project team
- Attend scheduled meetings
- Timely feedback

#### C. LRS Overview

*Consultant Rep. Hotaling* began the overview by addressing why the Land Reuse Strategy was actually taking place. The Community Noise Reduction Program (CNRP) has been an ongoing process for around two decades and many programs have been started through that. The VARS program is where Phoenix Sky Harbor International Airport (Airport) acquired noise-impacted land as part of its airport land use compatibility efforts. The goal of the LRS planning process is to ensure future development of this acquired Airport noise land is compatible with Airport operations. There was also funding from the FAA given for this project and the Airport now has to address how to best use that acquired property. The LRS will take an inventory of the land that has been acquired, document what state the properties are in, and ultimately find a compatible use for the properties that will benefit both the communities and the airport.

*Consultant Rep. Hotaling* referenced a large display of the project areas to identify that the project had designated three distinct areas: the North Area, South Area, and Central Area. *Consultant Rep. Urias* asked if the boundary lines could be specified. She also asked if the VARS Program could be explained further for those who may not be as familiar with the project.

*Trina Harrison* helped identify the different areas as follows:

1. North Area – Washington to the Union Pacific Railroad/Air Lane and 7<sup>th</sup> Street to 24<sup>th</sup> Street
2. Central Area - Union Pacific Railroad to the I-17 Freeway and 7<sup>th</sup> Street to 16<sup>th</sup> Street
3. South Area - I-17 Freeway to University and 7<sup>th</sup> Street to 24<sup>th</sup> Street

*Greg Peterson, Urban Farm (Advisory Rep. Peterson)* asked if the airport owned all the land within these project areas. *Consultant Rep. Hotaling* replied that it does not. The city owns about 20% of the total land in the project area.

*Consultant Rep. Hotaling* then went on to explain the Voluntary Acquisition and Relocation Services (VARS) Program. It was designed to provide, on a voluntary basis, the opportunity for families to move to a new location if they chose to. Around 1,100 families were offered to take part in the VARS program, and a little over 780 accepted. Approximately 743 of those acquired properties lie within the planning areas for the PHX Land Reuse Strategy. The remainder are north of the airport and not subject to this planning process.

*Teresa Brice, Community Member (Advisory Rep. Brice)* asked if they could be given a history of the area to help understand the communities that had been there and the culture of each area prior to the VARS process. *Michael Johnson, Johnson & Neely (J&N Rep. Johnson)* reiterated that the VARS program was put in place to offer a better quality of life to residents. Prior to the VARS program, there had been the Golden Gate Program which was handled completely different from VARS and rearranged a lot of the communities. Public housing had also been placed in some of the areas many years ago as that was the only place minorities were allowed to live.

*Consultant Rep. Urias* added that many African-American and Hispanic families have been in that area for multiple generations. The different programs have been disruptive in those areas as they have taken away residential components in long-standing communities. Therefore, it is very important to now redevelop those areas in a beneficial way to both the city and the community as well as revitalizing those areas while honoring the history.

*Pete Dimas, El Pueblo Productions (Consultant Rep. Dimas)* commented that because of the different processes that took place, there is a lot of resentment,

meaning there could be a lot of suspicion and wariness from those community members throughout the LRS process.

*Don Keuth, Discovery Triangle Development Co. (Advisory Rep. Keuth)* commented that the community leadership of those different communities had been the push to cause the acquisition program to happen.

*Eva Olivas, Phoenix Revitalization Corp. (Advisory Rep. Olivas)* stated that in the past, these areas around the airport have experienced multiple issues, not just with the airport. Because of that, the feelings of resentment and hesitance towards the project is from a long history of feeling left out and ignored. The best defense to this is going to be honest and transparent from the beginning.

*Virgil Berry, Berry Realty (Advisory Rep. Berry)* commented that the point of the airport acquiring these properties was for noise mitigation purposes, so there would not be able to be any new residential put back into these areas. *Consultant Rep. Hotaling* responded that he believed that would be a topic that would continue to come up throughout the course of the next meetings and project.

*Advisory Rep. Peterson* commented and wondered how well represented the members of the community were in the room today.

*Louisa Stark, Phoenix Elementary School District (Advisory Rep. Stark)* asked if not allowing residential back into the communities was absolutely set in stone or if it was a possibility if it seemed that was what the community wanted.

*Consultant Rep. Hotaling* replied that historically throughout the country, the FAA has not permitted residential from going back in where the FAA money had been used to take it out.

*Mike Lafferty, Lafferty Development (Advisory Rep. Lafferty)* asked if they had done a new noise study since the noise mitigation program had taken place as the maps show the noise contours shrinking due to quieter aircraft. *Consultant Rep. Hotaling* responded by showing the noise exposure map with the noise contour line from 1999 and the new noise contour line from 2013. The area within the contour that the FAA deems as not being compatible with residential use has gotten significantly smaller due to upgrades in the aircraft as well as the frequency of airport activity. This is part of why the question is being raised as to whether residential can now go back into the areas no longer in the contour. However, historically, the FAA has maintained that residential cannot go back in whether it is in the contour lines or not.

*Consultant Rep. Dimas* raised the question if the other properties in the project area which were not owned by the airport could be bought for new residential uses. While the FAA has certain rules as to what can become of airport-owned properties, what happens to those properties not purchased by the FAA?

*Advisory Rep. Keuth* commented that there are new houses being built in those

areas. Discussion ensued concerning the different ways land not owned by the airport was being developed as opposed to airport-owned land.

*Consultant Rep. Hotaling* reminded everyone that he would continue to talk through the process but pointed out to the group that the new contours have been submitted to the FAA but have not been accepted by the FAA yet. *CJ Hager, St. Luke's Health (Advisory Rep. Hager)* asked if the contours were based on current flight paths. If so, if the flight paths change, would the contours also change? *AVN Rep. Feld* answered that those contours were modeled on 2013 flight paths which means they have already changed. However, the RNAV flight tracks, if modeled, would not significantly change the noise contours.

*Consultant Rep. Hotaling* brought the discussion back to the process and pointed out some key factors to focus on.

- Recognize that it is about complying with FAA regulations
- Community expectations should be recognized so as to try and implement those into the final strategy
- Economic development is key factor to revitalize and stimulate the economic activity within the areas
- Revitalizing neighborhoods for those residents still living there
- Be flexible as the strategy will change over time
- Sustainability – Will be focusing on guiding principles set forth by the Airports Council International North America which include economic viability, operational efficiency, natural resource, and social responsibility

*Consultant Rep. Hotaling* reviewed the LRS Study Elements which include:

- Community Engagement
- Inventory

*Advisory Rep. Brice* asked if it would be possible to get a historical timeline of how each of the areas around the airport developed.

*Consultant Rep. Hotaling* replied that they could provide that.

*Advisory Rep. Hager* asked if the inventory element was just limited to the airport owned properties or if they would be gathering data on all the properties in the project area. *Mark Johnson, Ricondo & Associates (Consultant Rep. Johnson)* responded that they were looking at all three project areas as a unit. They would be looking at city planning and zoning, developing trends, availability of utilities and transportation plans, to name a few. They would be getting a more detailed analysis of the city owned properties, particularly the aviation owned properties. He added that it would be important to see what other city properties were out there that may be able to be developed.

*Advisory Rep. Olivas* stated that her organization had just done a land use study that was finished in May on a lot of the neighborhoods included in



the project area. They would be happy to share that data with the project team.

- Market Analysis

*Advisory Rep. Hager* asked for clarification if they were talking only about the airport owned properties, or the entire area as a whole. *Consultant Rep. Hotaling* stated that the FAA was only interested in the airport owned parcels. The entire strategy, however, would need to look at the areas as a whole to get an idea of how to develop those properties in a beneficial way.

*AVN Rep. Feld* added that fundamentally, it is about the airport acquired parcels through the noise mitigation process. However, he agreed completely with the consultants that eventually, the entire picture will have to be looked at in regards to effectively developing those areas in ways that benefit the entire community, not just the airport owned properties.

*Advisory Rep. Hager* commented that it would be helpful to have the other city departments that this project involves present to be able to ask questions. *Consultant Rep. Hotaling* stated that while they were part of the PMC, having them at future Advisory Group meetings would be beneficial.

*Advisory Rep. Keuth* stated that as the project is looking 20 years into the future, Union Pacific should be at the table as it will most likely not be there in 20 years and accounts for a large amount of land included in the project area.

- Strategy Development
- Study Timeline
  - tracking as an 18-month process
  - FAA's approval anticipated at beginning of 2018

*Advisory Rep. Lafferty* asked if the specific locations of each of the airport owned properties would be available. *Consultant Rep. Hotaling* responded that yes, there will be a GIS database where all the information will be documented as part of the inventory.

*Consultant Rep. Hotaling* then went on to tell the group that once the study was done, the next phase of the process would be a Land Redevelopment Plan which the city had already picked out a consultant for. The Redevelopment Plan and the Reuse Strategy will eventually be working together on much of the process and the members of that team will most likely be at future meetings.

*Kerwin Brown, The Black Chamber of AZ (Advisory Rep. Brown)* questioned whether four meetings would be enough for the entire process. *Consultant Rep.*

*Hotaling* stated that for now, there were just four meetings scheduled but there would be communications taking place between those meetings. *AVN Rep. Harrison* added that members for this project would hopefully stay on and help with the Redevelopment Plan, so there would be more meetings involved with that as well.

#### D. Project Process to Date

*Kelly Phelps, PSM<sup>2</sup> (Consultant Rep. Phelps)* provided an overview of the Community Engagement Plan which will provide the framework on how the project will inform stakeholders and provide opportunities for the community to become involved in the process. The plan includes guiding principles which will inform every aspect of community engagement. These principles are – clarity, transparency, accountability and cultural inclusion. The plan details how each of these principles will be upheld. The plan also specifies how each committee will be involved in the process and how the project will inform and involve the community along with a preliminary schedule of committee and community meetings.

*Consultant Rep. Phelps* also presented draft collateral materials which included:

- Brochure – informational brochures are designed to provide an overview of the project and information on how members of the community can become involved. These brochures will be available at all community meetings and the public computer workstation which will reside at 500 South 24<sup>th</sup> Street (the former Community Noise Reduction Program office building).
- Informational Poster – these posters will also provide an overview of the project and display upcoming community meeting information. The project team has proposed locations for these posters to be displayed. A map and list of these proposed locations were provided in the project workbooks.
- Postcard – postcards providing a brief overview of the project and information on upcoming community meetings will be mailed to all landowners within the program area.

*Advisory Rep. Berry* asked if there was any door-to-door activity planned. *Consultant Rep. Phelps* replied that while door hangers were originally outlined in the scope of work, based on feedback from programs that have already taken place, it was decided that postcards would be more effective.

*Advisory Rep. Hager* suggested that businesses within the communities host the actual meetings so that it was a familiar organization to the residents. It may provide a higher level of trust than if the city or the project were the one hosting the meeting. *Advisory Rep. Olivas* added that her organization has a community newsletter for all of the communities as well.

- Web Page – the project web page will reside on the [Phoenix Sky Harbor website](#) and provide information on why the LRS is being prepared, the process, upcoming meetings, all project collateral and information related to all tasks of the project.

All collateral materials will be distributed in both English and Spanish. The Community Engagement Plan is under review by the Project Management Committee (PMC), once comments are provided and incorporated, the plan will be submitted to the Advisory Group and Roundtable Groups (3) for review and comment prior to being made available to the public. Collateral materials will also be submitted to the PMC this month for review and comment. Once comments are provided and incorporated, these materials will also be submitted to the Advisory Group and Roundtable Groups (3) for review and comment prior to public distribution. The first community meeting is currently anticipated to be held in January/February 2015. A list of potential community meeting locations were provided in the project workbook.

*Consultant Rep. Hotaling* presented benchmarking review in which the project team reviews what other airports have gone through with a similar process. This provides opportunity for the project to learn from these other airports. The airports under review are of a similar size and scale, however, Phoenix has a very unique situation and no other airport is going to present the exact same situation. The following airports were used as part of the benchmarking task:

- Seattle/Tacoma International
- Atlanta Hartsfield – Jackson International
- Fort Lauderdale – Hollywood International
- Detroit Metropolitan – Wayne County
- Baltimore/Washington International

A draft benchmarking analysis will be provided to the Advisory Group once completed. *Consultant Rep. Hotaling* remarked that the community outreach aspect of this project was one of the more, if not the most, robust outreach out of any of the benchmarking airports.

*Advisory Rep. Olivas* asked if they would be able to see examples from the other airports of how they developed the surrounding areas. *Consultant Rep. Hotaling* confirmed that they would see examples.

*Consultant Rep. Johnson* provided an overview of the progress of the inventory process. Most of the data needed for the inventory process has been collected however the project continues to collect data in the following five categories:

- Planning Documents
  - Comprehensive Set of Airport Planning Documents – understand future airport development and potential aviation constraints on development in the program area.

- City Planning Documents – i.e. the City of Phoenix General Plan, neighborhood plans
- Zoning
- Airport's Database of VARS Properties – the database contains information for each of the properties including easements, environmental constraints discovered etc.
- Public Utilities
- General Environmental Factors – potential constraints on redevelopment options

*Advisory Rep. Olivas* asked if the environmental data would have to be redone for this project. *Consultant Rep. Johnson* replied that they would not be redoing any environmental studies, they were just using the most recent data available and documenting any issues they may find.

A working paper containing the inventory findings will be provided to the Advisory Group for review. The first draft of this document is due to the City of Phoenix Aviation Department in February 2016.

*Advisory Rep. Stark* asked if they would be examining any archeological factors. *Consultant Rep. Johnson* responded that they will definitely be looking into that and any historic resources, cultural resources, or archeological resources will be documented. *Consultant Rep. Hotaling* added that the archeological factor had come up at the PMC meeting the day before and while there were some properties that had already been looked at, there could be upwards of 75 properties that needed further examination.

*Advisory Rep. Stark* asked if there was a possibility there would be any historic buildings in the area. *Consultant Rep. Johnson* answered that it was possible. *AVN Rep. Harrison* added that there is one property with a structure still on it that is currently in the process of determining whether it is potentially historical or not.

*Consultant Rep. Hotaling* informed the group that three roundtable meetings will be held this week, one for each of the three project areas. All of these meetings have been and will continue to be noticed on the [City of Phoenix Open Meeting webpage](#).

*Advisory Rep. Olivas* asked how the public was notified of this meeting. *Consultant Rep. Hotaling* stated that it had been posted to the City of Phoenix webpage, however, the Roundtable meetings should not be confused with the community meetings which will take place later in January or February.

*COP Rep. Carter* asked for more information regarding the makeup of the Roundtables and who was invited. *AVN Rep. Harrison* replied that the Airport got together with the Neighborhood Services, Planning & Development, and CED departments and District 8 and brainstormed members for the Roundtable

groups. The Roundtables are made up of citizens, representatives from schools, churches, non-profits and businesses. There was a 35% response to the invitation to participate in the Roundtable groups. Once *AVN Rep. Harrison* can confirm who will be part of the Roundtable, the member list will be public.

*Advisory Rep. Brice* commented that she was surprised 35% responded and not less because there is a lack of trust in the communities. She added that the process felt very closed off and not enough transparency was taking place. Not enough is being done to build trust and maintain open communication and facilitate community outreach.

*Consultant Rep. Hotaling* asked for suggestions from the group as to what could be done to maximize participation.

*Advisory Rep. Brice* said that it is very important to identify the known organizations within the community and ask them who they think should be involved. Then, communication can be put out through those organizations in tandem with the city.

*Advisory Rep. Olivas* stated that it should be understood that for ten years, they have been developing the leadership of the residents of the neighborhoods. Had they known, or been asked to help, they could have gotten the right people to be at the table for these discussions.

*Consultant Rep. Urias* commented that they have been looking at all the lists of potential members with city staff to determine who could be involved. That way, all of the groups which were engaged in the VARS program and other programs would be involved in this process as well.

*Advisory Rep. Olivas* commented that it seemed to her that the city would invite who the city wanted at the table. The residents would want to be invited but they felt very unconnected from the city. *Advisory Rep. Berry* added that the residents involved with the VARS program have moved out so that is not a good strategy to get the word out.

*Consultant Rep. Hotaling* clarified that VARS was only one aspect used to reach out to residents. There were many other avenues of communicating them. He added that he would encourage anyone in the group to sit with Trina and discuss the list and provide any suggested contacts they think would be beneficial to the Roundtable.

*Advisory Rep. Olivas* added that it was their goal to help the process. Residents have faced many challenges in the past, including the VARS program, and there are a lot of bad feelings about it. She added that they want to make sure the residents are included in the next steps.



*AVN Rep. Harrison* asked for the Advisory Group members to come to her with any comments or suggestions and help her understand what the community is wanting.

*Advisory Rep. Peterson* commented that he suspected there to be quite a bit of animosity in the communities. He didn't think people would respond to a website posting or a postcard in the mail at all if they didn't trust who was sending it. He added that people like *Advisory Rep. Olivas* should be helping the process as much as possible.

*Advisory Rep. Olivas* stated that she understood the Roundtable meetings are different than the community meetings and their goal was to help get people to those meetings.

*Consultant Rep. Hotaling* commented that no matter how much community outreach is done, there will be people that don't trust the project team. Therefore, the purpose of the Advisory Group and the Roundtables is to be the conduit to communicate with the people they do trust.

*AVN Rep. Harrison* asked the group to help clarify the distrust issue. Since people were able to move voluntarily through the VARS program, are they referring to distrust that happened under the VARS program or something separate? *Advisory Rep. Olivas* replied that it was from the residents who stayed in the communities. *Advisory Rep. Berry* added that there were some certain issues with the VARS program that will be hurdles this project has to overcome.

*Advisory Rep. Hager* commented that she didn't feel comfortable acting as an ambassador for the project with there only being four meetings throughout the entire process. *Advisory Rep. Lafferty* added that it raised suspicion as to whether they were actually involved or not. He stated that it would especially be an issue in the Central area. These had been concerns about the steering committee with Reinvent Phoenix. He added that he has major concerns about the utilities in the areas and what kind of development would be able to take place in those areas where the utilities are not being used to capacity and may start to break down.

*Advisory Rep. Brice* commented that the city had identified community leaders throughout other projects. This raises the issue that if those same people are not asked to be involved with this process, they don't feel valued, as well as the city looking like they are not talking to each other across the various projects. *AVN Rep. Feld* added that there will be different levels throughout this project and as such, each group will have specific tasks that they are charged with. One purpose of these meetings is to get feedback and suggestions for what the project team can do better.

A ten minute break was taken.

After break, *Consultant Rep. Hotaling* reviewed the list of concerns that had been raised up to that point.

*Advisory Rep. Lafferty* commented that he felt the Aviation lot program is broken. The way the current plan is doesn't work for encouraging development. He asked if there would be a masterplan for these communities in which there would be a way provided to purchase the aviation owned lots. He also asked if at the end of this project, they would understand the entitlement process, if any, to take that aviation lot to its next use. He also wanted to be sure to understand the utilities concerns and environmental concerns.

*Advisory Rep. Berry* stated that this plan should be made to run concurrently with the other planning processes such as zoning and redevelopment so that steps can be taken for multiple plans at the same time rather than having them all be separate processes.

*Advisory Rep. Keuth* raised the question as to whether it would be easier to create a PUD (Planned Unit Development) overlay for all the parcels. He commented that Maricopa Association of Governments (MAG) is very good at projections of demographics and that MAG has broken the county down into Regional Analysis Zones. One of those zones covers most of the project area and it would be interesting to look at their projections for what those demographics are for the next 20-30 years. *Consultant Rep. Johnson* commented that developing a similar projection is one of the items they are tasked with finding.

*Advisory Rep. Keuth* stated that they should also have a presentation by the airport regarding what the airport is going to do in the next 20-30 years.

*Advisory Rep. Olivas* stated that it was important to the vision of the project to not forget that there are residents currently living there and this plan will have to address some of the needs of those residents. During the VARS program, very few city resources were provided to those areas and the residents need to now feel like they are not being punished for staying in their community.

*Advisory Rep. Brice* stated that she felt the general plan should be the overarching framework for anything going forward. It was just adopted by the city and focuses on the city being sustainable, healthy as well as focusing on prosperity.

*Advisory Rep. Keuth* commented that because of the quilt work of ownership of the properties, there must be a way for people to be able to acquire properties. A P3 strategy that would begin to outline how the airport land could be acquired should be addressed. *Consultant Rep. Hotaling* added that land swap is an option permitted by the FAA. *Advisory Rep. Keuth* stated that there is a process

he has heard of in place now that requires a 2 year process before any land can be acquired. He commented that that is irresponsible since the airport sits right in the middle of the city and in the middle of areas that need to be developed as soon as possible.

*Advisory Rep. Peterson* asked if it was assumed that these properties were going to be redeveloped or if the plan would eventually lead to more natural space. *Consultant Rep. Urias* commented that that had been part of the discussion taking place. There is talk of connective space, bike paths, and community gardens to see what the space has the potential to be.

*Consultant Rep. Hotaling* informed the group that there are a series of options that the FAA permits which does not necessarily obligate the airport sponsor to redevelop. He then asked if there were any other elements of vision for the process.

*Advisory Rep. Hager* commented that the process should be as transparent as possible, easy to access, and able to have your voice heard.

*Advisory Rep. Peterson* suggested transparency as well as inclusivity.

*Advisory Rep. Brice* stated that the history of the project area must be recognized.

*Advisory Rep. Olivas* commented that this particular community has their own plan and vision. She raised the question of how can amenities be brought to this community that will make it feel like other communities. The existing plans should be recognized and try to implement those in with the new strategy. Those community plans can be found at [ccsqplp.org](http://ccsqplp.org).

*Advisory Rep. Hager* added that the project team should remain resourceful and acknowledge the amount of work that has been done in the past, leveraging the existing resources.

#### E. Goals and Objectives

*Consultant Rep. Hotaling* asked attendees to provide what goals and objectives they see for the LRS.

*Advisory Rep. Olivas* stated that the #1 word associated with the planning is connectivity. How are these communities being connected to the downtown and acting as a bridge between the airport and downtown? *Consultant Rep. Urias* asked if more insight could be provided. *Advisory Rep. Olivas* added that there are very different feelings on one side of the railroad tracks from the other. How do we help the blending of those areas?

*Advisory Rep. Brice* commented that the group should acknowledge and discuss the digital divide. There is an issue of social connectivity.

*Consultant Rep. Johnson* commented that he didn't see anything mentioned relating to economic development and employment. *Advisory Rep. Lafferty* stated that it was assumed that it was covered since it was part of the written document already. *Advisory Rep. Olivas* added that it was also in the Quality of Life Plan which had its own section on economic development. The community wants its small businesses to stay intact but it also welcomes new ones. The average income for a family of four in the area is \$17,000 so the economic development is very important to the residents.

*Advisory Rep. Brice* commented that as they went through the two-year planning process for the General Plan, economic development was not initially brought up. It was a year into the process before it was brought up and added. She also added that for Phoenix, small, local business is the type of economic development people are wanting.

*Consultant Rep. Hotaling* questioned whether not mentioning economic development was an oversight or intentional as it might be seen as big business.

*Advisory Rep. Hager* added the term economic vitality as it refers to more than just big business. It could include everything from parks to art facilities to better streets. *Advisory Rep. Stark* added that urban farms could be included. *Advisory Rep. Hager* suggested livable wage housing as an option as well.

*Advisory Rep. Brice* brought up the discussion of time economic development to education. People recognize that until some of the disparities in education in the community are addressed, it will be difficult to attract certain kinds of economic development.

*Consultant Rep. Hotaling* commented that the term economic vitality related to the development of the community much better than economic development did.

*Advisory Rep. Olivas* raised the question in regards to rezoning as to which residential lots have conflicting locations to economic development taking place. The central area in particular has so much residential that it may be difficult in some areas to blend the new development.

*Consultant Rep. Urias* asked if there had been any discussion in the earlier community plans about revitalization. *Advisory Rep. Olivas* commented that it is an aging community of previously single-family owned homes. Each community has their own story and to the Hispanic community, the area is very important and includes families who have been there for generations.

*Advisory Rep. Lafferty* commented that he wanted a masterplan for the area like had been done with Reinvent Phoenix, especially with the central area as it has many different types of properties. He added that he also wanted the ability to buy the lots and build something.

*Peggy Neely, Johnson & Neely (Consultant Rep. Neely)* stated that she thought this portion of the contract should be clarified from the second portion of the contract since the second portion seems like where the masterplan would take place. *AVN Rep. Feld* commented that the Reuse Strategy would be focusing on an in-depth understanding of each of the areas as well as identifying opportunities while delivering a series of options. Ultimately, what is best for the airport equals what is best for the community.

*Advisory Rep. Hager* commented that while acknowledging that the FAA is not the easiest to work with, should the federal contacts begin to be involved so as to move the project forward in the project's best interest. *AVN Rep. Feld* agreed and added that the city's 2016 agenda includes those topics in their items to be discussed.

*Advisory Rep. Lafferty* asked if the project was working directly with Aviation. *AVN Rep. Feld* answered that yes, the consultants have had initial discussions with the FAA and he added that he has been having his own planning discussions with FAA planners as well.

*Advisory Rep. Stark* asked if they would get the contact information for everyone who was at the meeting. *Consultant Rep. Hotaling* replied that after the meeting, people would receive a summary of the meeting, a list of the membership, and the presentation slides.

#### F. Closing

*Consultant Rep. Hotaling* asked for meeting attendees to let him know if there were better communication methods to send meeting correspondence. Having reached the end of the agenda, he thanked attendees for their participation and directed any additional input to be submitted to Trina Harrison:

Trina Harrison  
 PHX Land Reuse Strategy Project Manager  
 City of Phoenix, Aviation Department, Planning & Environmental  
 602-273-3476  
[trina.harrison@phoenix.gov](mailto:trina.harrison@phoenix.gov)

#### G. Meeting Adjourned



# LAND REUSE STRATEGY

Phoenix Sky Harbor Land Reuse Strategy

Advisory Group Comments

December 8, 2015, 8:30 AM

Conference Room 10 E, Phoenix City Hall

## Goals & Objectives

- Bring amenities to these communities (ccsqip.org)
- Connectivity for these communities
  - Blending the space
  - Physical
  - Social
  - Digital Divide
  - Opportunities
- Economic Vitality
- Avoid conflicts between uses of adjoining property
- Master Plan for the communities

## Concerns

- Sensitivity to long history of these communities, Impact of legacy programs
- Are residents represented on Advisory Group?
- Are residential uses going to be permitted?
- Roundtables – Connect with embedded groups and identified leaders
- Building trust
- Adequate interaction given the number of meetings?
- Current aviation owned parcels limit development
- Will there be “Master Planned” communities?
- Entitlements
- Understand utilities and environmental constraints (e.g., OU3)





# LAND REUSE STRATEGY

## Vision

- Planning Department coordinate for efficiency (e.g., zoning)
  - Parallel the processes with land reuse strategy?
  - PUD overlay?
- MAG “Regional Analysis Zones” (RAZ)
  - Targets
- Leverage existing resources
- Future of Airport
- Be mindful that families still live in the project areas
- General Plan tennets
  - Sustainable
  - Healthy
  - Prosperity
- Public Private Partnership (P3) strategy?
- Preserve land for other uses (open space, ag. use, etc.)
- Transparency & inclusivity
- Recognize history of project areas “sacred ground” – Former residents scattered throughout city
- Engage Federal representatives early



**PHX**

LAND REUSE  
STRATEGY

# Advisory Group Meeting

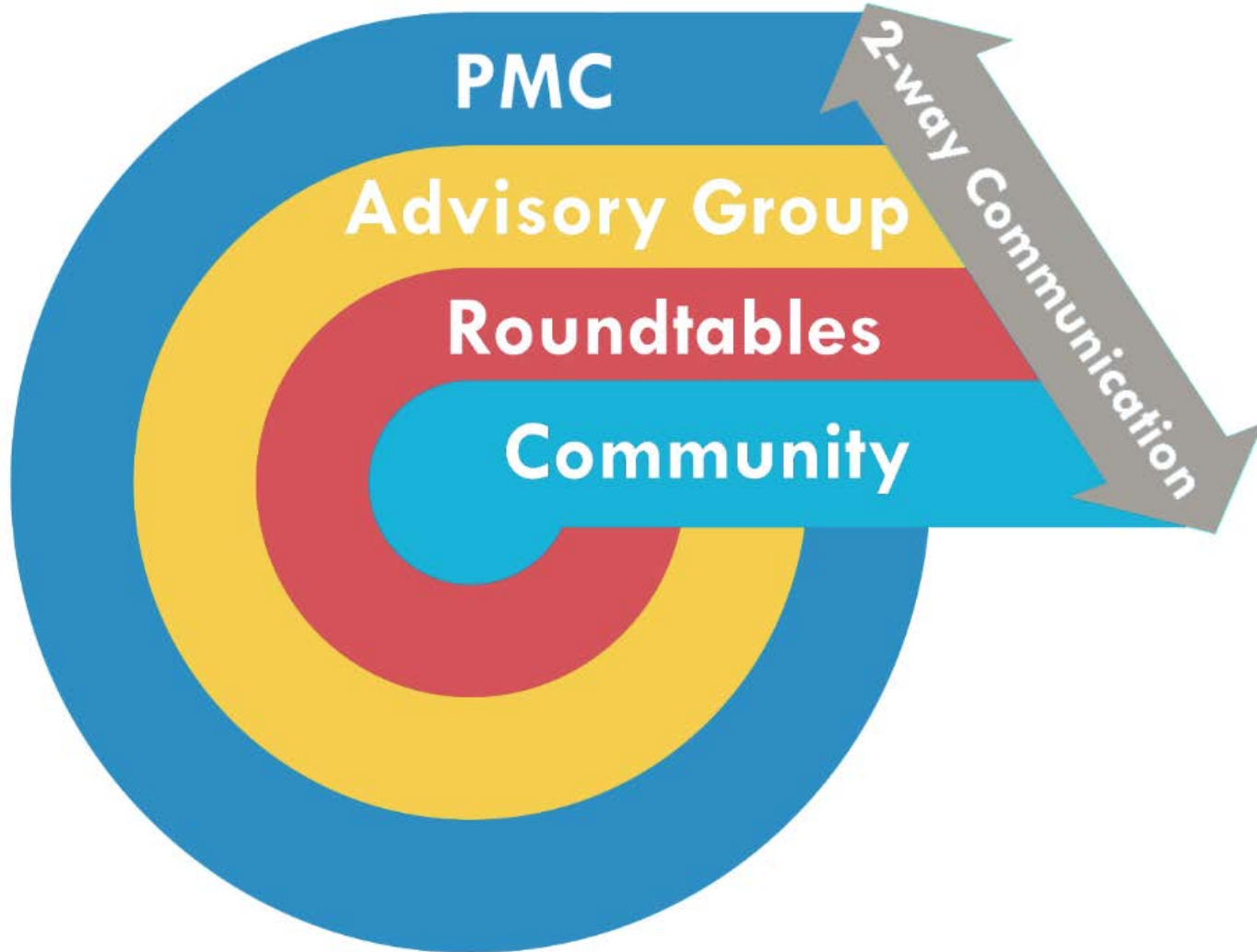
December 8, 2015

# Agenda

- Introductions
- Meeting Objectives / Ground Rules
- Expectations
- Land Reuse Strategy Overview
- Vision for Success – facilitated input by all
- Goals and Objectives for the Strategy – facilitated dialogue
- Ongoing Coordination and Communication

# Objectives







# Expectations

# Expectations

- Community ambassadors
- Attend scheduled meetings
- Deliver timely feedback
- Provide guidance to the study team
- Review and critique the public outreach strategy
- Provide detailed comments and feedback
- Discuss the study with other members of the Phoenix community

# Overview

# Why Prepare the Reuse Strategy?

- Community Noise Reduction Program (CNRP)
  - ✓ Voluntary Acquisition & Relocation Services
  - ✓ Residential Sound Mitigation Services
  - ✓ Sound Insulation Mitigation Services
- Funding from the FAA
  - ✓ Assurances
- Land Reuse Strategy
  - ✓ Identify Parcels
  - ✓ Disposal Method
- Compatible Land Uses

# Program Area









# Voluntary Acquisition & Relocation Services



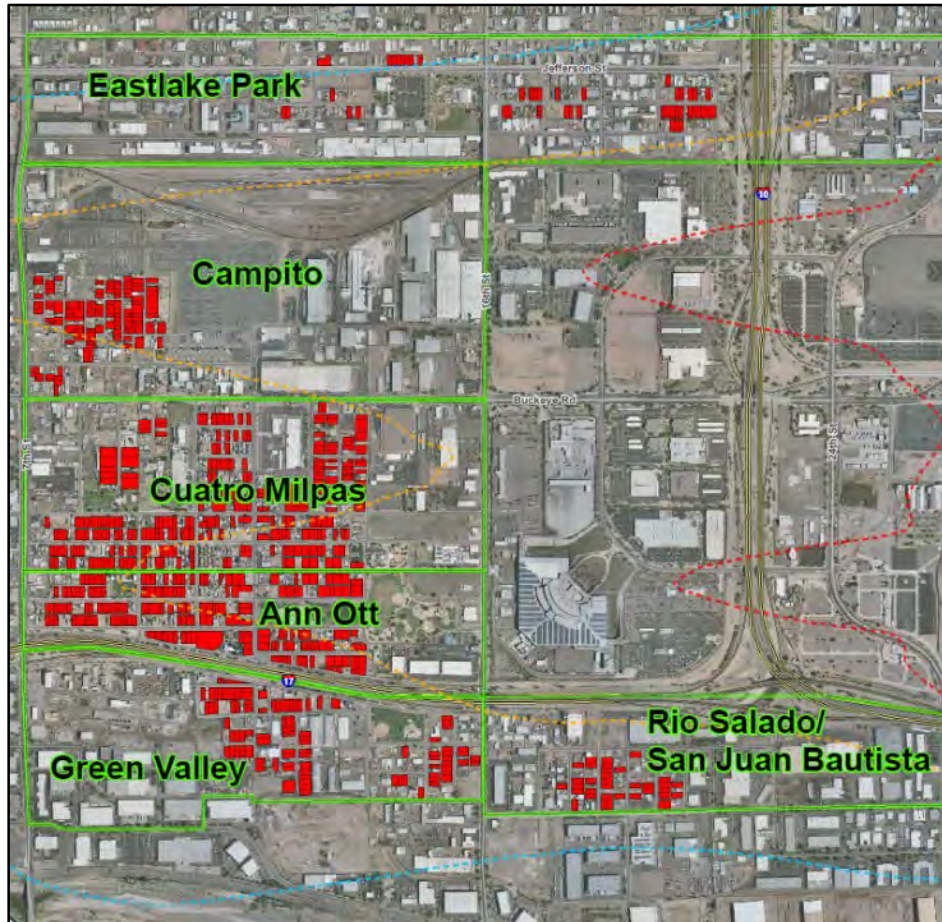
Before



After



# VARS Program



**E**conomic Viability  
**O**perational Efficiency  
**N**atural Resource Conservation  
**S**ocial Responsibility





# Study Elements



**Community  
Engagement**



**Inventory**



**Market  
Analysis**



**Strategy  
Development**



## Community Engagement

- Program Management Committee
- Advisory Group
- Community Roundtables
- Cultural Guidance
- Informational Materials
- Community Meetings
- mySidewalk – digital engagement
- ASU Decision Theater



## Inventory

- Benchmarking Analysis
- Data Collection
- Review Other Plans
- Environmental Review
- Constraints Analysis
- Broad-based Valuation





## Market Analysis

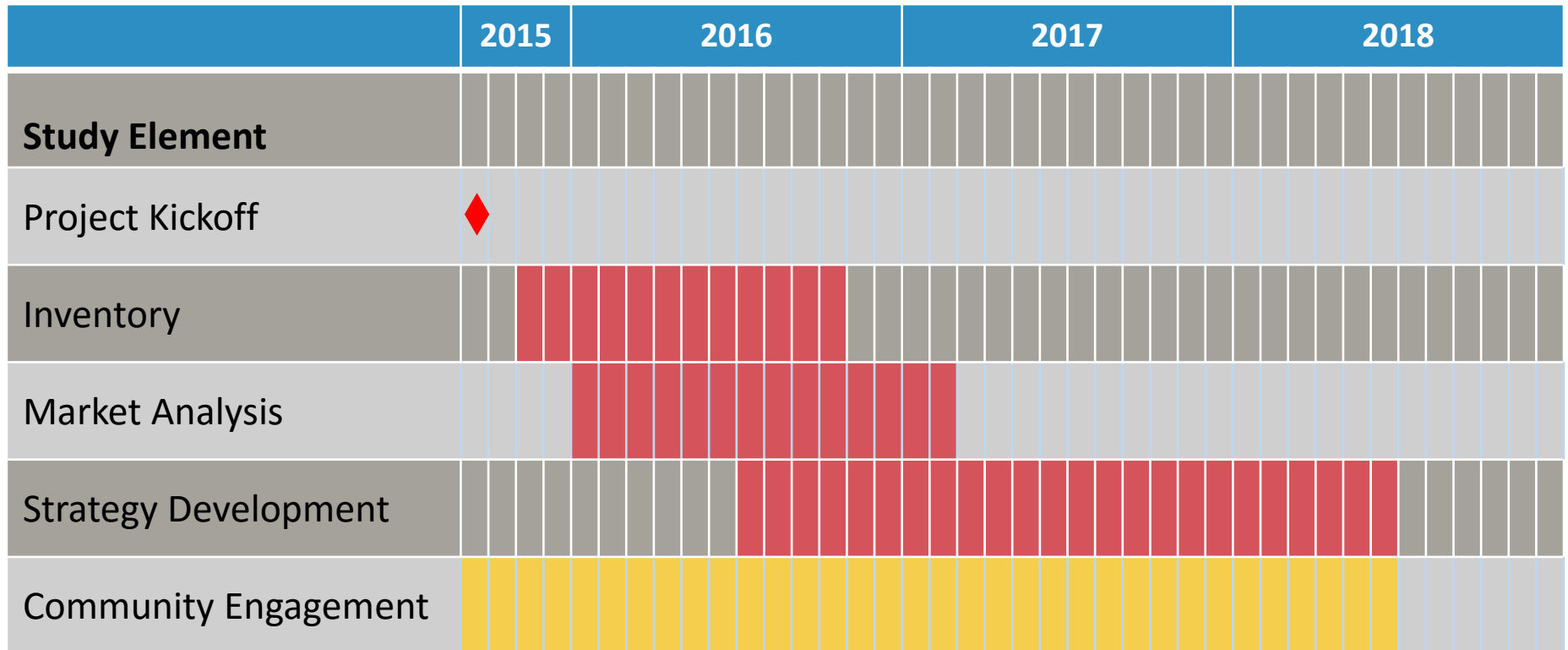
- Potential Land Uses
- Preliminary Market Analysis
- Demand Allocation Strategy
- Implementation Models
- Retention/Disposition Strategy



## Strategy Development

- Develop Draft Strategy
- Stakeholder Review
- City Staff Review
- Phoenix Aviation Advisory Board
- City Council
- FAA Review
- Publish Final Strategy

# Study Timeline



# Airport Compatible Land Redevelopment Program

- FAA Pilot Program
- Scope
- Status
- Anticipated Timeline

# Project Progress to Date

# Community Engagement Plan



## Community Engagement Plan

The success of the Airport Compatible Land Reuse Strategy is dependent upon broad and strong community consensus. The Community Engagement Plan will provide the framework to inform stakeholders and provide a feedback mechanism, assisting the project team in achieving that consensus.

This strategy will outline the overall guiding principles of the process as well as protocols, criteria and schedules to keep the project on track. It will focus on specific ways to effectively connect and engage the communities, how each group involved in the process will function and what role they hold, as well as outlining how the information will be reported and the timeframes for each task.





# Collateral Materials

# Reuse Strategy Brochure





## Purpose

Phoenix Sky Harbor International Airport (Airport or PHX) acquired noise-impacted land as part of its airport land use compatibility efforts for ten years. In accordance with FAA guidance, the Airport and the City seek to have a land reuse strategy for the area in which noise-impacted properties were acquired. The PHX Land Reuse Strategy will include approximately 800 previously acquired parcels west of the Airport within the City of Phoenix.

The goal of the PHX Land Reuse Strategy planning process is to ensure future development of acquired Airport noise land is compatible with Airport operations and benefits from close proximity to downtown Phoenix, the light rail corridor and the Airport. The PHX Land Reuse Strategy must provide a positive contribution to employment, development, urban revitalization and other community needs while providing practical options to the Airport, City and local communities.



**Get involved!**  
 To learn more about the project and sign-up for meeting announcements, visit [skyharbor.com/landreusstrategy](http://skyharbor.com/landreusstrategy) or call 602-955-5555

# Informational Poster

**Scheduled Community Meetings:**

January ##, 2016  
 6:00 PM  
 Community Center  
 Address  
 Address

January ##, 2016  
 6:00 PM  
 Community Center  
 Address  
 Address

January ##, 2016  
 6:00 PM  
 Community Center  
 Address  
 Address



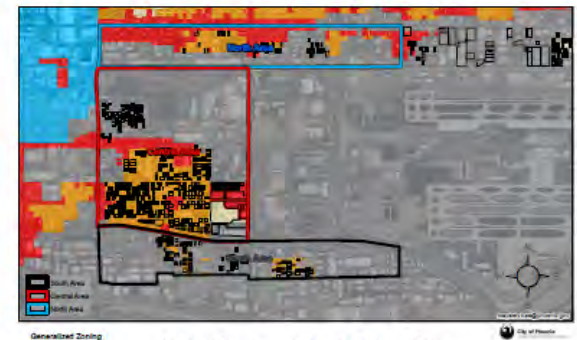
# Postcard





About | Community Initiatives & Programs

- [Program Management](#)
- [Community Engagement](#)
- [Inventory](#)
- [Market Analysis](#)
- [Plan Development & Coordination](#)
- [Sign-up for Project Updates](#)



Airport Compatible Land Reuse Plan  
Generalized Zoning



Project Information Project Information Project Information Project Information Project Information Project Information  
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- [PHX Land Reuse Strategy Information Brochure \(PDF\)](#)

Upcoming Meeting Information Upcoming Meeting Information Upcoming Meeting Information Upcoming Meeting Information  
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[Sign-up for Project Updates](#) including upcoming meeting announcements.

# Web Page

# Benchmarking Review



# Benchmarking Airports

- Seattle/Tacoma International
- Atlanta Hartsfield—Jackson International
- Fort Lauderdale—Hollywood International
- Detroit Metropolitan—Wayne County
- Baltimore/Washington International

# Inventory Process Update

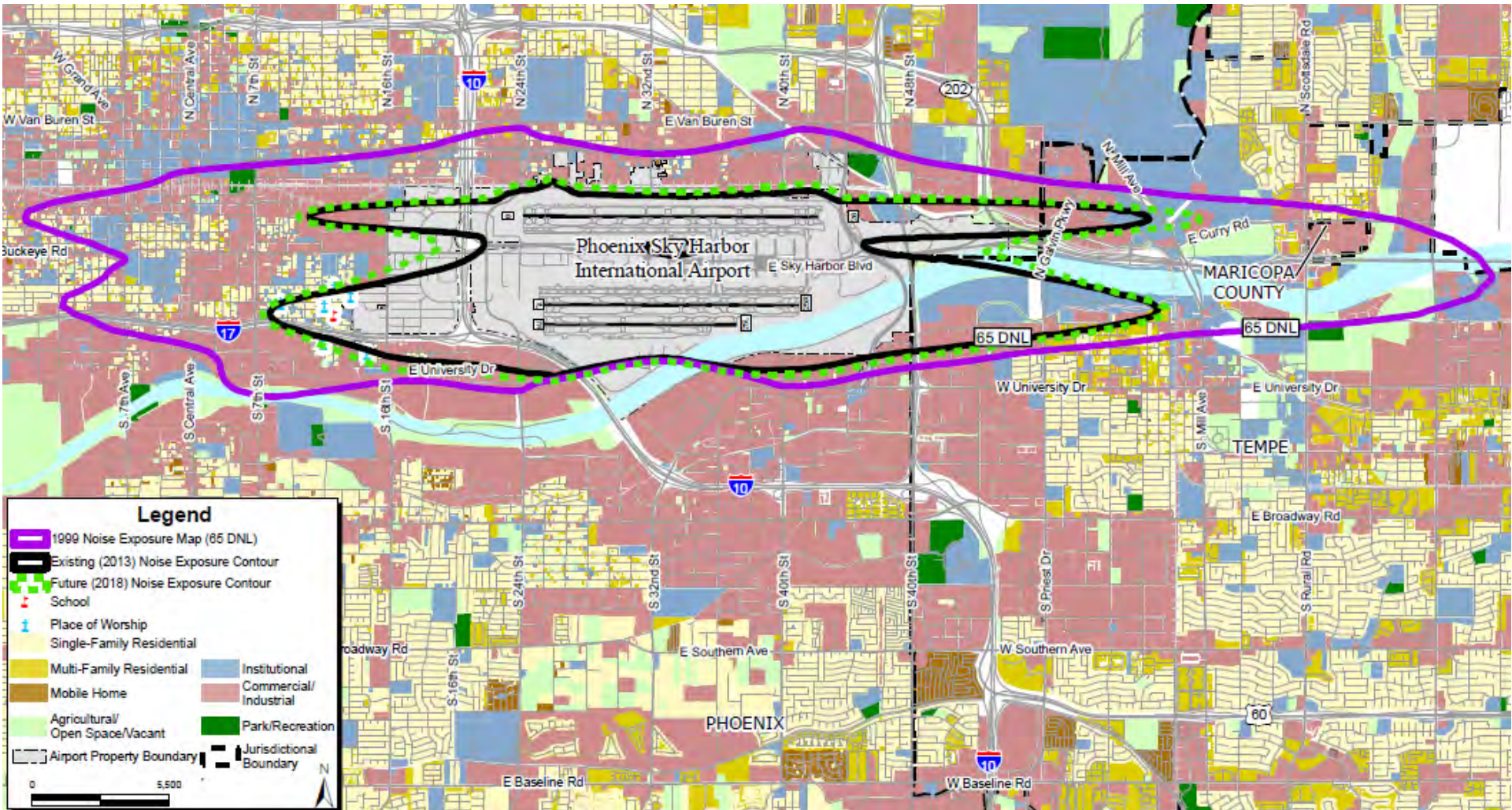
# Roundtable Meetings

# Meetings, Times and Locations

- North Roundtable: December 8, 6:00 – 8:30 PM
  - ✓ Eastlake Park Community Center
- Central Roundtable: December 9, 6:00 – 8:30 PM
  - ✓ Wesley Community Center
- South Roundtable: December 10, 6:00 – 8:30 PM
  - ✓ Broadway Heritage Neighborhood Resource Center

*All meetings noticed on the Public Meeting Notices page of [www.phoenix.gov](http://www.phoenix.gov)*





# Roundtable Meetings #1 Materials



(Date)(Addressee)

Dear (Addressee),

**Re: PHX Land Reuse Strategy – North Roundtable Committee**

Phoenix Sky Harbor International Airport (PHX) acquired noise-impacted parcels as part of its airport land use compatibility efforts over the last several years. The Federal Aviation Administration (FAA) requires airports to develop noise land redevelopment plans for these parcels. **The purpose of this letter is to request your participation as a Roundtable Committee member. As a member of the Roundtable Committee, you will serve as a liaison between the project team and the community as well as focus on specific policies and issues affecting your planning area.**

The objective of the PHX Land Reuse Strategy is to inventory the acquired noise properties, engage key community leaders to incorporate perspectives and solutions and to provide a comprehensive market analysis with recommendations for the compatible-reuse potential of airport owned noise land parcels. This strategy will include reuse options that can create a positive contribution to employment, development, urban revitalization and other community needs while providing maximum economic return to the Airport, City and local communities.

The Roundtable Committee will be comprised of neighborhood advocates and area stakeholders, and will facilitate discussion on compatible land uses and appropriate redevelopment strategies consistent with community, City and Airport goals. It is anticipated that the Roundtable Committee will meet at key milestones that will be identified during the process throughout approximately an 18-month period. The Committee meetings will be held in your selected program area.

**Please contact Trina Harrison at [trina.harrison@phoenix.gov](mailto:trina.harrison@phoenix.gov) or 602-273-3476 to confirm your participation by Wednesday, November 18, 2015.** The first meeting will occur the evening of December 8, 2015. If you have any questions, please feel free to contact Trina Harrison directly. This is a very important planning effort for the community. We look forward to working with you on this project.

Sincerely,

Jordan D. Feld, CM, AICP  
Deputy Aviation Director – Planning & Environmental

c: Honorable Councilwoman Kate Gallego  
Trina Harrison, Project Manager

enclosure: PHX Land Reuse Strategy – Planning Area Map

(Date)(Addressee)

Dear (Addressee),

**Re: PHX Land Reuse Strategy – Central Roundtable Committee**

Phoenix Sky Harbor International Airport (PHX) acquired noise-impacted parcels as part of its airport land use compatibility efforts over the last several years. The Federal Aviation Administration (FAA) requires airports to develop noise land redevelopment plans for these parcels. **The purpose of this letter is to request your participation as a Roundtable Committee member. As a member of the Roundtable Committee, you will serve as a liaison between the project team and the community as well as focus on specific policies and issues affecting your planning area.**

The objective of the PHX Land Reuse Strategy is to inventory the acquired noise properties, engage key community leaders to incorporate perspectives and solutions and to provide a comprehensive market analysis with recommendations for the compatible-reuse potential of airport owned noise land parcels. This strategy will include reuse options that can create a positive contribution to employment, development, urban revitalization and other community needs while providing maximum economic return to the Airport, City and local communities.

The Roundtable Committee will be comprised of neighborhood advocates and area stakeholders, and will facilitate discussion on compatible land uses and appropriate redevelopment strategies consistent with community, City and Airport goals. It is anticipated that the Roundtable Committee will meet at key milestones that will be identified during the process throughout approximately an 18-month period. The Committee meetings will be held in your selected program area.

**Please contact Trina Harrison at [trina.harrison@phoenix.gov](mailto:trina.harrison@phoenix.gov) or 602-273-3476 to confirm your participation by Wednesday, November 18, 2015.** The first meeting will occur the evening of December 9, 2015. If you have any questions, please feel free to contact Trina Harrison directly. This is a very important planning effort for the community. We look forward to working with you on this project.

Sincerely,

Jordan D. Feld, CM, AICP  
Deputy Aviation Director – Planning & Environmental

c: Honorable Councilwoman Kate Gallego  
Trina Harrison, Project Manager

enclosure: PHX Land Reuse Strategy – Planning Area Map

(Date)(Addressee)

Dear (Addressee),

**Re: PHX Land Reuse Strategy – South Roundtable Committee**

Phoenix Sky Harbor International Airport (PHX) acquired noise-impacted parcels as part of its airport land use compatibility efforts over the last several years. The Federal Aviation Administration (FAA) requires airports to develop noise land redevelopment plans for these parcels. **The purpose of this letter is to request your participation as a Roundtable Committee member. As a member of the Roundtable Committee, you will serve as a liaison between the project team and the community as well as focus on specific policies and issues affecting your planning area.**

The objective of the PHX Land Reuse Strategy is to inventory the acquired noise properties, engage key community leaders to incorporate perspectives and solutions and to provide a comprehensive market analysis with recommendations for the compatible-reuse potential of airport owned noise land parcels. This strategy will include reuse options that can create a positive contribution to employment, development, urban revitalization and other community needs while providing maximum economic return to the Airport, City and local communities.

The Roundtable Committee will be comprised of neighborhood advocates and area stakeholders, and will facilitate discussion on compatible land uses and appropriate redevelopment strategies consistent with community, City and Airport goals. It is anticipated that the Roundtable Committee will meet at key milestones that will be identified during the process throughout approximately an 18-month period. The Committee meetings will be held in your selected program area.

**Please contact Trina Harrison at [trina.harrison@phoenix.gov](mailto:trina.harrison@phoenix.gov) or 602-273-3476 to confirm your participation by Wednesday, November 18, 2015.** The first meeting will occur the evening of December 10, 2015. If you have any questions, please feel free to contact Trina Harrison directly. This is a very important planning effort for the community. We look forward to working with you on this project.

Sincerely,

Jordan D. Feld, CM, AICP  
Deputy Aviation Director – Planning & Environmental

c: Honorable Councilwoman Kate Gallego  
Trina Harrison, Project Manager

enclosure: PHX Land Reuse Strategy – Planning Area Map

**NOTICE OF PUBLIC EVENT  
PHX Sky Harbor International Airport  
Land Reuse Strategy  
Roundtable Meeting**

**THE PHOENIX SKY HARBOR INTERNATIONAL AIRPORT LAND REUSE STRATEGY NORTH ROUNDTABLE** will be held on **December 8, 2015 at 6:00 p.m.**  
**Location: Eastlake Park Community Center, Classroom, 1549 E. Jefferson Street, Phoenix AZ 85034.**

The **PHX LAND REUSE STRATEGY NORTH ROUNDTABLE** will be present to review information related to the PHX Land Reuse Strategy project. This event is open to the public.

For further information, please call Trina Harrison, Project Manager, Aviation Department at 602-273-3476.

For reasonable accommodations call 7-1-1 as early as possible to coordinate needed arrangements.

November 20, 2015

**NOTICE OF PUBLIC EVENT  
PHX Sky Harbor International Airport  
Land Reuse Strategy  
Roundtable Meeting**

**THE PHOENIX SKY HARBOR INTERNATIONAL AIRPORT LAND REUSE STRATEGY CENTRAL ROUNDTABLE** will be held on **December 9, 2015 at 6:00 p.m.**  
**Location: Wesley Community Center, Administration Building, Multipurpose Room, 1300 S. 10<sup>th</sup> Street, Phoenix AZ 85034.**

The **PHX LAND REUSE STRATEGY CENTRAL ROUNDTABLE** will be present to review information related to the PHX Land Reuse Strategy project. This event is open to the public.

For further information, please call Trina Harrison, Project Manager, Aviation Department at 602-273-3476.

For reasonable accommodations call 7-1-1 as early as possible to coordinate needed arrangements.

November 20, 2015



**NOTICE OF PUBLIC EVENT  
PHX Sky Harbor International Airport  
Land Reuse Strategy  
Roundtable Meeting**

**THE PHOENIX SKY HARBOR INTERNATIONAL AIRPORT LAND REUSE STRATEGY SOUTH ROUNDTABLE** will be held on **December 10, 2015 at 6:00 p.m.**  
**Location: Broadway Heritage Neighborhood Resource Center, 2450 E. Broadway Road, Phoenix AZ 85040.**

The **PHX LAND REUSE STRATEGY SOUTH ROUNDTABLE** will be present to review information related to the PHX Land Reuse Strategy project. This event is open to the public.

For further information, please call Trina Harrison, Project Manager, Aviation Department at 602-273-3476.

For reasonable accommodations call 7-1-1 as early as possible to coordinate needed arrangements.

November 20, 2015

SIGN-IN SHEET - PLEASE PRINT

Name	Organization
Trina Harrison	COP AVN P&E
Mark Johnson	Ricardo & Assoc.
DAVID SPOELING	C&S COMPANIES
MICHAEL HOTALING	C&S COMPANIES
KELLY PHELPS	PSMP
COSEBORY E. TORRES	AZTECA PLAZA
KRISTIN GUBSER	Gateway Comm. College
Pete Dimas	EL Ruedo Productions
Mike Johnson	Johnson Neely
Peggy Neely	Johnson Neely
Warren H. Stewart, Sr.	First Institutional Baptist Ch.
Leonhard Copeland	Copeland Development
CALVIN E. GOODE	EASTLAKE PARK ASSOC
VERONYKA LOCKHART	Phillips Memorial Church
PATRICK SCULLO	Ud, First Corp
HENRY WADE	CPLC
Guadalupe Valencia	Van Buren Civic Assoc.





NAME	ORGANIZATION
Trina Harrison	COP AVN P&E
DAVID SPERLING	C&S COMPANIES
MICHAEL HOSTALING	C&S COMPANIES
Mark Johnson	RICORDO & ASSOC.
Brad Denham	Arizona Family Flori
Pete Dimas	El Pueblo Productions
Mansol Pelaez	Urias Communications
SLOANE MCFARLAND	YOUNLAND / WELCOME CHICKEN
Rory Bakemore	<sup>DOUNUTS</sup> Cowley Companies
CRAIG SUTTER	PORTER BARN WO
NIC SMITH	CPLC
GERMAN REYES	Chicanos Por La Causa
Carlos Avila	Nuestro Barrio Com.
Kevin Sotomayor	Silvestre S. Herrera School
Myriam Roa-Peters	Phoenix ESD #1
KELLY PHELPS	PCMZ

# PHX LAND REUSE STRATEGY

- CENTRAL AREA  
ROUNDTABLE  
12/9/15

NAME

ORGANIZATION

CAVIM C. GOODE

EASTDALE PARK ASSOC

Ernest Rose

Maricopa County Regional  
School District

MARY BAIRD

BUSINESS OWNER

Juan & Patricia M. Gurule

land owner

Rita James

Mt. Zion Church

KEVIN AHEARN

HOME OWNER

STEVEN SCOTT

Home Owner



# PHX LAND REUSE STRATEGY

- CENTRAL AREA  
ROUNDTABLE  
12 | 9 | 15

NAME

ORGANIZATION

---

John Williams	RICONDO & ASSOCIATES
Courtney Carter	Council District 8'
Kara Baldart	Council District 8
Andrea Sandoval	COP/Aviation
Michael Johnson	Johnson & Neely
Peggy Neely	" "
Ruth Ann Marston	Phoenix Elementary Dist #1 ruthannmarston@yahoo.com
Katymendoza	Maricopa SkillCenter
EVA OLIVAS	PRC

SIGN-IN SHEET - PLEASE PRINT

Name	Organization
Trina Harrison	COP AVN P&E
DAVID SPEELING	C&S COMPANIES
MICHAEL HOTALING	C&S COMPANIES
Mark Johnson	Ricardo & Assoc.
Yanessa Nielsen	Uniac Communications
Frank Salomon	Phx Fire Dept.
ROLAND BARAN	Property Owner
Patsy Quintanar Baran	" "
Isidra Gil	
Gregory Gil	
STEVE ATTWOOD	ST. VINCENT DI PAUL





# LAND REUSE STRATEGY

Phoenix Sky Harbor International Airport  
 Land Use Strategy (LRS)  
 North Area Roundtable Meeting  
 December 8, 2015, 6:00 PM - 8:30 PM  
 Eastlake Community Center  
 Meeting Summary

<b>Roundtable Attendees</b>	
<b>Name</b>	<b>Organization</b>
Councilwoman Gallego	City of Phoenix Council - District 8
Courtney Carter	City of Phoenix Council - District 8
Joaquin Rios	City of Phoenix Council - District 8
Robin Anderson	City of Phoenix Neighborhood Services Department
Abe Arvizu	BT Washington Association
Gilbert Arvizu	BT Washington Association
Leonhard Copeland	Copeland Development
Jesse Garcia	City of Phoenix
Dustin Gardiner	Arizona Republic
Calvin C. Goode	Eastlake Park Association
Kristin Gubser	Gateway Community College
Veronyka Lockhart	Phillips Memorial CME Church
Bishop Arthur Loring	Pentecost Church of Jesus Christ
Patrick Scillo	Unifirst Corp.
Warren H. Stewart Sr.	First Institutional Baptist Church
Gregory Torrez	Azteca Plaza
Guadalupe Valencia	Van Buren Civic Association
Henry Wade	Chicanos Por La Causa
Nichelle Zazueta-Bonow	City of Phoenix

<b>City of Phoenix Aviation Department Staff</b>	
<b>Name</b>	<b>Organization</b>
Jordan Feld	Planning & Environmental Section
Trina Harrison	Planning & Environmental Section

<b>Consultant Staff</b>	
<b>Name</b>	<b>Organization</b>
Michael Hotaling	C&S Companies
David Sperling	C&S Companies
Pete Dimas	El Pueblo Productions
Michael Johnson	Johnson & Neely
Peggy Neely	Johnson & Neely
Mark Johnson	Ricondo
Amanda Niemann	PSM <sup>2</sup>

Kelly Phelps	PSM <sup>2</sup>
Korina Garcia	Urias Communications

### Action Items

- Consolidated library of other planning documents and relevant work
  - **Responsibility:** Consultant Staff
  - **Deadline/Expectation:** Prior to Next Meeting to Roundtable Members

#### A. Opening Remarks & Introductions

*Michael Hotaling, C&S Companies (Consultant Rep. Hotaling)* welcomed attendees and introduced *Councilwoman Kate Gallego (Councilwoman Gallego)* who also welcomed attendees and thanked everyone for their participation in the Phoenix Sky Harbor Airport Land Reuse Strategy North Area Roundtable. Attendee introductions proceeded around the room.

#### B. Roundtable Objectives and Expectations

*Consultant Rep. Hotaling* presented the objectives of utilizing the roundtable groups throughout the LRS process along with the other committees involved in the process. The project's objectives of utilizing the roundtables and committees will be a continuous listen-learn-integrate process as the project works towards a final strategy document. Expectations of the roundtable were also presented and include:

- Attend scheduled meetings
- Provide input to the study team
- Help the study team refine the public outreach process
- Review draft study documents and materials
- Discuss the study with other members of the Phoenix community

#### C. LRS Overview

The Consultant's full Scope of Work was provided to each roundtable attendee. *Consultant Rep. Hotaling* provided an overview of why the LRS was being prepared. Phoenix Sky Harbor International Airport acquired (Airport) noise-impacted land as part of its airport land use compatibility efforts. The goal of the LRS planning process is to ensure future development of this acquired Airport noise land is compatible with Airport operations and provides a positive contribution to employment, development, urban revitalization and other community needs while providing practical options to the Airport, City and local communities.

*Consultant Rep. Hotaling* presented the range of the program area which has been segmented into three areas:

1. North Area – Washington to the Union Pacific Railroad/Air Lane and 7<sup>th</sup> Street to 24<sup>th</sup> Street
2. Central Area - Union Pacific Railroad to the I-17 Freeway and 7<sup>th</sup> Street to 16<sup>th</sup> Street
3. South Area - I-17 Freeway to University and 7<sup>th</sup> Street to 24<sup>th</sup> Street

*Consultant Rep. Hotaling* reviewed the Voluntary Acquisition and Relocation Services Program (VARs) which relocated participating residents outside of the noise impacted land area.

*Consultant Rep. Hotaling* presented the focus of the LRS process which includes:

- FAA compliance
- Community expectations
- Economic development/economic vitality
- Neighborhood revitalization
- Align with other plans
- Flexible strategy
- Sustainability – economic viability, operational efficiency, natural resource conservation and social responsibility

*Consultant Rep. Hotaling* reviewed the LRS Study Elements which include Community Engagement, Inventory, Market Analysis and Strategy Development along with the Study Timeline which is tracking as an 18-month process. The second phase of the process, the Airport Compatible Land Redevelopment Program (Phase 2) will implement the strategy. A consultant team has been selected for this phase and development of the project scope continues between the consultant and the City of Phoenix. Once the scope has been defined this phase of the project will proceed parallel to the LRS process.

#### D. Project Process to Date

*Kelly Phelps, PSM<sup>2</sup> (Consultant Rep. Phelps)* provided an overview of the Community Engagement Plan which will provide the framework on how the project will inform stakeholders and provide opportunities for the community to become involved in the process. The plan includes guiding principles which will inform every aspect of community engagement. These principles are – clarity, transparency, accountability and cultural inclusion. The plan details how each of these principles will be upheld. The plan also specifies how each committee will be involved in the process and how the project will inform and involve the community along with a preliminary schedule of committee and community meetings.

*Consultant Rep. Phelps* also presented draft collateral materials which included:

- Brochure – informational brochures are designed to provide an overview of the project and information on how members of the community can become involved. These brochures will be available at all community meetings and the public computer workstation which will reside at 500 South 24<sup>th</sup> Street (the former Community Noise Reduction Program office building).
- Informational Poster – these posters will also provide an overview of the project and display upcoming community meeting information. The project



team has proposed locations for these posters to be displayed. A map and list of these proposed locations were provided to roundtable attendees for review and comment.

- Postcard – postcards providing a brief overview of the project and information on upcoming community meetings will be mailed to all landowners within the program area.
- Web Page – the project web page will reside on the [Phoenix Sky Harbor website](#) and provide information on why the LRS is being prepared, the process, upcoming meetings, all project collateral and information related to all tasks of the project.

All collateral materials will be distributed in both English and Spanish. The Community Engagement Plan is under review by the Project Management Committee (PMC), once comments are provided and incorporated, the plan will be submitted to the Advisory Group and Roundtable Groups (3) for review and comment prior to being made available to the public. Collateral materials will also be submitted to the PMC this month for review and comment. Once comments are provided and incorporated, these materials will also be submitted to the Advisory Group and Roundtable Groups (3) for review and comment prior to public distribution. The first community meeting is currently anticipated to be held in January/February 2016. A list of potential community meeting locations were provided to the roundtable for review and comment.

*Consultant Rep. Hotaling* presented benchmarking review in which the project team reviews what other airports have gone through with a similar process. This provides opportunity for the project to learn from these other airports. The airports under review as part of the benchmarking task:

- Seattle/Tacoma International
- Atlanta Hartsfield – Jackson International
- Fort Lauderdale – Hollywood International
- Detroit Metropolitan – Wayne County
- Baltimore/Washington International

A draft benchmarking analysis will be provided to the roundtable once completed.

*Mark Johnson, Ricondo (Consultant Rep. Johnson)* provided an overview of the progress of the inventory process. Most of the data needed for the inventory process has been collected however the project continues to collect data in the following five categories:

1. Planning Documents
  - a. Comprehensive Set of Airport Planning Documents – understand future airport development and potential aviation constraints on development in the program area.
  - b. City Planning Documents – i.e. the City of Phoenix General Plan, neighborhood plans
2. Zoning

3. Airport's Database of VARS Properties – the database contains information for each of the properties including easements, environmental constraints discovered etc.
4. Public Utilities
5. General Environmental Factors – potential constraints on redevelopment options

A working paper containing the inventory findings will be provided to the roundtable group for review. The first draft of this document is due to the City of Phoenix Aviation Department in February 2016.

*Consultant Rep. Hotaling* informed the group that three roundtable meetings will be held this week, one for each of the three project areas. All of these meetings have been and will continue to be noticed on the [City of Phoenix Open Meeting webpage](#).

#### E. Questions

*Consultant Rep. Hotaling* opened the meeting up to questions regarding the materials just presented.

*Gregory Torrez, Azteca Plaza (Roundtable Rep. Torrez)* asked if collaboration was taking place with all previous planning efforts (i.e. [Eastlake-Garfield TOD Policy Plan](#) and the [Discovery Triangle](#)) which have been community and City Council approved. *Consultant Rep. Hotaling* confirmed that the project would be collaborating with existing plans with the intent of the LRS process to meld together with these existing plans.

*Kristin Gubser, Gateway Community College (Roundtable Rep. Gubser)* inquired if the intent of this process is for the roundtable to develop a plan that goes out for Request for Proposal during Phase 2 as a complete area or as individual projects. *Consultant Rep. Hotaling* explained that the purpose of the LRS process is to identify the redevelopment project approach that would be most appropriate for the area.

*Abe Arvizu, BT Washington Association (Roundtable Rep. Arvizu)* commented that the community within the North Area have been left out of past planning processes. *Roundtable Rep. Arvizu* continued by asking if these past planning efforts will be reflected in documentation the LRS will be submitting to the roundtable or will members have to research these items independently. *Consultant Rep. Johnson* confirmed a summarization of existing relevant plans will be reflected within inventory working paper.

*Warren H. Stewart Sr., First Institutional Baptist Church (Roundtable Rep. Stewart)* asked how the roundtable members' time involved in the process will affect the LRS outcome. *Consultant Rep. Hotaling* answered that the LRS process is designed to integrate the community's vision for the neighborhood

within the final strategy while also taking into consideration potential constraints on land uses due to aviation, FAA, environmental etc. type regulations.

*Roundtable Rep. Torrez* asked if the information collected from the five airports being evaluated during the benchmarking process will be made available to the roundtable for review. *Roundtable Rep. Torrez* also inquired if the FAA was providing funding for the planning of the area around Sky Harbor, how the roundtable will have impact on the final strategy and if tonight's PowerPoint presentation will be made available to roundtable members. *Consultant Rep. Hotaling* confirmed the PowerPoint presentation will be made available and the benchmarking findings will be submitted to the roundtable. *Consultant Rep. Hotaling* explained that the FAA would be providing funding for Phase 2 of the project. Phoenix Sky Harbor is one of only two airports in the country to receive funding for this process. *Consultant Rep. Hotaling* further answered that the LRS process is intended to complete with a strategy that will have a positive community impact and be something the community can implement and embrace.

*Calvin C. Goode, Eastlake Park Association (Roundtable Rep. Goode)* requested that Robin Anderson, the City of Phoenix Neighborhood Services Department representative for the area be involved in the LRS process.

*Henry Wade, Chicanos Por La Causa (Roundtable Rep. Wade)* asked what the status is of the existing parcels that will be included in the LRS process. *Trina Harrison, City of Phoenix Aviation Department (AVN Rep. Harrison)* explained that 782 parcels were obtained by the City of Phoenix Aviation Department during the VARS program. Some of those parcels are east of the LRS North Area and will not be included in the LRS process. The 743 parcels within the LRS area are all vacant with the exception of one which currently has a structure remaining on the parcel.

*Guadalupe Valencia, Van Buren Civic Association (Roundtable Rep. Valencia)* provided comment that the LRS process will need to be cognizant of the history within the area and result in a strategy that provides former residents an end product that is worthy of the home they gave-up. An end result that current and former landowners can have pride in.

*Roundtable Rep. Arvizu* asked if an Environmental Impact Statement would be conducted as part of the LRS process. *Consultant Rep. Hotaling* explained that as part of the inventory process existing environmental documentation are being reviewed. An environmental overview will be executed to understand if further analysis would need to take place within the Phase 2 of the project. There is currently no plan for an Environmental Impact Statement as part of the LRS.

## F. Vision, Goals and Objectives

*Consultant Rep. Hotaling* asked attendees to each provide what their vision, goals and objectives are for the LRS. Attendees developed the following list through facilitated dialogue:

- Continuity
- Learn from past lessons
- Collaborative process
- Clarity from other planning efforts – what’s already committed
- Clear definition of community
- Desire for residential
- Connectivity – social/community
- Integration among community
- Affordable housing
- Elderly housing
- Understand what’s already been proposed
- Simplicity
- Transparency
- Honesty
- Education facilities
- Progress made
- Undergrounding of overhead utilities
- Neighborhood lighting
- Walkways/walkable
- Speed control
- Preserve community for remaining residents
- Flexibility – dynamic environment
- Smart cities – application to this strategy

Discussion was held throughout the meeting regarding the desire for residential to be added to the area. *Roundtable Rep. Gubser* asked if there was still opportunity for existing residents within the area to be relocated or bought-out. *AVN Rep. Harrison* provided clarification that the VARS program which provided these opportunities to residents is complete. *Roundtable Rep. Valencia* asked what the potential was for affordable housing to be added to the area. *Consultant Rep. Hotaling* explained that the City of Phoenix Aviation Department is holding ongoing discussions with the FAA to better understand the potential of adding residential to the area. Historically, parcels/homes bought with FAA grant money have not been permitted to have residential placed back within those parcels. *Jordan Feld, City of Phoenix Aviation Department (AVN Rep. Feld)* added that the City of Phoenix does have a unique argument for residential to make to the FAA as the airport and surrounding area is a unique situation.

#### G. Closing

*Consultant Rep. Hotaling* thanked attendees for their participation and directed any additional input to be submitted to Trina Harrison:

Trina Harrison  
PHX Land Reuse Strategy Project Manager  
City of Phoenix, Aviation Department, Planning & Environmental  
602-273-3476  
[trina.harrison@phoenix.gov](mailto:trina.harrison@phoenix.gov)

H. Meeting Adjourned



# LAND REUSE STRATEGY

Phoenix Sky Harbor International Airport  
 Land Use Strategy (LRS)  
 Central Area Roundtable Meeting  
 December 9, 2015, 6:00 PM - 8:30 PM  
 Wesley Community Center  
 Meeting Summary

<b>Roundtable Attendees</b>	
<b>Name</b>	<b>Organization</b>
Courtney Carter	City of Phoenix Council - District 8
Kara Batdorf	City of Phoenix Council - District 8
Kevin Ahearn	Home Owner
Abe Arvizu	BT Washington Association
Gilbert Arvizu	BT Washington Association
Carlos Avila	Nuestro Barrio
Mary Baird	Business Owner
Rory Blakemore	Cowley Companies
Brad Denham	Arizona Family Florist
Calvin C. Goode	Eastlake Park Association
Juan & Patricia M. Gurule	Land Owner
Rita James	Mt. Zion Church
Ruth Ann Marston	Phoenix Elementary District #1
Sloane McFarland	Yourland/Welcome Chicken & Donuts
Katy Mendoza	Maricopa Skill Center
Eva Olivas	Phoenix Revitalization Corporation
Germán Reyes	Chicanos Por La Causa
Myriam Roa-Reifers	Phoenix Elementary School Distric #1
Ernest Rose	Maricopa County Regional School District
Steven Scott	Home Owner
Nic Smith	Chicanos Por La Causa
Kevin Sotomayor	Silvestre S. Herrera School
Craig Sutter	Portter Barnwood

<b>City of Phoenix Aviation Department Staff</b>	
<b>Name</b>	<b>Organization</b>
Jordan Feld	Planning & Environmental Section
Trina Harrison	Planning & Environmental Section
Andrea Sandoval	Community Noise Reduction Program

<b>Consultant Staff</b>	
<b>Name</b>	<b>Organization</b>
Michael Hotaling	C&S Companies
David Sperling	C&S Companies



Pete Dimas	El Pueblo Productions
Michael Johnson	Johnson & Neely
Peggy Neely	Johnson & Neely
Mark Johnson	Ricondo
John Williams	Ricondo
Kelly Phelps	PSM <sup>2</sup>
Marisol Peláez	Urias Communications

### Action Items

- Draft Benchmarking Analysis
  - **Responsibility:** Consultant Staff
  - **Deadline/Expectation:** Upon Completion to Roundtable Members
- Consistent messaging regarding a moratorium against accepting offers on the land
  - **Responsibility:** Consultant Staff
- Information on historically significant property/people the project should consider
  - **Responsibility:** Roundtable Members
  - **Deadline/Expectation:** ASAP to Trina Harrison
- Consolidated library of other planning documents and relevant work
  - **Responsibility:** Consultant Staff
  - **Deadline/Expectation:** Prior to Next Meeting to Roundtable Members
- Glossary of aviation and planning terms
  - **Responsibility:** Consultant Staff
  - **Deadline/Expectation:** Prior to Next Meeting to Roundtable Members
- Documentation of history of the program area
  - **Responsibility:** Consultant Staff
  - **Deadline/Expectation:** Prior to Next Meeting to Roundtable Members
- One-page set of talking points
  - **Responsibility:** Consultant Staff
  - **Deadline/Expectation:** Prior to Next Meeting to Roundtable Members

#### A. Opening Remarks & Introductions

*Jordan Feld, City of Phoenix Aviation Department (ANV Rep. Feld)* welcomed and thanked attendees for their participation in the Phoenix Sky Harbor Airport Land Reuse Strategy Central Area Roundtable. Attendee introductions proceeded around the room.

#### B. Roundtable Objectives and Expectations

*Michael Hotaling, C&S Companies (Consultant Rep. Hotaling)* presented the objectives of utilizing the roundtable groups throughout the LRS process along with the other committees involved in the process. The project's objectives of utilizing the roundtable and committees will be a continuous listen-learn-integrate process as the project works towards a final strategy document. Expectations of the roundtable were along presented and include:

- Attend scheduled meetings

- Provide input to the study team
- Help the study team refine the public outreach process
- Review draft study documents and materials
- Discuss the study with other members of the Phoenix

### C. LRS Overview

The Consultant's full Scope of Work was provided to each roundtable attendee. *Consultant Rep. Hotaling* provided an overview of why the LRS was being prepared. Phoenix Sky Harbor International Airport acquired (Airport) noise-impacted land as part of its airport land use compatibility efforts. The goal of the LRS planning process is to ensure future development of this acquired Airport noise land is compatible with Airport operations and provides a positive contribution to employment, development, urban revitalization and other community needs while providing practical options to the Airport, City and local communities.

*Consultant Rep. Hotaling* presented the range of the program area which has been segmented into three areas:

1. North Area – Washington to the Union Pacific Railroad/Air Lane and 7<sup>th</sup> Street to 24<sup>th</sup> Street
2. Central Area - Union Pacific Railroad to the I-17 Freeway and 7<sup>th</sup> Street to 16<sup>th</sup> Street
3. South Area - I-17 Freeway to University and 7<sup>th</sup> Street to 24<sup>th</sup> Street

*Consultant Rep. Hotaling* reviewed the Voluntary Acquisition and Relocation Services Program (VARs) which relocated residents outside of the noise impacted land area.

*Consultant Rep. Hotaling* presented the focuses of the LRS process which include:

- FAA Compliance
- Community Expectations
- Economic Development/Economic Vitality
- Neighborhood Revitalization
- Align With Other Plans
- Flexible Strategy
- Sustainability – Economic Viability, Operational Efficiency, Natural Resource Conservation and Social Responsibility

*Consultant Rep. Hotaling* reviewed the LRS Study Elements which include Community Engagement, Inventory, Market Analysis and Strategy Development and the Study Timeline tracking as an 18-month process. The second phase of the process, the Airport Compatible Land Redevelopment Program will implement the strategy. A consultant team has been selected for this phase and development of the project scope continues between the consultant and the City

of Phoenix. Once the scope has been defined the project will proceed somewhat parallel to the LRS process.

#### D. Project Process to Date

*Kelly Phelps, PSM<sup>2</sup> (Consultant Rep. Phelps)* provided an overview of the Community Engagement Plan which will provide the framework on how the project will inform stakeholders and provide opportunities for the community to become involved in the process. The plan includes Guiding Principles which will inform every aspect of community engagement. These principles are – clarity, transparency, accountability and cultural inclusion. The plan details how each of these principles will be upheld. The plan also details how each committee will be involved in the process and how the project will inform and involve the community along with a preliminary schedule of committee and community meetings.

*Consultant Rep. Phelps* also presented draft collateral materials which included:

- Brochure – informational brochures will be designed to provide an overview of the project and information on how to become involved. These brochures will be available at all community meetings and the public computer workstation which will reside at 500 South 24<sup>th</sup> Street (the former Community Noise Reduction Program office building).
- Informational Poster – these posters will also provide an overview of the project and display upcoming community meeting information. The project team has proposed locations for these posters to be displayed. A map and list of these proposed locations were provided to roundtable attendees for review and comment.
- Postcard – postcards providing a brief overview of the project and information on upcoming community meetings will be mailed to all landowners within the program area.
- Web Page – the project web page will reside on the [Phoenix Sky Harbor website](#) and provide information on why the LRS is being prepared, the process, upcoming meetings, all project collateral and all tasks of the project.

All collateral materials will be distributed in both English and Spanish. The Community Engagement Plan is under review by the Project Management Committee (PMC), once comments are provided and incorporated, the plan will be submitted to the Advisory Group and Roundtable Groups (3) for review and comment prior to being made available to the public. Collateral materials will also be submitted to the PMC this month for review and comment. Once comments are provided and incorporated, these materials will also be submitted to the Advisory Group and Roundtable Groups (3) for review and comment prior to public distribution.

*Consultant Rep. Hotaling* presented benchmarking review which the project reviews what other airports have gone through with a similar process and can be

learned from these other airports. The airports included on the benchmarking are:

- Seattle/Tacoma International
- Atlanta Hartsfield – Jackson International
- Fort Lauderdale – Hollywood International
- Detroit Metropolitan – Wayne County
- Baltimore/Washington International

A draft benchmarking analysis will be provided to the roundtable once completed.

*Mark Johnson, Ricondo (Consultant Rep. Johnson)* provided an overview of the progress of the inventory process. Most of the data needed for the inventory process has been collected however the project continues to collect data in the following five categories:

1. Planning Documents
  - a. Comprehensive Set of Airport Planning Documents – understand future airport development and potential aviation constraints on the program area.
  - b. City Planning Documents – i.e. the City of Phoenix General Plan, neighborhood plans
2. Zoning
3. Airport's Database of VARS Properties – the database contains information for each of the properties including easements, environmental constraints discovered etc.
4. Public Utilities
5. General Environmental Factors – potential constraints on redevelopment options

A working paper containing the inventory findings will be provided to the roundtable group for review. The first draft of this document is due to the City of Phoenix Aviation Department in February 2016.

*Consultant Rep. Hotaling* informed the group that three roundtable meetings will be held this week, one for each of the three project areas. All of these meetings have been and will continue to be noticed on the [City of Phoenix Open Meeting webpage](#).

#### E. Questions

*Consultant Rep. Hotaling* opened the meeting up to questions regarding the materials just presented.

*Calvin C. Goode, Eastlake Park Association (Roundtable Rep. Goode)* inquired what the possibility is for the City of Phoenix to postpone rezoning properties within the program area until after the LRS is complete. *AVN Rep. Feld* confirmed that no zoning changes would be implemented on the City of Phoenix Aviation Department owned parcels located within the program area until all meetings and tasks as part of the LRS are completed in order for the community to inform decisions to be made about zoning these properties.

*Carlos Avila, Nuestro Barrio (Roundtable Rep. Avila)* provided comment that the community has endured a lot through the VARS program and many residents were not provided the option of sound mitigation for their homes only relocation opportunities. *Roundtable Rep. Avila* asked if the LRS project will be evaluating just certain parcels and why the project will not look at the area as a whole. *Consultant Rep. Hotaling* provided clarification that the LRS project is limited to the 743 VARS acquired parcels however the study will take a broader look at the area. The market analysis will evaluate the entire planning area and even just outside of the area in order to best plan for the parcels. Specific planning will be focused on the 743 VARS acquired parcels only. A lot of program wide market information will also be developed during the market analysis and made available to roundtable members and the community. *Mark Johnson, Ricondo (Consultant Rep. Johnson)* further clarified that the City of Phoenix Aviation Department controls the 743 VARS acquired parcels only but in order for the LRS to be a meaningful planning process, the project will be evaluating the program area as a whole and considering how the area will fit together and how the future development of these parcel will meet the needs of the entire area.

*Craig Sutter, Portter Barnwood (Roundtable Rep. Sutter)* commented that the program area is a patchwork of land uses and is lacking families and homes to support the area. *Roundtable Rep. Sutter* asked how the City of Phoenix Aviation Department intends to acquire properties within the area. *Consultant Rep. Hotaling* answered that the City of Phoenix Aviation Department has no intent and no vehicle in which to acquire property. The existing condition of the program area being a patchwork of land uses is one of the challenges which the LRS must address. The LRS process is intended to brainstorm and develop potential uses of the 743 VARS acquired parcels that will integrate into the existing community.

*Rory Blakemore, Cowley Companies (Roundtable Rep. Blakemore)* inquired if the federal funds provided to sound mitigate homes within the aircraft noise impacted area are gone and if there are additional funds that can be acquired for sound mitigation. *Consultant Rep. Hotaling* confirmed that the sound mitigation program is complete.

*Roundtable Rep. Sutter* asked if swapping of property would be a potential opportunity for the community. *Consultant Rep. Hotaling* answered that if proposed by the community, a property swapping strategy could be incorporated into the LRS process with the understanding that the City of Phoenix Aviation Department does not currently have a vehicle in which to acquire properties.

*Ruth Ann Marston, Phoenix Elementary District #1 (Roundtable Rep. Marston)* asked if there are prohibited land uses for the 743 VARS acquired parcels or is the roundtable and community free to make recommendations for planning of the parcels as they feel is best for the area. *Consultant Rep. Hotaling* answered that

there may be constraints or limitations on the permitted uses due to items such as airspace and height restrictions. The City of Phoenix currently does not have an answer in relation to the potential addition of residential within the program area and continue to hold ongoing dialogue with the FAA at this point. Historically, aircraft noise impacted land acquired by use of federal funds has not been permitted to contain residential use. *Roundtable Rep. Sutter* added that the City of Phoenix zoning does not permit residential on these parcels at this time. *Roundtable Rep. Marston* commented that the City of Phoenix is able to modify zoning if needed however would like to understand if there are any limitation on the roundtable as to what recommendations for the LRS they can propose especially with the flight paths in question and the ongoing litigation between the City of Phoenix and the FAA. *Consultant Rep. Hotaling* clarified that there are no limitations on what the roundtable can discuss however the flight paths and associated litigation is an issue separate of the LRS. *AVN Rep. Feld* presented the 1999 and 2013 noise contour lines to the group and explained with use of the DNL FAA regulatory noise metric, if the RNAV flight paths were to be evaluated, the contour would not significantly change from what is being shown as the 2013 noise contour. Therefore, a majority of the LRS program area is outside the 65 DNL contour in which residential development is typically permitted. This point is being presented to the FAA for consideration in order for the program area to be permitted to consider residential development in the future. *Consultant Rep. Hotaling* provided comment that existing noise and the inventory process will help define some constraints on potential land use within the program area. These constraints will be communicated to the roundtable as discovered.

*Juan Gurule, Land Owner (Roundtable Rep. Gurule)* asked if the City of Phoenix and FAA still adhere to the Runway Protection Zones (RPZ) extending from the north and south runways which were part of West Approach Land Acquisition (WALA) project as they appear to not be where they were originally located. *AVN Rep. Feld* confirmed that the RPZs have changed, however still extends a half of a mile out which does result in height limitations on development within those areas. As the RPZ changes, the land uses permitted within the area changes. *Roundtable Rep. Gurule* commented that the RPZ was changed after the property within those areas were acquired not through the voluntary program.

*Roundtable Rep. Gurule* asked if the program area is being considered for historical revitalization. *Consultant Rep. Johnson* clarified that during the inventory process known historical, archeological and cultural resources will be identified. *Roundtable Rep. Gurule* inquired if historical individuals would be considered and if individuals within the community can develop and propose plans for the area. *Roundtable Rep. Gurule* commented that the archeological effort recently performed did not provide the community adequate amount of time to review the document and offer feedback to include an all-encompassing review of history of the area. *Consultant Rep. Hotaling* answered that during the inventory process of the LRS, information may be uncovered that meet the requirements of a federal or state historically significant property. When the



roundtable members review these documents, if anyone feels that there are additional properties than what has been identified, members are to submit suggestions to Trina Harrison, LRS Project Manager for the City of Phoenix. *Consultant Rep. Hotaling* added if roundtable members have information on these items currently they are asked to submit it for review as soon as possible.

*Brad Denham, Arizona Family Florist (Roundtable Rep. Denham)* asked if the LRS process affect existing zoning ordinances of these Aviation Department owned parcels. *Consultant Rep. Hotaling* answered that the outcome of the LRS process could recommend changes to existing zoning ordinances to accommodate a plan that best fits the community. These recommendations may not be implemented but could be suggested by the LRS. *Roundtable Rep. Denham* suggested that the LRS develop rules in relation to the Aviation Department owned parcels that allows the community to benefit from development of these areas. *Abe Arvizu, BT Washington Association (Roundtable Rep. Arvizu)* made comment that members of the community were kicked-out of the neighborhood in the past and told that the City of Phoenix could not sell the Aviation Department owned parcels because funding to obtain these parcel would then have to be reimbursed to the FAA. *AVN Rep. Feld* provided clarification that acquisition of land has been obtained through different processes. The WALA process in which properties were obtained for safety due to aircraft traffic has its own set of requirements and is separate from the parcels considered in the LRS process. The VARS Program and the FAA requirements associated with the LRS included parcels to permit the selling/disposal of the land for compatible land use development. Therefore, development on this land would either need to be an FAA approved project or the City of Phoenix would need to reimburse funding used to obtain these parcels. *Roundtable Rep. Arvizu* commented that he did not feel the community was aware of this information and felt the community would have united for a different outcome. *AVN Rep. Feld* added that due to the FAA funding used to obtain these parcels, they will always have certain restrictions associated with them. *Roundtable Rep. Arvizu* suggested the City of Phoenix provide opportunity for residential within the program area with sound mitigation applied to homes. *Roundtable Rep. Gurule* stressed the need for the roundtable members and the community to understand the LRS process and potential limitations on development of the program area as it is important to the community members.

*Roundtable Rep. Sutter* inquired if the Aviation Department is willing to relocate businesses within the program area in order to obtain a block of area for better development. *Aviation Rep. Feld* confirmed that the FAA has anticipated such a situation could result from the LRS process and would need the community to help identify when this type of situation would be appropriate and best for the community. *Roundtable Rep. Arvizu* inquired if property swapping would be a potential opportunity for home owners as well. *Aviation Rep. Feld* confirmed that any property swapping is possible for recommendation in the LRS.

*Roundtable Rep. Marston* suggested the development of affordable housing within the program area to support those who work in the area and downtown (i.e. teachers, police etc.). *Roundtable Rep. Gurule* agreed and suggested that those who were relocated out of the program area be provided the right of first refusal on new residential opportunities. *Roundtable Rep. Arvizu* added that those who were relocated outside of the program area were told they would be provided the right of first refusal if the opportunity ever arise. *Roundtable Rep. Sutter* commented that if residential is to be added to the area, the LRS must take into consideration the condition of the existing homes and in order to best serve the program area these homes may need repair or rebuilding.

#### F. Vision, Goals and Objectives

Attendees developed the following list of visions, goals and objectives for the LRS through facilitated dialogue:

- Delay of rezoning decisions until completion of LRS process
- Evaluation of other publicly-owned parcels in study area
- Members to understand what limitations are on proposed future uses
- Consideration of historically significant individuals, properties and events
- Potentially rezoning to best accommodate the needs of the community
- Business issues – leases etc. that support existing community
- Opportunities for residential in study area that supports residents
- Sensitivity to past acquisitions – pathway forward to result in positive outcomes
- Overlay zone – relevant with contour changes?
- Land swap – relocation of business to facilitate assemblage of parcels
- Options for affordable housing
- Right of first refusal for prior owners
- Redevelopment of educational facilities within the areas
- Variance in existing housing
- Other planning that might impact strategy ([The Spine Study: Interstate-10 and Interstate-17 Corridor Master Plan](#))
- Synergy of business/industrial/residential
- Independent village model
- Creative investment opportunities – non-profit engagement
- Sound mitigation for remaining residents
- Consolidated library of other planning documents and relevant work (e.g. stories, histories, etc.)
- Glossary of aviation and planning terms for community to utilize through the LRS process
- Documentation of history of the program area
- Responsible commercial development – flower market, floral district
- Keep businesses in the community
- Other urban models as benchmarks
- Attractors/amenities to incentivize living in the community

- Residential developments that share amenities (e.g. patio homes that encompass a park)
- Consideration of the needs for existing families and business owners
- Grocery store – food desert
- Health implications for residents
- Outcome of this process to influence other plans and schedule for implementation

Extensive discussion was held throughout the meeting regarding the desire for residential to be added to the program area. *Roundtable Rep. Sutter* inquired if residential is to be developed on the Aviation Department owned parcels, would a funding source need to be identified for this development. *AVN Rep. Feld* confirmed and added that there are numerous collaborative ways to identify funding for development including Public Private Partnership that will be evaluated in Phase 2 of the project.

*Roundtable Rep. Goode* suggested the LRS consider low to moderate income housing. *Ernest Rose, Maricopa County Regional School District (Roundtable Rep. Rose)* supports the suggestion of development of moderate income housing and suggests the LRS evaluate models other cities have used to entice people to the area such as affordable housing, mixed-use housing.

*Germán Reyes, Chicanos Por La Causa (Roundtable Rep. Reyes)* suggested providing subsidy for affordable homes by way of earmarking a certain percentage of the lots for a non-profit to develop and use the value of the land to subsidize the homeownerships.

*Steven Scott, Home Owner (Roundtable Rep. Scott)* provided comment that people are interested in living within the program area and will buy future residential locations. If affordable housing is added, first-time home buyers will relocate to the area especially with downtown residential being of such a high price range. *Roundtable Rep. Scott* commented that he has sound mitigation applied to his home within the program area and it works. *Roundtable Rep. Gurule* provided comment that those working within the commercial develop areas closer to the runway seem to be able to work through the noise therefore this area can be developed. *Roundtable Rep. Sutter* commented that with technology and future aircraft design, the noise situation will only get better. *Michael Johnson, Johnson & Neely (Consultant Rep. M. Johnson)* explained that the VARS Program was developed due to the impact aircraft noise was having on residents within the program area. Through the VARS Program, residents within the area were offered the opportunity to apply sound mitigation to their home, rebuild their home or relocate. *Consultant Rep. M. Johnson* suggested that those involved in the LRS should consider the decisions of those who chose to relocate for a better quality of life and this is an issue that will always exist for residents within the area. *Kevin Ahearn, Home Owner (Roundtable Rep.*

*Ahearn*) commented that he has never heard of the opportunity for residents to rebuild their home through the VARS Program.

*Roundtable Rep. Gurule* suggested the LRS process and City of Phoenix consider if Phoenix Sky Harbor Airport has grown too large and what the opportunity is for a regional airport to relieve some air traffic.

*Roundtable Avila* commented that there are still residents within the program area that do not have sound mitigation as it was not offered to them and suggests the City of Phoenix reinvest in sound mitigation for existing residents. *Consultant Rep. Hotaling* provided comment that the Aviation Department sound mitigation program has been closed out. *Consultant Rep. M. Johnson* provided clarification that one of the recommendations being made by the roundtable is to evaluate if there is opportunity to reinstate sound mitigations for current residents that qualify.

*Sloane McFarland, Yourland/Welcome Chicken & Donuts (Roundtable Rep. McFarland)* suggested that the LRS team provide one document resource of the multiple planning efforts that affect the program area and one document resourcing all histories documented of the program area that can be utilized by the roundtable members for a better understanding in order to make well informed recommendations during the LRS process.

*Roundtable Member Denham* stressed his commitment to the community and area as a business owner and advocates for responsible commercial development. *Roundtable Member Denham* would like to see a floral district added to the area and will need to relocate his business if not provided the opportunity to own the property rather than rent from an out-of-town developer.

*Roundtable Rep. McFarland* suggested the LRS project team evaluate other urban models with industrial and residential integrated and supports the development of residential within the program area. *Roundtable Rep. McFarland* believed people are taking notice of the potential of the program area and believes there will be interest in development of it. *Roundtable Rep. Gurule* agreed with *Roundtable Rep. McFarland* and made note that schools would benefit from industrial property tax.

*Rita James, Mt. Zion Church (Roundtable Rep. James)* commented that she is representing a local church who has many members who commute into the area and supports residential however would like to see the area develop into a well-rounded area in order to attract residents and businesses. *Roundtable Rep. Sutter* inquired if *Roundtable Rep. James* believes residents would be interested in multi-family homes which share a common backyard. *Roundtable Rep. James* confirmed she believe there would be interest.

*Roundtable Rep. Gurule* commented that existing residents' quality of life has been compromised with the vacant parcels and increase in crime. *Roundtable Member Denham* agreed and provided comment that this affects existing businesses as well.

*Roundtable Rep. Scott* suggested the LRS recommend the addition of grocery stores as the existing program area is a food desert.

*Kevin Sotomayor, Silvestre S. Herrera School (Roundtable Rep. Sotomayor)* asked how the Silvestre S. Herrera School may obtain all the information related to the LRS in order to inform the community as the school even received out of state calls conveying interest in the area. *Consultant Rep. Hotaling* answered that the LRS project team will develop and distribute a one page set of talking points along with a summary of this meeting and the presentation. *AVN Rep. Feld* added that he or Trina Harrison, LRS Project Manager for the City of Phoenix can provide presentation at community and neighborhood meetings as needed.

*Roundtable Rep. Avila* inquired if the LRS could incorporate suggestions of implementing street improvement project sooner than scheduled for. *AVN Rep. Feld* confirmed that this type of information could be made as a recommendation in the LRS.

#### G. Closing

*Consultant Rep. Hotaling* thanked attendees for their participation and time and directed any additional input to be submitted to Trina Harrison:

Trina Harrison  
 PHX Land Reuse Strategy Project Manager  
 Aviation Department, Planning & Environmental  
 602-273-3476  
[trina.harrison@phoenix.gov](mailto:trina.harrison@phoenix.gov)

#### H. Meeting Adjourned



# LAND REUSE STRATEGY

Phoenix Sky Harbor International Airport  
 Land Use Strategy (LRS)  
 South Area Roundtable Meeting  
 December 10, 2015, 6:00 PM - 8:30 PM  
 Broadway Heritage Neighborhood Resource Center  
 Meeting Summary

<b>Roundtable Attendees</b>	
<b>Name</b>	<b>Organization</b>
Kara Batdorf	City of Phoenix Council - District 8
Jose Vaquera	Friendly House, Inc.
Frank Salomon	Phoenix Fire Department
Roland Baran	Property Owner
Patsy Quintero Baran	Property Owner
Isidra Gil	Property Owner
Gregory Gil	Property Owner
Steve Attwood	St. Vincent de Paul

<b>City of Phoenix Aviation Department Staff</b>	
<b>Name</b>	<b>Organization</b>
Jordan Feld	Planning & Environmental Section
Trina Harrison	Planning & Environmental Section

<b>Consultant Staff</b>	
<b>Name</b>	<b>Organization</b>
Michael Hotaling	C&S Companies
David Sperling	C&S Companies
Pete Dimas	El Pueblo Productions
Michael Johnson	Johnson & Neely
Peggy Neely	Johnson & Neely
Mark Johnson	Ricondo
Amanda Niemann	PSM <sup>2</sup>
Kelly Phelps	PSM <sup>2</sup>
Vanessa Nielsen	Urias Communications

### **Action Items**

- Provide map showing locations of airport acquired parcels to meeting participants
  - **Responsibility:** Consultant Staff
  - **Deadline/Expectation:** Submit with meeting summaries after meeting.
- Provide inventory findings to meeting participants
  - **Responsibility:** Consultant Staff



- **Deadline/Expectation:** Included in Inventory Working Document which will be published in February 2016.

A. Opening Remarks & Introductions

*Trina Harrison, Planning & Environmental, City of Phoenix Aviation Department (AVN Rep. Harrison)* began the meeting by welcoming everyone and thanking them for being there. *Michael Hotaling, C&S Companies (Consultant Rep. Hotaling)* thanked everyone for their participation and began introductions which then proceeded around the room.

B. Roundtable Objectives and Expectations

*Consultant Rep. Hotaling* presented the objectives of utilizing the roundtable groups throughout the LRS process along with the other committees involved in the process. The project's objectives of utilizing the roundtables and committees will be a continuous listen-learn-integrate process as the project works towards a final strategy document. Expectations of the roundtable were also presented and include:

- Attend scheduled meetings
- Provide input to the study team
- Help the study team refine the public outreach process
- Review draft study documents and materials
- Discuss the study with other members of the Phoenix community

C. LRS Overview

The Consultant's full Scope of Work was provided to each roundtable attendee. *Consultant Rep. Hotaling* provided an overview of why the LRS was being prepared. Phoenix Sky Harbor International Airport acquired (Airport) noise-impacted land as part of its airport land use compatibility efforts. The goal of the LRS planning process is to ensure future development of this acquired Airport noise land is compatible with Airport operations and provides a positive contribution to employment, development, urban revitalization and other community needs while providing practical options to the Airport, City and local communities.

*Consultant Rep. Hotaling* presented the range of the program area which has been segmented into three areas:

1. North Area – Washington to the Union Pacific Railroad/Air Lane and 7<sup>th</sup> Street to 24<sup>th</sup> Street
2. Central Area - Union Pacific Railroad to the I-17 Freeway and 7<sup>th</sup> Street to 16<sup>th</sup> Street
3. South Area - I-17 Freeway to University and 7<sup>th</sup> Street to 24<sup>th</sup> Street

*Consultant Rep. Hotaling* reviewed the Voluntary Acquisition and Relocation Services Program (VARs) which relocated participating residents outside of the noise impacted land area. Most of these acquired parcels are within the LRS program area and remain vacant.

*Consultant Rep. Hotaling* presented the focus of the LRS process which includes:

- FAA compliance
- Community expectations
- Economic development/economic vitality
- Neighborhood revitalization
- Align with other plans
- Flexible strategy
- Sustainability – economic viability, operational efficiency, natural resource conservation and social responsibility

*Consultant Rep. Hotaling* reviewed the LRS Study Elements which include Community Engagement, Inventory, Market Analysis and Strategy Development along with the Study Timeline which is tracking as an 18-month process, finishing in 2018. The second phase of the process, the Airport Compatible Land Redevelopment Program (Phase 2) will implement the strategy. A consultant team has been selected for this phase and development of the project scope continues between the consultant and the City of Phoenix. Once the scope has been defined this phase of the project will proceed parallel to the LRS process.

#### D. Project Process to Date

*Kelly Phelps, PSM<sup>2</sup> (Consultant Rep. Phelps)* provided an overview of the Community Engagement Plan which will provide the framework on how the project will inform stakeholders and provide opportunities for the community to become involved in the process. The plan includes guiding principles which will inform every aspect of community engagement. These principles are – clarity, transparency, accountability and cultural inclusion. The plan details how each of these principles will be upheld. The plan also specifies how each committee will be involved in the process and how the project will inform and involve the community along with a preliminary schedule of committee and community meetings.

*Consultant Rep. Phelps* also presented draft collateral materials which included:

- Brochure – informational brochures are designed to provide an overview of the project and information on how members of the community can become involved. These brochures will be available at all community meetings and the public computer workstation which will reside at 500 South 24<sup>th</sup> Street (the former Community Noise Reduction Program office building).
- Informational Poster – these posters will also provide an overview of the project and display upcoming community meeting information. The project team has proposed locations for these posters to be displayed. A map and list of these proposed locations were provided to roundtable attendees for review and comment.

- Postcard – postcards providing a brief overview of the project and information on upcoming community meetings will be mailed to all landowners within the program area.
- Web Page – the project web page will reside on the [Phoenix Sky Harbor website](#) and provide information on why the LRS is being prepared, the process, upcoming meetings, all project collateral and information related to all tasks of the project.

All collateral materials will be distributed in both English and Spanish. The Community Engagement Plan is under review by the Project Management Committee (PMC), once comments are provided and incorporated, the plan will be submitted to the Advisory Group and Roundtable Groups (3) for review and comment prior to being made available to the public. Collateral materials will also be submitted to the PMC this month for review and comment. Once comments are provided and incorporated, these materials will also be submitted to the Advisory Group and Roundtable Groups (3) for review and comment prior to public distribution. The first community meeting is currently anticipated to be held in January/February 2016. A list of potential community meeting locations were provided to the roundtable for review and comment.

*Consultant Rep. Hotaling* presented a benchmarking review in which the project team reviews what other airports have gone through with a similar process. This provides opportunity for the project to learn from these other airports. The airports under review as part of the benchmarking task:

- Seattle/Tacoma International
- Atlanta Hartsfield – Jackson International
- Fort Lauderdale – Hollywood International
- Detroit Metropolitan – Wayne County
- Baltimore/Washington International

A draft benchmarking analysis will be provided to the roundtable once completed.

*Mark Johnson, Ricondo (Consultant Rep. Johnson)* provided an overview of the progress of the inventory process. Most of the data needed for the inventory process has been collected however the project continues to collect data in the following five categories:

1. Planning Documents
  - a. Comprehensive Set of Airport Planning Documents – understand future airport development and potential aviation constraints on development in the program area.
  - b. City Planning Documents – i.e. the City of Phoenix General Plan, neighborhood plans
2. Zoning
3. Airport's Database of VARS Properties – the database contains information for each of the properties including easements, environmental constraints discovered etc.
4. Public Utilities

5. General Environmental Factors – potential constraints on redevelopment options

A working paper containing the inventory findings will be provided to the roundtable group for review. The first draft of this document is due to the City of Phoenix Aviation Department in February 2016.

*Consultant Rep. Hotaling* informed the group that three roundtable meetings have taken place, one for each of the three project areas, with this meeting being the third to happen. All of these meetings have been and will continue to be noticed on the [City of Phoenix Open Meeting webpage](#).

E. Questions

*Consultant Rep. Hotaling* opened the meeting up to questions regarding the materials just presented.

*Steve Attwood, St. Vincent de Paul (Roundtable Rep. Attwood)* asked if the map showing the locations of the acquired parcels would be distributed to the meeting attendees. *Consultant Rep. Hotaling* replied that the map could be attached with the meeting summary after the meeting.

*Patsy Baran, Property Owner (Roundtable Rep. Baron)* commented on the low attendance and said maybe people were not seeing the information or thinking that it was not for them. She also asked if the value in it for the community members was being effectively communicated. *AVN Rep. Harrison* commented that invitations went out to community members as well as community business owners but the interest seemed to be very low. *Consultant Rep. Hotaling* added in response to the low turnout, that that is what the project team is asking the Roundtable for help with.

*Gregory Gil, Property Owner (Roundtable Rep. Gil)* commented that there was a problem with homeless in the river bottom area and theft and burglary in the commercial buildings. *Consultant Rep. Hotaling* stated that the security and safety concerns issue had come up earlier in the week as well. Hopefully, through the outcome of this process and as business and activity is drawn back into the area, some of the security concerns will be taken care of.

*Roundtable Rep. Baran* commented that she thought the last thing the FAA would want would be to move people back into the area. *Consultant Rep. Hotaling* replied that they would most likely not be looking to move people back into the area, but just focus on redeveloping it.

*Roundtable Rep. Gil* commented that there seemed to be an increase in the aircraft traffic as the holidays got closer. *Consultant Rep. Hotaling* informed the group that this study would not be focusing on any flight tracks or flight track changes. *David Sperling, C&S Companies (Consultant Rep. Sperling)*

commented that they would be taking note, however, of the utility issues residents were dealing with.

*Roundtable Rep. Baran* added that there is a low water pressure problem in the area. They have been told it needs to be replaced but it is not a priority for the city. She also commented that they had seen some new buildings get built which was very nice for the area.

*Roland Baran, Property Owner (Roundtable Rep. R. Baran)* commented that he would like to be able to buy the lot next to them. He also added that there were a lot of good small businesses around the area, but the crime rate is high.

F. Vision, Goals and Objectives

*Consultant Rep. Hotaling* asked attendees to each provide what their vision, goals and objectives are for the LRS.

*Isidra Gil, Property Owner (Roundtable Rep. I. Gil)* commented that she was concerned about large buildings being developed around her home. *Peggy Neely, Johnson & Neely (Consultant Rep. Neely)* asked what *Roundtable Rep. I. Gil* would like to see be developed in her area. *Roundtable Rep. I. Gil* replied that she didn't mind as long as it wasn't a large building. She also added that she would like the lots that are vacant to be better secured to prevent people from walking through them.

*Roundtable Rep. Attwood* commented that opportunities to acquire more properties would be great since St. Vincent de Paul's business is in high demand. It would be helpful to bring light rail access or bus stops to the area so that people would be able to access and utilize St. Vincent de Paul's services. He added that one concern he did have was if someone new came into the area and then perceived the people that are already there and have been there all along as a problem. *AVN Rep. Harrison* asked what the address was of the city owned property he was referring to. *Roundtable Rep. Attwood* replied that it was around 17<sup>th</sup> Street and Monroe and they had been leasing that property from the city for about 30 years.

*Frank Salomon, Phoenix Fire Department (Roundtable Rep. Salomon)* commented that he had concerns with the traffic and safety of the areas. He would be especially concerned if the community became a mix of industrial and residential and there was heavy truck traffic through the area.

*Roundtable Rep. Attwood* agreed with what was said earlier that the more businesses that come in, the less security concerns there would be. While the utilities are a big concern, the city could buy itself goodwill by addressing some of those issues and making them a priority.

*Jose Vaquera, Friendly House, Inc. (Roundtable Rep. Vaquera)* commented that he would like to see more spaces that were available for community use such as community centers, libraries and areas that kids could take advantage of.

*Roundtable Rep. Baran* commented that an improved economy would be helpful. She saw buildings going up in places but wasn't sure if they had the businesses to fill them.

*Consultant Rep. Hotaling* asked if there was any specific type of business that would be preferred to have in the community. *Roundtable Rep. R. Baran* replied that he was fine with anything that would provide jobs. He stated again the importance of people being able to buy properties around them. *Consultant Rep. Neely* asked if they knew if their neighbors owned their properties or if they rented. *Roundtable Rep. Baran* responded that she thought most of the families owned the properties.

*Consultant Rep. Neeley* asked if most of the spaces would be best suited for residential use again. *Roundtable Rep. Baran* replied that the area would be better suited for industrial use. *Roundtable Rep. Attwood* added that the area started out as residential, but over time has transformed into industrial use.

*Consultant Rep. Hotaling* stated that the project team has been hearing throughout the week that the groups are not interested in big business developing within the areas but rather small businesses. *Roundtable Rep. Attwood* commented that in parts of the area, the lots are quite small so there is no choice but to have small businesses. He stated that he did not have a preference on big or small business as long as it contributed to the community.

*Roundtable Rep. Vaquera* raised a concern that there were no grocery stores or service providing stores very close to the area. It would be nice if transportation could be provided to people to help get them to those stores that are far away.

*Roundtable Rep. R. Baran* commented that he would prefer the larger lots to be combined for larger businesses rather than have them be broken up into many smaller businesses. So where there is the potential for lots to be combined to create a large lot, he would prefer it to be developed with one large business.

*Roundtable Rep. Salomon* commented that he would like to see more grocery stores/services stores to serve the area. He also added that he would like to see more parks and things to support more of a community.

*Roundtable Rep. Vaquera* suggested that a community garden might work to utilize the irrigation that is already on some of the properties. *Roundtable Rep. Attwood* agreed that there is a lot of recent interest in urban farming.



*Consultant Rep. Sperling* commented on how the campuses in downtown Phoenix had been making great changes there and maybe that would be something to introduce into one of these areas. *Roundtable Rep. Salomon* agreed that a campus would be a great idea for some of the properties. There are freeways close by for access as well as existing infrastructure in some areas. He added that a campus would make a great economic impact as well. *Roundtable Rep. Attwood* agreed saying that it would be great to bring in young people to the area.

*Roundtable Rep. Vaquera* commented that with many campuses starting satellite classes at another location, it might be a very good option. *Roundtable Rep. Salomon* added that Grand Canyon University is a great example of how it helped turn an entire community around as it helps everyone around them as well. *Consultant Rep. Hotaling* commented that once outcomes like that begin to happen, it reestablishes pride within the community.

*Roundtable Rep. Attwood* commented that in looking for potential meeting locations, the LRS was welcome to use St. Vincent de Paul's facilities whenever they needed to.

*Roundtable Rep. Salomon* added that these were three very diverse communities. To get community buy-in, there would need to be a focus on understanding the cultural significance of each area.

*Pete Dimas, El Pueblo Productions (Consultant Rep. Dimas)* checked to make sure the communication methods being used were adequate to reach people with project updates and notifications.

#### G. Closing

*Consultant Rep. Hotaling* thanked attendees for their participation and directed any additional input to be submitted to Trina Harrison:

Trina Harrison  
 PHX Land Reuse Strategy Project Manager  
 City of Phoenix, Aviation Department, Planning & Environmental  
 602-273-3476  
[trina.harrison@phoenix.gov](mailto:trina.harrison@phoenix.gov)

#### H. Meeting Adjourned



# LAND REUSE STRATEGY

Phoenix Sky Harbor Land Reuse Strategy

South Roundtable Comments

December 10, 2015, 6:00 PM – 8:30 PM

Broadway Heritage Resource Center

## Goals & Objectives

- Utilities
  - Cable/internet
  - Water
- Opportunities for existing owners to buy adjacent properties
- Avoid conflicting uses next door
- Not all properties need to be developed
- Better transit access
- Opportunities for not-for-profits
- Emphasis on addressing utilities for existing residents
- Community centers
- Libraries
- Economic vitality
- Business that depend upon the airport
- Grocery store and other services/stores
- Uses that are consistent with existing uses
- Assemble larger lots for medium-scale business uses
- Police precinct
- Destination area (stadium example)
- Urban farming
- Education/learning campus
- Satellite campus
- Preserve the culture



# LAND REUSE STRATEGY

## Concerns

- Security concerns
- Level of community involvement
- Aircraft overflights
- Better security for existing acquired parcels – Fencing?
- Traffic (now and future)
  - Mix of heavy trucks through residential
  - Impacts on Street Conditions



**PHX**

LAND REUSE  
STRATEGY

# Roundtable Meeting

December 8, 2015

December 9, 2015

December 10, 2015

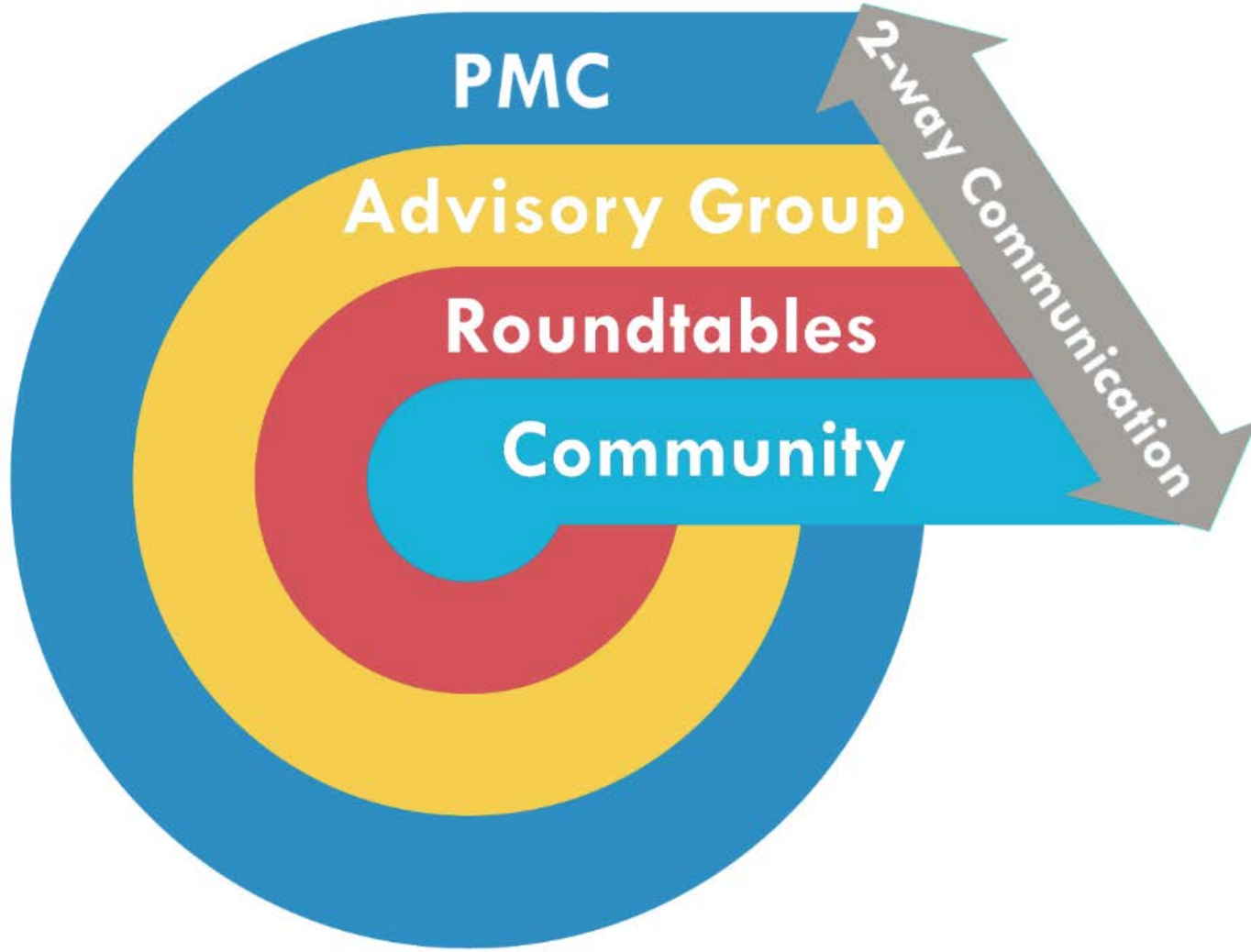
# Agenda

- Introductions
- Meeting Objectives
- Expectations
- Land Reuse Strategy Overview
- Vision for Success – facilitated input by all
- Goals and Objectives for the Strategy – facilitated dialogue
- Ongoing Coordination and Communication

# Objectives







# Expectations

# Expectations

- Attend scheduled meetings
- Provide input to the study team.
- Help the study team refine the public outreach process
- Review draft study documents and materials
- Discuss the study with other members of the Phoenix

# Overview

# Why Prepare the Reuse Strategy?

- Community Noise Reduction Program (CNRP)
  - ✓ Voluntary Acquisition & Relocation Services
  - ✓ Residential Sound Mitigation Services
  - ✓ Sound Insulation Mitigation Services
- Funding from the FAA
  - ✓ Assurances
- Land Reuse Strategy
  - ✓ Identify Parcels
  - ✓ Disposal Method
- Compatible Land Uses



# Program Area









# Voluntary Acquisition & Relocation Services



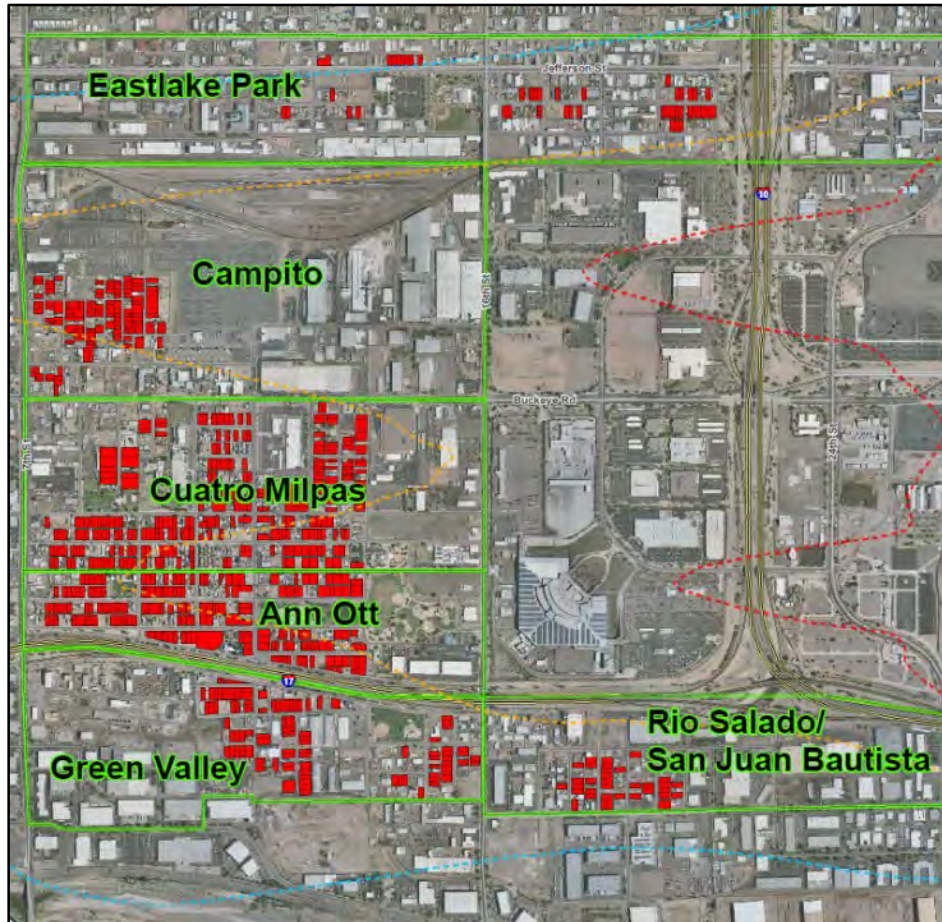
Before



After



# VARS Program



**E**conomic Viability  
**O**perational Efficiency  
**N**atural Resource Conservation  
**S**ocial Responsibility





# Study Elements



**Community  
Engagement**



**Inventory**



**Market  
Analysis**



**Strategy  
Development**





## Community Engagement

- Program Management Committee
- Advisory Group
- Community Roundtables
- Cultural Guidance
- Informational Materials
- Community Meetings
- mySidewalk – digital engagement
- ASU Decision Theater



## Inventory

- Benchmarking Analysis
- Data Collection
- Review Other Plans
- Environmental Review
- Constraints Analysis
- Broad-based Valuation



## Market Analysis

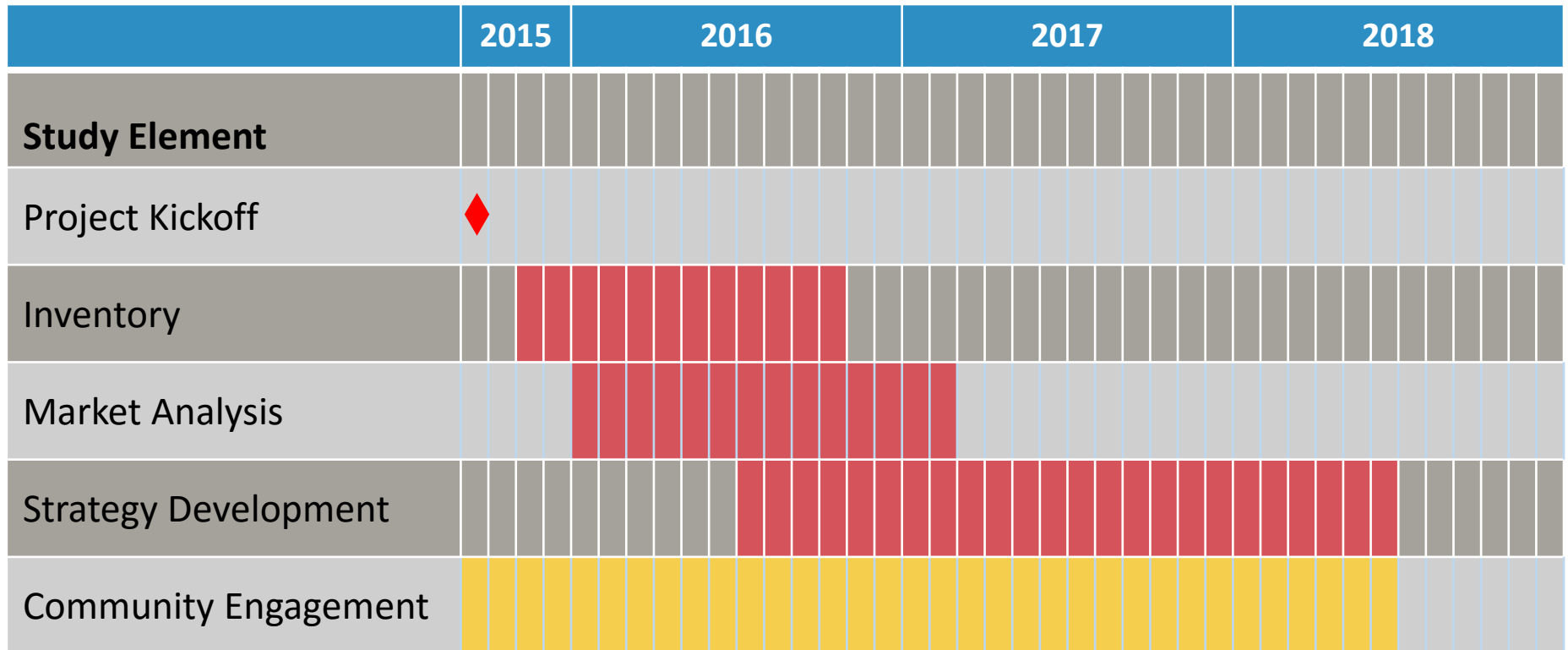
- Potential Land Uses
- Preliminary Market Analysis
- Demand Allocation Strategy
- Implementation Models
- Retention/Disposition Strategy



## Strategy Development

- Develop Draft Strategy
- Stakeholder Review
- City Staff Review
- Phoenix Aviation Advisory Board
- City Council
- FAA Review
- Publish Final Strategy

# Study Timeline



# Airport Compatible Land Redevelopment Program

- FAA Pilot Program
- Scope
- Status
- Anticipated Timeline



# Project Progress to Date

# Community Engagement Plan



## Community Engagement Plan

The success of the Airport Compatible Land Reuse Strategy is dependent upon broad and strong community consensus. The Community Engagement Plan will provide the framework to inform stakeholders and provide a feedback mechanism, assisting the project team in achieving that consensus.

This strategy will outline the overall guiding principles of the process as well as protocols, criteria and schedules to keep the project on track. It will focus on specific ways to effectively connect and engage the communities, how each group involved in the process will function and what role they hold, as well as outlining how the information will be reported and the timeframes for each task.



# Collateral Materials

# Reuse Strategy Brochure





# Informational Poster

## Purpose

Phoenix Sky Harbor International Airport (Airport or PHX) acquired noise-impacted land as part of its airport land use compatibility efforts for ten years. In accordance with FAA guidance, the Airport and the City seek to have a land reuse strategy for the area in which noise-impacted properties were acquired. The PHX Land Reuse Strategy will include approximately 800 previously acquired parcels west of the Airport within the City of Phoenix.

The goal of the PHX Land Reuse Strategy planning process is to ensure future development of acquired Airport noise land is compatible with Airport operations and benefits from close proximity to downtown Phoenix, the light rail corridor and the Airport. The PHX Land Reuse Strategy must provide a positive contribution to employment, development, urban revitalization and other community needs while providing practical options to the Airport, City and local communities.



**Get involved!**

To learn more about the project and sign-up for meeting announcements, visit [skyharbor.com/landreusstrategy](http://skyharbor.com/landreusstrategy) or call 802-555-5655.

### Scheduled Community Meetings:

January #, 2016  
6:00 PM  
Community Center  
Address  
Address

January #, 2016  
6:00 PM  
Community Center  
Address  
Address

January #, 2016  
6:00 PM  
Community Center  
Address  
Address



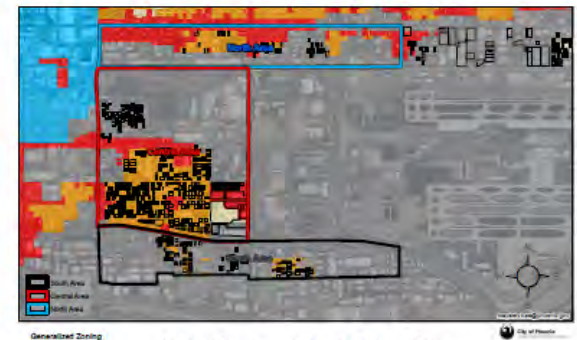
# Postcard





About | Community Initiatives & Programs

- [Program Management](#)
- [Community Engagement](#)
- [Inventory](#)
- [Market Analysis](#)
- [Plan Development & Coordination](#)
- [Sign-up for Project Updates](#)



Airport Compatible Land Reuse Plan  
Generalized Zoning



Project Information Project Information Project Information Project Information Project Information Project Information  
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- [PHX Land Reuse Strategy Information Brochure \(PDF\)](#)

Upcoming Meeting Information Upcoming Meeting Information Upcoming Meeting Information Upcoming Meeting Information  
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[Sign-up for Project Updates](#) including upcoming meeting announcements.

# Web Page

# Benchmarking Review

# Benchmarking Airports

- Seattle/Tacoma International
- Atlanta Hartsfield—Jackson International
- Fort Lauderdale—Hollywood International
- Detroit Metropolitan—Wayne County
- Baltimore/Washington International

# Inventory Process Update

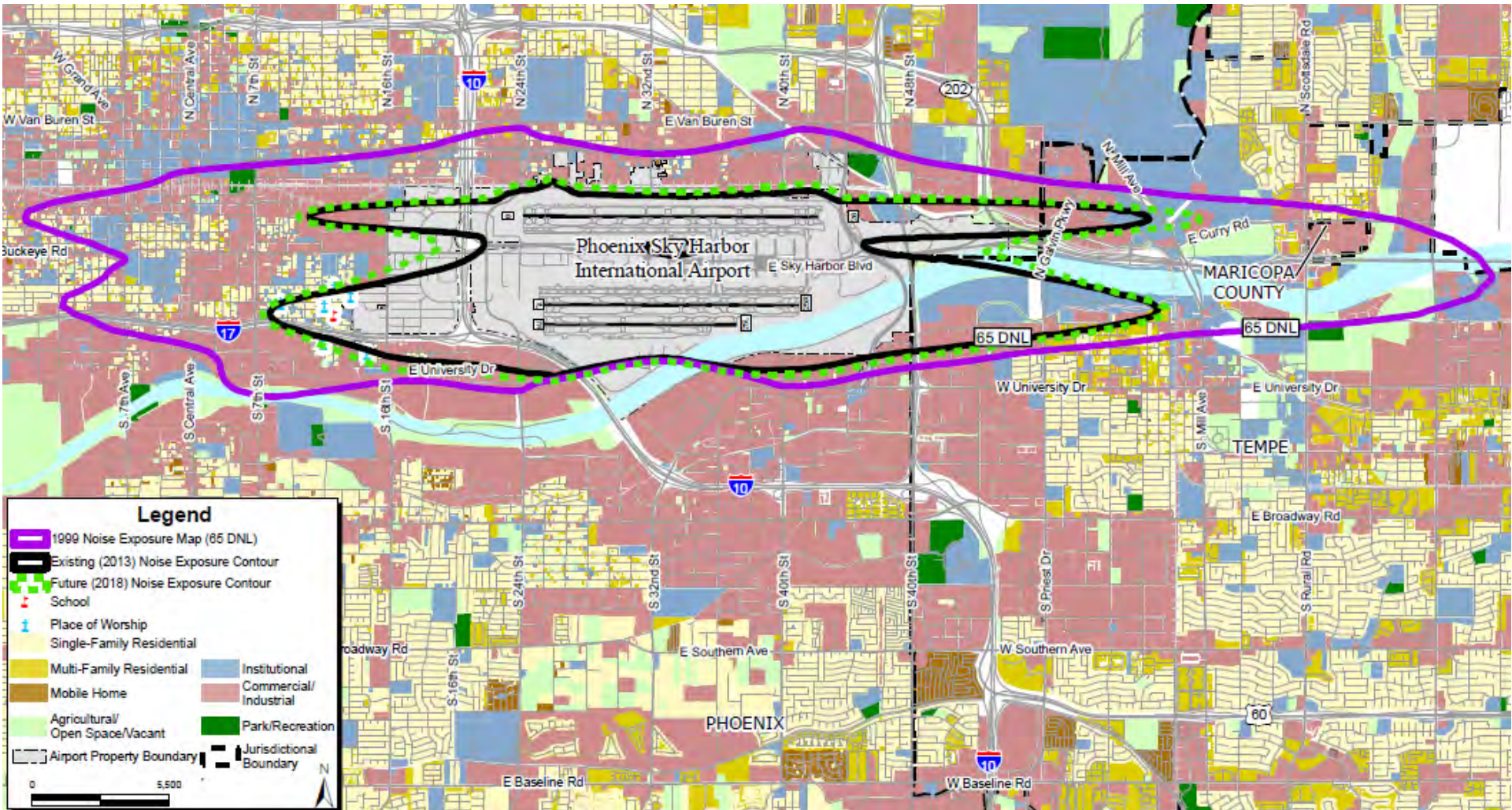
# Roundtable Meetings

# Meetings, Times and Locations

- North Roundtable: December 8, 6:00 – 8:30 PM
  - ✓ Eastlake Park Community Center
- Central Roundtable: December 9, 6:00 – 8:30 PM
  - ✓ Wesley Community Center
- South Roundtable: December 10, 6:00 – 8:30 PM
  - ✓ Broadway Heritage Neighborhood Resource Center

*All meetings noticed on the Public Meeting Notices page of [www.phoenix.gov](http://www.phoenix.gov)*





# Community Meetings #1 Materials

**From:** [Kelly Phelps](#)  
**Subject:** Community Meetings - City of Phoenix, Land Reuse Strategy  
**Date:** Thursday, February 04, 2016 8:41:12 AM  
**Attachments:** [image001.png](#)

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The City of Phoenix Aviation Department will hold the following community meetings regarding the Phoenix Sky Harbor International Airport Land Reuse Strategy. The meetings will present information regarding the project and solicit community input to help inform project decisions.

The Phoenix Sky Harbor International Airport (Airport) acquired noise-impacted land as part of its airport land use compatibility efforts. With FAA guidance, the Airport and the City seek to have a land reuse strategy for this area west of the Airport. The goal of the PHX Land Reuse Strategy planning process is to develop a vision for future land reuse opportunities that provide benefits to the local community.

**Tuesday, Feb. 9 at 6 p.m.**

HOPE VI Emmett McLoughlin  
Community Training & Education Center  
1150 S. 7th Ave.  
Phoenix, AZ 85007

**Wednesday, Feb. 10 at 6 p.m.**

Broadway Heritage Neighborhood  
Resource Center  
2405 E. Broadway Road  
Phoenix, AZ 85040

**Thursday, Feb. 11 at 6 p.m.**

Pilgrim Rest Baptist Church  
1401 E. Jefferson Street  
Phoenix, AZ 85034

**For More Information:**

- [Project Information Brochure](#)
- [Community Meeting Poster](#)
- [Project Website](#)
- Trina Harrison, City of Phoenix Aviation Department Project Manager  
(602) 273-3476 or [trina.harrison@phoenix.gov](mailto:trina.harrison@phoenix.gov)

Please join us and share this information with anyone you feel should attend.



**From:** [Kelly Phelps](#)  
**Subject:** Community Meetings - City of Phoenix, Land Reuse Strategy  
**Date:** Thursday, February 04, 2016 9:17:16 AM  
**Attachments:** [image001.png](#)

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The City of Phoenix is preparing the PHX Land Reuse Strategy to identify potential uses for properties acquired under the Voluntary Acquisition and Relocation Services (VARs) program. A comprehensive outreach program is being implemented for the PHX Land Reuse Strategy to inform interested community members and seek feedback and guidance as proposed uses for the properties are developed. We are providing detailed and up-to-date information related to the project on our web site at: [www.skyharbor.com/landreusestrategy](http://www.skyharbor.com/landreusestrategy) . Since you were a participant in the VARs program, we are making extra effort to make you aware of the project and the website. If you have any questions about the project or website, please contact Trina Harrison at (602) 273-3476.

The following community meetings will be held to present information regarding the project and solicit community input to help inform project decisions:

**Tuesday, Feb. 9 at 6 p.m.**

HOPE VI Emmett McLoughlin  
Community Training & Education Center  
1150 S. 7th Ave.  
Phoenix, AZ 85007

**Wednesday, Feb. 10 at 6 p.m.**

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Resource Center  
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Phoenix, AZ 85034

**For More Information:**

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- [Community Meeting Poster](#)
- [Project Website](#)
- Trina Harrison, City of Phoenix Aviation Department Project Manager  
(602) 273-3476 or [trina.harrison@phoenix.gov](mailto:trina.harrison@phoenix.gov)

**NOTICE OF PUBLIC EVENT  
PHX Sky Harbor International Airport  
Land Reuse Strategy  
Community Meeting**

**THE PHOENIX SKY HARBOR INTERNATIONAL AIRPORT LAND REUSE STRATEGY COMMUNITY MEETING** will be held on **February 9, 2016 at 6:00 p.m.**  
**Location: HOPE VI Emmett McLoughlin Community Training & Education Center, 1150 S. 7<sup>th</sup> Avenue, Phoenix AZ 85007.**

The **PHX LAND REUSE STRATEGY COMMUNITY** is invited to hear and review information related to the PHX Land Reuse Strategy project. This event is open to the public. For more information about the project, please visit <https://skyharbor.com/LandReuseStrategy>.

For further information, please call Trina Harrison, Project Manager, Aviation Department at 602-273-3476.

For reasonable accommodations call 7-1-1 as early as possible to coordinate needed arrangements.

January 28, 2016

**NOTICE OF PUBLIC EVENT  
PHX Sky Harbor International Airport  
Land Reuse Strategy  
Community Meeting**

**THE PHOENIX SKY HARBOR INTERNATIONAL AIRPORT LAND REUSE STRATEGY COMMUNITY MEETING** will be held on **February 10, 2016 at 6:00 p.m.**  
**Location: Broadway Heritage Neighborhood Resource Center, 2405 E. Broadway Road, Phoenix AZ 85040.**

The **PHX LAND REUSE STRATEGY COMMUNITY** is invited to hear and review information related to the PHX Land Reuse Strategy project. This event is open to the public. For more information about the project, please visit <https://skyharbor.com/LandReuseStrategy>.

For further information, please call Trina Harrison, Project Manager, Aviation Department at 602-273-3476.

For reasonable accommodations call 7-1-1 as early as possible to coordinate needed arrangements.

January 28, 2016



**NOTICE OF PUBLIC EVENT  
PHX Sky Harbor International Airport  
Land Reuse Strategy  
Community Meeting**

**THE PHOENIX SKY HARBOR INTERNATIONAL AIRPORT LAND REUSE STRATEGY COMMUNITY MEETING** will be held on **February 11, 2016 at 6:00 p.m.**  
**Location: Pilgrim Rest Baptist Church, 1401 E. Jefferson Street, Phoenix AZ 85034.**

The **PHX LAND REUSE STRATEGY COMMUNITY** is invited to hear and review information related to the PHX Land Reuse Strategy project. This event is open to the public. For more information about the project, please visit <https://skyharbor.com/LandReuseStrategy>.

For further information, please call Trina Harrison, Project Manager, Aviation Department at 602-273-3476.

For reasonable accommodations call 7-1-1 as early as possible to coordinate needed arrangements.

January 28, 2016

SIGN-IN SHEET - PLEASE PRINT

Name	Organization
Juan Gonzalez	
Lupine C. Barron	
BRAMLEY PAULIN	
Mary Russell	
ROD GRIMES	EAST LAKE PARK MUNICIPALITY ASSN
Julie Rodriguez	COP
Jose Vaquez	FRIENDLY HOUSE
PETE SPAN	
Gerrit Killebrand	The District PHX
Myriam Ron. Reddes	Phoenix ESD#1
Gloria (Humm)	



**Community Meeting**  
February 9, 2016 6:00 PM -8:30 PM  
HOPE VI Emmett McLoughlin Community  
Training & Education Center

SIGN-IN SHEET - PLEASE PRINT

Name	Organization
Sheila Gauff	
Ruth Ann Marston	
Myriam Roa	



# LAND REUSE STRATEGY

**Community Meeting**  
February 9, 2016 6:00 PM -8:30 PM  
HOPE VI Emmett McLoughlin Community  
Training & Education Center

## SIGN-IN SHEET - PLEASE PRINT

Name	Organization
EVA OLIVAS	PRC
ROMS	
Alex Morales	
Virginia + CRAIG Curry	The WORKS CAC
Mona Cervantes	COP
Frank Salaman	CUP Fire
E.L. LuGo	
JOSE A GARCIA	
Anastasia Gandarella	Grant Park
Rolando Acevedo	
Carlos Avila	Milpas Nuestro Barrio
Mike Michael	
Steven Scott	



Community Meeting      Junta comunitaria  
February 10 2016 6:00 PM - 8:30 PM  
Broadway Heritage Neighborhood Resource Center

SIGN-IN SHEET – PLEASE PRINT  
LISTA DE ASISTENCIA – USAR LETRA DE MOLDE

Name	Organization
Nombre	Organización
Efren & Dolores Anaya	
Eric Wolfe	
Zick Hall	
Katy Mendoza	
Bobby Garcia	



# LAND REUSE STRATEGY

**Community Meeting**      **Junta comunitaria**  
February 10 2016 6:00 PM - 8:30 PM  
Broadway Heritage Neighborhood Resource Center

SIGN-IN SHEET – PLEASE PRINT  
LISTA DE ASISTENCIA – USAR LETRA DE MOLDE

Name	Organization
Nombre	Organización
<i>José C. Marlow</i>	
<i>ELISA BRITO</i>	
<i>AUBREY GONZALEZ</i>	<i>City of PHX - USD</i>
<i>Veronica Gonzalez</i>	<i>Resident</i>
<i>Evonne Garcia</i>	<i>Resident</i>





# LAND REUSE STRATEGY

**Community Meeting**      **Junta comunitaria**  
February 11 2016 6:00 PM - 8:30 PM  
Pilgrim Rest Baptist Church

SIGN-IN SHEET – PLEASE PRINT  
LISTA DE ASISTENCIA – USAR LETRA DE MOLDE

Name	Organization
Nombre	Organización
<i>Kimella Coleman</i>	
<i>Rev. Reginald D. Walton</i>	<i>EPNA</i>
<i>Katherine Coles</i>	<i>COP-PDD</i>



# LAND REUSE STRATEGY

Community Meeting      Junta comunitaria  
February 11 2016 6:00 PM - 8:30 PM  
Pilgrim Rest Baptist Church

SIGN-IN SHEET – PLEASE PRINT  
LISTA DE ASISTENCIA – USAR LETRA DE MOLDE

Name	Organization
Nombre	Organización
JIM WILLIAMS	RESIDENT
Patricia Thornham	Bus. Owner
VIRGIL Berry	Berry Realty
Robin Anderson	City of PHX
CHRIS HALLETT	" "
CRAIG STEBLAY	SELF
Michelle Robinson	Self
Mary Dolores Guerra	
Don Kama	1337 EW 54K
RAMESH SOMAIYA	SELF
Bryan Bazle	Reinvet PHX Eastlake Golf



# LAND REUSE STRATEGY

Community Meeting      Junta comunitaria  
February 11 2016 6:00 PM - 8:30 PM  
Pilgrim Rest Baptist Church

SIGN-IN SHEET – PLEASE PRINT  
LISTA DE ASISTENCIA – USAR LETRA DE MOLDE

Name	Organization
Nombre	Organización
Louis Cassels	Resident
ABRAHAM JAMES	ABJS
ARMANDO BANKS	BANKER T. WASHINGTON NEIGHBORHOOD
LARRY C. GOOTE	East Lake Park Assoc.
JOHN WILLIAM BELL	1341 E. MADISON
BILL RANDALL	LAND OWNER



# LAND REUSE STRATEGY

Community Meeting      Junta comunitaria  
February 11 2016 6:00 PM - 8:30 PM  
Pilgrim Rest Baptist Church

SIGN-IN SHEET – PLEASE PRINT  
LISTA DE ASISTENCIA – USAR LETRA DE MOLDE

Name	Organization
Nombre	Organización
Howard & Elaine Robinson	Fox fire 101
KATHIE DEMPSEY	VJ Properties Inc
Susan Hallett	citizen
CLIFF MANN	Pro Owner
Lynda Dodd	COP NSD
Robbie Robinson	CITIZEN
SANDRA LOU	Service West
Lynn Peck	" "
Guadalupe Valencia	Jan B Assoc
Angela Hernandez	bus. owner
George James	REALTOR
STEVE BRESEKUN	FP STUDY



# LAND REUSE STRATEGY

Phoenix Sky Harbor International Airport  
Land Use Strategy (LRS)

Central Area Community Meeting

February 9, 2016, 6:00 PM - 8:30 PM

HOPE VI Emmett McLoughlin Community Training & Education Center  
Meeting Summary

A community meeting was held February 9 as part of the PHX Land Reuse Strategy. The meeting consisted of a presentation by members of the Land Reuse Strategy project team, with a Question & Answer session following for meeting attendees.

## **Presentation**

---

### **Welcome & Opening Comments**

*Trina Harrison, City of Phoenix Aviation Department (AVN Rep. Harrison)* welcomed attendees and began the meeting by giving a short overview of what the meeting would cover, including why the Land Reuse Strategy is being prepared, a brief history of what led to the project, defining objectives and providing an overview of steps involved in the process. *AVN Rep. Harrison* also showed a map which showed all of the project area.

In 2002, the City of Phoenix City Council approved the Community Noise Reduction Program (CNRP) which produced the Voluntary Acquisition and Relocation Services Program (VARS), the Residential Sound Mitigation Services, and Sound Insulation and Mitigation Services. The Sound Mitigation programs have both ended and the VARS program is in the final stages. This land that the Airport acquired through the VARS Program is the reason for the Land Reuse Strategy, which includes 743 parcels within the program boundary that the Airport now owns.

*Michael Hotaling, C&S Companies (Consultant Rep. Hotaling)* began by thanking everyone for their participation. He first addressed why the City of Phoenix (COP) was undertaking the Land Reuse Strategy. One reason is as an obligation to the regulations set forth by the Federal Aviation Administration (FAA). Because the COP purchased the land with FAA money, they are required to go through a Land Reuse process to develop a long-term strategy. *Consultant Rep. Hotaling* also mentioned other benefits to the project including economic development to the project areas.

### **Land Reuse Strategy Overview**

*Consultant Rep. Hotaling* stated that there are two major components to the Land Reuse Strategy. One of those is to take a detailed inventory of all of the Airport parcels and document all information. Once you have completed that inventory, the second component is to develop a long-term strategy.

The study breaks down into four major elements:

- Community Engagement – This will be accomplished through a variety of different ways, including technology, interpersonal communication, community leaders, and project committees. The four major stakeholder groups of the project are the community, which is the center of the entire project, the Roundtable Groups, the Advisory Group, and the Project Management Committee.
- Inventory – *Mark Johnson, Ricondo & Associates (Consultant Rep. Johnson)* reported that the project team is nearing the completion of the inventory process. The goal is to have a report to project staff by the end of February. The purpose of the inventory is to document the current status of the properties which includes looking at the city's planning documents, any environmental constraints there may be, documenting what utilities are available, and examining any historical and cultural resources. *Consultant Rep. Hotaling* added that the goal of the project was to make sure the outcome does not conflict with outcomes and any other work of other processes and community projects which have already taken place.
- Market Analysis – *Barbie Schalmo, C&S Companies (Consultant Rep. Schalmo)* explained that they would be looking at how the local market will influence and impact this project area. This will be done in the following ways:
  - Potential Land Uses
  - Preliminary Market Analysis – This will be done by looking at what they think will happen in the next ten years. They will also use benchmarking to look at other communities and see how they have utilized nontraditional community development.
  - Demand Allocation Strategy – This will look at how the parcels will play into the local market.
  - Implementation Models – This will explore what options there are.
  - Retention/Disposition Strategy – This will look at the results and start to determine the best options available.
- Strategy Development – *Consultant Rep. Hotaling* stated that the final component of the project is the Strategy Development. Before this plan will be put into action, a draft strategy will be developed which will be reviewed by all stakeholders and city staff, then by the Phoenix Aviation Advisory Board, and then submitted to the FAA for review. A final strategy can then be published.

*Consultant Rep. Hotaling* reviewed the study timeline. He stated that it is a lengthy process but it is lengthy for a purpose. There needs to be adequate time to consider all elements of the process which is a continuous process.

*Consultant Rep. Hotaling* went on to say that there is another follow-up piece which is the Airport Compatible Land Redevelopment Program. The City of Phoenix took part in an FAA Pilot Program which provides a grant to the city for plan implementation. Phoenix is one of only two airports in the country to take advantage of the FAA opportunity.



A *meeting attendee* asked for clarification that the city has already applied for and been awarded the grant. *Consultant Rep. Hotaling* responded that yes, the city has already been awarded the grant money which will allow the process to move along once the plan is ready for implementation.

A *meeting attendee* asked if there was a general plan in place or if it was starting from scratch. *Consultant Rep. Hotaling* replied that there is no current plan and this series of meetings is the starting point.

## **Community Engagement Plan**

*Consultant Rep. Hotaling* reviewed the Community Engagement Plan which helps guide the process and define the ways in which community engagement will take place. The full document will be posted on the project website.

## **Benchmarking Airports**

*Consultant Rep. Hotaling* stated that we reviewed five other similar airports that have completed FAA-required land reuse studies. This benchmarking process provides opportunity for the project to learn from these other airports. The airports under review as part of the benchmarking task:

- Seattle/Tacoma International
- Atlanta Hartsfield – Jackson International
- Fort Lauderdale – Hollywood International
- Detroit Metropolitan – Wayne County
- Baltimore/Washington International

## **Question & Answer**

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*Consultant Rep. Hotaling* opened the meeting up to questions regarding the materials just presented.

A *meeting attendee* asked if the FAA has guidelines for what can and can't be done. *Consultant Rep. Hotaling* answered that they do have very specific guidelines and there are specific uses for the properties that are permissible and specific uses that are not. In all previous plans that have come before this one across the country, the FAA has not allowed residential to be introduced back into the project areas where residential housing was removed. However, the COP believes there is a reasonable case to be made in the north project area where the noise contours have changed.

A *meeting attendee* asked for clarification regarding the FAA recommending airports to look at. *Consultant Rep. Hotaling* replied that they had recommended five airports similar in size and nature and acquisition programs were similar in scale. *The attendee* asked why the FAA recommended those five airports. *Consultant Rep. Hotaling* replied that the airports are similar in scale and activity level. The airports also have some

residential density around the airport. However, Phoenix is unique in how dense the residential area is surrounding the airport and the types of land uses.

*A meeting attendee* asked who the consultants were for the project. *Consultant Rep. Hotaling* explained that there are six different companies represented in the project including C&S Companies, Ricondo & Associates, PSM<sup>2</sup>, Urias Communications, Johnson & Neely Associates, and El Pueblo Productions. *The attendee* then asked what budget was spent on the consultants. *Consultant Rep. Hotaling* replied that it was a \$2 million budget that had been approved by the COP. *The attendee* asked what the source was of the \$2 million. *Consultant Rep. Hotaling* stated that the money comes from Passenger Facility Charges on airline tickets.

*A meeting attendee* offered the comment that their neighbor is a multi-generational resident and whatever they plan outcome may be, they don't want to feel unwanted within the new development. *Consultant Rep. Hotaling* responded that that is the main purpose of having these community meetings so as to understand the wants and needs of current residents.

*A meeting attendee* asked what could be found on the project website. *Consultant Rep. Hotaling* explained that you can find inventory documents, market analysis, and a project overview. He also stated that they could post FAA guidelines so that interested parties would not have to search for that information.

*A meeting attendee* asked for clarification regarding the \$5 million in grant money from the FAA. *Consultant Rep. Hotaling* explained that the grant money was from the FAA for the Airport Compatible Land Redevelopment Program implementation that would result from the outcome of the Land Reuse Strategy process. *The attendee* then asked if the Airport Compatible Land Redevelopment Program would cost \$5 million. *Consultant Rep. Hotaling* responded that no, he believed it would cost much more than that, but the \$5 million grant provides a starting point to begin implementing the program.

*A meeting attendee* asked what the default zoning is on the acquired parcels. *Consultant Rep. Hotaling* responded that some of the properties are single-family residential while most is light industrial.

*A meeting attendee* commented that the residential area is a paradox because the FAA is wanting to get rid of the residential in the area. *Consultant Rep. Hotaling* stated that yes, over time, the parcels would be converted to something besides residential. The outcome of this process will help decide what those other uses will be.

*A meeting attendee* asked if they could be provided with one contact for residents to call when they have a question. *Consultant Rep. Hotaling* responded that that one person was Trina Harrison and all her contact information could be found on the project materials. *The attendee* then commented that there had been a mention of deferring the use of the properties until the economy changed. They were not in favor of this because the city had done this in the past with another area and that area was still vacant and

undeveloped. *The attendee* then asked if it would be possible to go to the FAA and appeal the no residential decision since some noise levels were now deemed safe by the FAA. *Consultant Rep. Hotaling* replied that more of those questions would be answered throughout the process. However, he did want to remind people that at no other time in the country, has the FAA ever allowed residential to go back in. The noise contours are just one factor out of many that would determine that outcome.

*A meeting attendee* asked if there would be any zoning changes for existing businesses. *Consultant Rep. Hotaling* responded that they don't expect any but they do not know.

*A meeting attendee* asked what percentage of the central project area is controlled by the city. *Consultant Rep. Hotaling* replied that in the overall project area, it was about 20% city-owned. He responded that they did not accurately know that percentage for just the central area. *The attendee* commented that there could be a conflict of interest that a shift from residential to industrial would cause a positive outcome as it would increase the tax revenue to support the community.

*A meeting attendee* asked if the FAA's current position was to not have any residential in the area at all at the end of this process. *Consultant Rep. Hotaling* replied that no, that was not the intent. They were only concerned with the 743 parcels that were acquired with FAA money. *The attendee* asked if there were outside developers that came into the project area, would they be able to develop outside of FAA restrictions.

*A meeting attendee* commented that the ordinance that the city passed did not necessarily restrict residential from being built, but it did put in place certain sound mitigation criteria.

*A meeting attendee* asked for clarification regarding properties that are owned by the Airport and purchased through federal funds, and if there is a deed restricting preventing those parcels from ever being turned into residential. *Consultant Rep. Hotaling* responded that the FAA's documents on this are called Grant Assurances.

*A meeting attendee* commented that there is a significant amount of impact within the project areas so why are the meetings not being held within the project area. They commented that they did not see any incentives offered for the people still in the project areas and if you want to engage in community outreach, something should be done for the residents still living there. *Consultant Rep. Hotaling* commented that the project team is open to all suggestions for where to hold the community meetings and where would be the most convenient for community members. *The attendee* added that there had been community meetings held for the VARS Program that were in the project areas so they could just look at where those meetings had been held.

*A meeting attendee* commented that the Phoenix Elementary School District would be happy to talk to the project team about the possibility of holding a meeting at one of their facilities.

*A meeting attendee* asked if an existing residential property that is still zoned for residential, could be rehabilitated as residential. *Consultant Rep. Hotaling* replied that it is feasible if the rehabilitation complies with current building code requirements.

*A meeting attendee* commented that they would like to see a policy adoption to do no harm to existing residents. Also, they should engage the residents first before the city.

*A meeting attendee* stated that it was believed that the city would like to see a lot of economic development happen within the areas. If that happens, does the city have the ability to impose restrictions on development to encourage recruitment of employees from within the project areas? *Consultant Rep. Hotaling* replied that that specific issue is outside of this project, but would take into consideration for the future.

*A meeting attendee* asked if the city has a plan to reconcile the patchwork of zoning that is left in the areas. *Consultant Rep. Hotaling* replied that that issue would be better understood once the inventory portion of the project is completed. Once that information is known, a strategy will be developed to find a better way to deal with those issues.

*A meeting attendee* asked if the VARS Program was still available to residents. *Consultant Rep. Hotaling* responded that no, that program was closed.

*A meeting attendee* asked if the plan could include recommendations from other funding sources to help with implementing the process as well as helping with rehabilitation of existing residences to help them blend in with the new development. *Consultant Rep. Hotaling* replied that he would expect there to be other sources of funds introduced throughout the process.

*A meeting attendee* commented that there are 57 parcels from the Golden Gate program that have had no development done on them. Could those parcels be considered as part of the LRS process? *Consultant Rep. Hotaling* replied that as part of the inventory, if there is a meaningful use identified for those, they would be considered in the strategy.

*A meeting attendee* commented that required sound insulation work was not completed as promised and recommended that the city needs more active oversight to complete these jobs. *Consultant Rep. Hotaling* responded that he could not speak to the past, but the current team is extremely active and responsive to community needs.

*A meeting attendee* asked if it would be possible to identify the what ifs and domino effects of certain decisions of the proposed plan. *Consultant Rep. Hotaling* replied that the Market Analysis would identify many of those scenarios but at the same time, the strategy would need to be flexible to change over time as community changes happened.

A meeting attendee provided the comment that the sale of parcels would be preferable to the lease of those parcels because in a lease, parcels are not returned to the tax roll.

## **Closing**

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*Consultant Rep. Hotaling* closed the Question & Answer session of the meeting and informed attendees that staff would still be available to answer any questions. He also directed people to visit the project website where the [meeting's presentation](#) would also be available, and provide any feedback they might have. He thanked attendees for their participation and directed any additional input to be submitted to Trina Harrison:

Trina Harrison  
PHX Land Reuse Strategy Project Manager  
City of Phoenix, Aviation Department, Planning & Environmental  
602-273-3476  
[trina.harrison@phoenix.gov](mailto:trina.harrison@phoenix.gov)



Phoenix Sky Harbor International Airport  
Land Use Strategy (LRS)  
South Area Community Meeting  
February 10, 2016, 6:00 PM - 8:30 PM  
Broadway Heritage Neighborhood Resource Center  
Meeting Summary

A community meeting was held February 10 as part of the PHX Land Reuse Strategy. The meeting consisted of a presentation by members of the Land Reuse Strategy project team, with a Question & Answer session following for meeting attendees.

## **Presentation**

---

### **Welcome & Opening Comments**

*Trina Harrison, City of Phoenix Aviation Department (AVN Rep. Harrison)* welcomed attendees and began the meeting by giving a short overview of what the meeting would cover, including why the Land Reuse Strategy is being prepared, a brief history of what led to the project, defining objectives and providing an overview of steps involved in the process. *AVN Rep. Harrison* also showed a map which showed all of the project area.

In 2002, the City of Phoenix City Council approved the Community Noise Reduction Program (CNRP) which produced the Voluntary Acquisition and Relocation Services Program (VARs), the Residential Sound Mitigation Services, and Sound Insulation and Mitigation Services. The Sound Mitigation programs have both ended and the VARs program is in the final stages. This land that the Airport acquired through the VARs Program is the reason for the Land Reuse Strategy, which includes 743 parcels within the program boundary that the Airport now owns.

*Michael Hotaling, C&S Companies (Consultant Rep. Hotaling)* began by thanking everyone for their participation. He first addressed why the City of Phoenix (COP) was undertaking the Land Reuse Strategy. One reason is as an obligation to the regulations set forth by the Federal Aviation Administration (FAA). Because the COP purchased the land with FAA money, they are required to go through a Land Reuse process to develop a long-term strategy. *Consultant Rep. Hotaling* also mentioned other benefits to the project including economic development to the project areas.

### **Land Reuse Strategy Overview**

*Consultant Rep. Hotaling* stated that there are two major components to the Land Reuse Strategy. One of those is to take a detailed inventory of all of the Airport parcels and document all information. Once you have completed that inventory, the second component is to develop a long-term strategy.

The study breaks down into four major elements:



- Community Engagement – This will be accomplished through a variety of different ways, including technology, interpersonal communication, community leaders, and project committees. The four major stakeholder groups of the project are the community, which is the center of the entire project, the Roundtable Groups, the Advisory Group, and the Project Management Committee.
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*Consultant Rep. Hotaling* went on to say that there is another follow-up piece which is the Airport Compatible Land Redevelopment Program. The City of Phoenix took part in an FAA Pilot Program which provides a grant to the city for plan implementation. Phoenix is one of only two airports in the country to take advantage of the FAA opportunity.

## Community Engagement Plan

*Consultant Rep. Hotaling* reviewed the Community Engagement Plan which helps guide the process and define the ways in which community engagement will take place. The full document will be posted on the project website.

## Benchmarking Airports

*Consultant Rep. Hotaling* stated that we reviewed five other similar airports that have completed FAA-required land reuse studies. This benchmarking process provides opportunity for the project team to learn from these other airports. The airports under review as part of the benchmarking task:

- Seattle/Tacoma International
- Atlanta Hartsfield – Jackson International
- Fort Lauderdale – Hollywood International
- Detroit Metropolitan – Wayne County
- Baltimore/Washington International

## Question & Answer

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*Consultant Rep. Hotaling* opened the meeting up to questions regarding the materials just presented.

*A meeting attendee* asked if the properties east of 24<sup>th</sup> Street to 32<sup>nd</sup> Street were being considered as part of this plan. *Consultant Rep. Hotaling* stated that that area is part of another process with the Airport.

*A meeting attendee* asked if there would be the possibility to buy adjacent lots. *Consultant Rep. Hotaling* replied not before this process is complete but once completed, that is a possibility. *The attendee* asked if that was not until 2018. *Consultant Rep. Hotaling* replied that that was correct.

*A meeting attendee* asked if 2018 was the end date to go to the FAA. *Consultant Rep. Hotaling* confirmed that that was when they hoped to have FAA approval on the plan.

*A meeting attendee* commented that there are a lot of business that want to be close to the airport but there are no buildings. *Consultant Rep. Schalmo* asked what types of businesses were interested. *The attendee* responded that it was mostly industrial that would benefit from being near the airport.

*A meeting attendee* asked what would happen if a business comes in and buys the property around them. Would they be able to force them out? *Consultant Rep. Hotaling* explained that the only way to force someone off their land is through eminent domain and the City has no intentions of doing that.

A meeting attendee asked if there was any possibility of the relocation program happening again. *Consultant Rep. Hotaling* replied that that program is over.

A meeting attendee asked if residential was something that could be considered. *Consultant Rep. Hotaling* stated that the FAA has never allowed residential to go back in where residential has been taken out with federal funds. *Consultant Rep. Johnson* commented to keep in mind that there are a number of residents that still live in the project areas. A big part of the project will be to balance the new development with the current residents as that is an important component moving ahead with the development of the strategy.

*Consultant Rep. Schalmo* commented that other uses besides residential that could be beneficial to the current residents is why the process is taking place. She asked for any further perspectives or ideas for the project areas.

*Consultant Rep. Hotaling* asked what the best way to communicate with everyone was in keeping them informed. A meeting attendee asked when the website would be up and running. *Consultant Rep. Hotaling* replied that the website is live now. It can be accessed at <http://skyharbor.com/LandReuseStrategy/>. He then gave a brief overview of the project website.

A meeting attendee commented that it might be helpful to utilize the local libraries for residents that don't have computer access to receive project information. *Consultant Rep. Hotaling* replied that there would be computers setup for people to take advantage of.

A meeting attendee asked about the other airports that have used FAA money for this process, and if it had been this long of a process for them. She also asked if they had started out the same and been able to complete the plan. *Consultant Rep. Hotaling* replied that some had been faster, and some had been slower as every airport is different. One reason the process takes time is that the VARS Program just closed out last year. The previous plan has to be completely finished in order to develop a successful next plan.

A meeting attendee asked if the other airports had similar challenges with the leftover properties that did not get bought by the airport. *Consultant Rep. Hotaling* replied that they had all had some form of challenge with having a patchwork leftover. *Consultant Rep. Johnson* added that one of the main reasons for these challenges is because of the programs being voluntary. Rarely will there be 100% participation from eligible property owners within these programs. The attendee then asked what had been done in those areas to deal with that patchwork of different use properties. *Consultant Rep. Hotaling* replied that some had been changed over to light industrial and commercial uses. Land swap was used for some properties that were right next to the airports. Some of them are still waiting to sell the properties.

A *meeting attendee* suggested it be put in the plan that there is an avenue for people to move out of the area or swap out their property if they are not happy with the development that takes place in their area.

## **Closing**

---

*Consultant Rep. Hotaling* closed the Question & Answer session of the meeting and informed attendees that staff would still be available to answer any questions. He also directed people to visit the project website where the [meeting's presentation](#) would also be available, and provide any feedback they might have. He thanked attendees for their participation and directed any additional input to be submitted to Trina Harrison:

Trina Harrison

PHX Land Reuse Strategy Project Manager

City of Phoenix, Aviation Department, Planning & Environmental

602-273-3476

[trina.harrison@phoenix.gov](mailto:trina.harrison@phoenix.gov)



# LAND REUSE STRATEGY

Phoenix Sky Harbor International Airport  
Land Use Strategy (LRS)  
North Area Community Meeting  
February 11, 2016, 6:00 PM - 8:30 PM  
Pilgrim Rest Baptist Church  
Meeting Summary

A community meeting was held on February 11 as part of the PHX Land Reuse Strategy. The meeting consisted of a presentation by members of the Land Reuse Strategy project team, with a Question & Answer session following for meeting attendees.

## **Presentation**

---

### **Welcome & Opening Comments**

*Trina Harrison, City of Phoenix Aviation Department (AVN Rep. Harrison)* welcomed attendees and began the meeting by giving a short overview of what the meeting would cover, including why the Land Reuse Strategy is being prepared, a brief history of what led to the project, defining objectives and providing an overview of steps involved in the process. *AVN Rep. Harrison* also showed a map which showed all of the project area.

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*Michael Hotaling, C&S Companies (Consultant Rep. Hotaling)* began by thanking everyone for their participation. He first addressed why the City of Phoenix (COP) was undertaking the Land Reuse Strategy. One reason is as an obligation to the regulations set forth by the Federal Aviation Administration (FAA). Because the COP purchased the land with FAA money, they are required to go through a Land Reuse process to develop a long-term strategy. *Consultant Rep. Hotaling* also mentioned other benefits to the project including economic development to the project areas.

### **Land Reuse Strategy Overview**

*Consultant Rep. Hotaling* stated that there are two major components to the Land Reuse Strategy. One of those is to take a detailed inventory of all of the Airport parcels and document all information. Once you have completed that inventory, the second component is to develop a long-term strategy.

The study breaks down into four major elements:

- Community Engagement – This will be accomplished through a variety of different ways, including technology, interpersonal communication, community leaders, and project committees. The four major stakeholder groups of the project are the community, which is the center of the entire project, the Roundtable Groups, the Advisory Group, and the Project Management Committee.
- Inventory – *Mark Johnson, Ricondo & Associates (Consultant Rep. Johnson)* reported that the project team is nearing the completion of the inventory process. The goal is to have a report to project staff by the end of February. The purpose of the inventory is to document the current status of the properties which includes looking at the city's planning documents, any environmental constraints there may be, documenting what utilities are available, and examining any historical and cultural resources. *Consultant Rep. Hotaling* added that the goal of the project was to make sure the outcome does not conflict with outcomes and any other work of other processes and community projects which have already taken place.
- Market Analysis – *Barbie Schalmo, C&S Companies (Consultant Rep. Schalmo)* explained that they would be looking at how the local market will influence and impact this project area. This will be done in the following ways:
  - Potential Land Uses
  - Preliminary Market Analysis – This will be done by looking at what they think will happen in the next ten years. They will also use benchmarking to look at other communities and see how they have utilized nontraditional community development.
  - Demand Allocation Strategy – This will look at how the parcels will play into the local market.
  - Implementation Models – This will explore what options there are.
  - Retention/Disposition Strategy – This will look at the results and start to determine the best options available.
- Strategy Development – *Consultant Rep. Hotaling* stated that the final component of the project is the Strategy Development. Before this plan will be put into action, a draft strategy will be developed which will be reviewed by all stakeholders and city staff, then by the Phoenix Aviation Advisory Board, and then submitted to the FAA for review. A final strategy can then be published.

*Consultant Rep. Hotaling* reviewed the study timeline. He stated that it is a lengthy process but it is lengthy for a purpose. There needs to be adequate time to consider all elements of the process which is a continuous process.

*Consultant Rep. Hotaling* went on to say that there is another follow-up piece which is the Airport Compatible Land Redevelopment Program. The City of Phoenix took part in an FAA Pilot Program which provides a grant to the city for plan implementation. Phoenix is one of only two airports in the country to take advantage of the FAA opportunity.



## Community Engagement Plan

*Consultant Rep. Hotaling* reviewed the Community Engagement Plan which helps guide the process and define the ways in which community engagement will take place. The full document will be posted on the project website.

## Benchmarking Airports

*Consultant Rep. Hotaling* stated that we reviewed five other similar airports that have completed FAA-required land reuse studies. This benchmarking process provides opportunity for the project team to learn from these other airports. The airports under review as part of the benchmarking task:

- Seattle/Tacoma International
- Atlanta Hartsfield – Jackson International
- Fort Lauderdale – Hollywood International
- Detroit Metropolitan – Wayne County
- Baltimore/Washington International

## Question & Answer

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*Consultant Rep. Hotaling* opened the meeting up to questions regarding the materials just presented.

*A meeting attendee* asked if there was a feeling for after the plan is finished and what the disposition will be. *Consultant Rep. Hotaling* responded that it depends on what the recommended disposition is and what the market will bear. *The attendee* commented that the Airport owns nearly 800 properties which could have a negative impact on the market and the value of the existing properties when the Airport begins to sell them. He would like to see this as a significant consideration in the project. *Consultant Rep. Hotaling* responded that it is and some of the benchmarking examples showed that as a key part of the process so as not to disrupt the existing market.

*A meeting attendee* asked what the FAA's interest is in the project. *Consultant Rep. Hotaling* responded that the FAA had provided grant funding to the airport to purchase the properties and help relieve noise issues the communities were experiencing. A condition of that grant money is to then conduct this process as the airports are not allowed to keep the acquired properties indefinitely. *The attendee* then asked why the FAA cares. *Consultant Rep. Hotaling* explained that the airport cares and the FAA provides grant money to help with development projects and noise projects.

*A meeting attendee* commented that there was a lot of talk about mixed-use plans for the areas which are currently a patchwork of residential properties scattered throughout. What are the plans to incorporate the residential properties into the mixed-use areas? *Consultant Rep. Hotaling* explained that the FAA has never allowed residential back in to parcels acquired with federal funding. However, the city sees the North area as having a viable argument for allowing mixed-use residential back into the area as the

noise contours have changed. The FAA answer will not be known until they have been presented with and reviewed the Land Reuse Strategy documents.

*A meeting attendee* stated that given the history of the FAA's plans for noise reduction, have there been any studies done for noise in the areas as the noise contours are now smaller. Could mixed use include residential development, or affordable housing options with the new contours? *Consultant Rep. Hotaling* replied that they do believe they have a very good case in the North area to include housing in the mixed-use because of those new contours.

*A meeting attendee* commented that she had lived part of the project area for 54 years. In 1997 a city council representative came and spoke with people in her community about revitalizing the neighborhood and nothing happened. She commented that that area has deep, cultural roots and had been excited at the prospect of revitalizing it. A few years after that meeting with the city council representative, everyone in the area was getting bought out. When community members attended a meeting about this, they were told the FAA had deemed the area "uninhabitable." Residences were torn down but residents were told there would be an effort to save as many trees as possible. All trees in the area have now been taken down as well. *The attendee* commented that she has doubts about the process because in her experience, plans are already made in these types of projects. *Consultant Rep. Hotaling* commented that we recognize a lot has happened in the area's history but ask for patience and participation so as to hear these types of comments from residents and be able to communicate back to them about it and ultimately, plan the future of the community.

*A meeting attendee* asked where the remaining houses in the area were located. *Consultant Rep. Hotaling* replied that it was easier to see on some of the larger maps and pointed out areas on a project display.

*A meeting attendee* asked how long the process would take. *Consultant Rep. Hotaling* responded that it was estimated to have a finished plan in early 2018 and the implementation step could be starting in the next few months. The team for the implementation process had been selected and would be working parallel to the Land Reuse Strategy process. *The attendee* commented that he had been on the City Council during the time when people were getting moved out of their homes and he hoped this process would be better. He asked if the project team would come back to the community with a final report before anything began to be implemented. *Consultant Rep. Hotaling* responded that there would be multiple check-in points along the way with opportunities for the community to review the project plans and materials.

*A meeting attendee* asked that because the city currently owns the land, once the process is over, would the land be put up for sale or will there be a percentage that the city has an interest in retaining ownership of. *Consultant Rep. Hotaling* explained that that would be looked at in the study process so there is no answer to that question today.

*A meeting attendee* asked what the final timeline was for city ownership since the city cannot own the properties permanently. *Consultant Rep. Hotaling* answered that the FAA does not necessarily have a timeline but there are grant assurances which ensure they dispose of the properties in one of several ways as soon as they can. There are land swap options available but there is no hard timeline. *The attendee* then asked that besides dispersing properties to developers, were there any other tools such as grant money to improve the areas. *Consultant Rep. Hotaling* responded that the Land Redevelopment Pilot Program grant, which awarded the city \$5 million for plan implementation, was for that specific purpose to help the areas with any infrastructure, or utility improvements necessary to begin improving the areas. The city has selected a team for that process and will likely begin in the next few months.

*A meeting attendee* commented that \$5 million wouldn't buy 800 pieces of property and that he was told the money came from revenue generated from Sky Harbor Airport and not money from taxpayers. *Consultant Rep. Hotaling* clarified that all the properties have already been purchased. This \$5 million being talked about is for improvements to the properties to help start leasing or selling off the properties, whatever is decided from the outcome of this process. *The attendee* then asked if grant money was the classification for what bought the 800 properties. *Consultant Rep. Hotaling* replied that federal grant money had bought the properties but the properties are already purchased. The \$5 million grant currently being talked about is for a separate process of preparing those properties for a future use. *The attendee* commented that the price that had been offered to residents to sell their properties was significantly higher than the property value. Does the airport know how much they may sell the properties for? *Consultant Rep. Hotaling* replied that purchase of the properties was accomplished through fair market value appraisals. In the course of this process, values would be determined through appraisals again when properties were ready to go back on the market. *The attendee* commented that the picture shown in the presentation of a purchased home and the new home a resident was relocated to was not of the same value.

*A meeting attendee* asked if the Motorola issue had been resolved and if everything had been settled for water or if that would be taken care of with grant money. *Consultant Rep. Hotaling* responded that *Consultant Rep. Johnson* was collecting that information regarding the Motorola plume and would be evaluating if any additional work would need to be done.

*A meeting attendee* commented that he had noticed multi-family development taking place in the North area in the last few years. Is there anything stopping current land owners from selling their property to developers for apartments or residential structures? *Consultant Rep. Hotaling* responded that as long as those developers met building code requirements, the FAA restrictions only applied to land acquired with federal funding through the VARS program.

*A meeting attendee* asked for further information in regards to *Consultant Rep. Schalmo's* comments on the possibilities of hotels being put in and where that might be.

*Consultant Rep. Schalmo* clarified that the process was only evaluating the idea of hotels in the area. They could end up finding that there is a demand for a hotel that would then prompt them to look at where a hotel might make sense based on resources needed by that hotel. Another outcome may be that while there may be demand for a hotel, it might make more sense to locate that hotel off sight. Another important aspect to remember is that it is in a flight path so there may also turn out to be no option for hotels in the project area.

*A meeting attendee* asked if there was any door-to-door activity taking place as part of the process. *Consultant Rep. Hotaling* replied that there had been some door-to-door outreach taking place and that kind of feedback is what is needed to make the process a success. *The attendee* added that when dealing with the elderly in the community, the internet and mailings don't always grab people's attention. Face-to-face communication is a better way of reaching out. *Consultant Rep. Hotaling* confirmed that there had been a little of that taking place over the last week and he would anticipate more of that happening throughout the course of the project.

*A meeting attendee* asked if noise was the only impact criteria the FAA used. *Consultant Rep. Hotaling* confirmed that it was solely for noise purposes and the FAA has a specific fund for noise purposes which is where the money came from for the project.

*A meeting attendee* asked if flight path exclusions, such as building height restrictions, was being looked at as part of the process. *Consultant Rep. Hotaling* responded that the data being collected by *Consultant Rep. Johnson* would include any constraints such as those.

*A meeting attendee* commented that the development plans should be for the highest and best use of the area. Commercial and industrial buildings should go in for long term use as the area is ideal with access to the airport, railroad, and multiple major highways. While understanding the history, she suggested the development should go in a new direction of what the area was previously utilized for. Another *meeting attendee* commented that there are still schools and parks in the area that show signs of living there and those should not be wiped out. It was then asked if they would be interested in building new housing. *Consultant Rep. Hotaling* stated that because of the FAA restrictions, housing would not be an option on the airport owned parcels. He also reiterated that the goal was to find a blended use for the area that can work for the residents that still remain.

*A meeting attendee* stated that one thing he hopes everyone takes away from the process is that there should not be a repeat of the Golden Gate process where people were displaced. He thanked the city for coming to the residents and stated that they wanted to see an open and transparent process where everyone is involved. He added that he believed they could reach an outcome where both residents as well as business' interests were respected. He stated that he hoped that through the process, people would understand that there are feelings and history involved with those that remain in

the area. *Consultant Rep. Schalmo* asked what progress looked like to him. *The attendee* responded that progress looks like embracing and understanding history, cultures and communities, respecting them, while being inclusive of everyone in the process. He added to have an eye for the future that includes sustainability, and learning lessons from past experiences.

*A meeting attendee* asked if there were any studies being done about pollution. *Consultant Rep. Hotaling* answered that there are different actions the airport takes to look at those outcomes but it is separate from this process. There will not be any specific environmental studies taking place.

*A meeting attendee* asked what specific outcomes the project team has seen in situations where there are a patchwork of different use lots left over. *Consultant Rep. Hotaling* responded that some examples would be shown in the benchmarking report. However, Phoenix is truly unique from any other city. He added that because the process is also fairly new throughout the country, there is not a deep track record of proven ways to handle this situation. *The attendee* expressed how difficult of a task it will be to find a way to benefit all parties involved, and stated that it would be helpful to see what other cities have done and learn from their mistakes. *Consultant Rep. Hotaling* reiterated how important these conversations were from the community meetings to help shape an outcome that would benefit the greatest number of people.

*A meeting attendee* asked how far along the benchmarking cities were in their processes. *Consultant Rep. Hotaling* replied that those five cities had completed their plans but were not very far along with the implementation. *The attendee* asked then if everything was still basically on paper. *Consultant Rep. Hotaling* confirmed that that was the case.

*A meeting attendee* asked about the other benchmark cities and if they had conducted surveys with the residents in the area. If so, could they have access to the kinds of questions they asked and what they found out in those areas? *Consultant Rep. Hotaling* stated that that had not been a specific question to those cities but they could follow up with them. He went on to say that compared to the other cities, Phoenix had a much more extensive community outreach process than most of the others had, some not conducting any outreach at all.

*A meeting attendee* asked what kinds of stipulations the city was allowed to attach to the disposal of properties and if they could have any restrictions to future property owners. *Consultant Rep. Hotaling* replied that through this process, they would do just that and make recommendations to the city regarding what kinds of stipulations to attach to certain properties. *The attendee* then asked if they were also then thinking of incentives as well. *Consultant Rep. Hotaling* responded that while they were still very early in the process, incentives would most likely be a part of the recommended package to the city.

*A meeting attendee* asked if the intent of the FAA was to acquire all of the residential properties. *Consultant Rep. Hotaling* answered that it was a purely voluntary program so they knew they would not have all properties.

*A meeting attendee* asked if they could be shown the project map from the presentation to review the acquired properties in the areas. *Consultant Rep. Hotaling* showed that the red parcels were the ones that had been acquired by the airport. *The attendee* commented that if looking east and south of the project area, it appeared that privately, properties were already being transitioned to commercial and industrial uses.

*A meeting attendee* commented that he hoped the process could learn from what has happened in the past to influence the future decisions. He also would like to see more homes come to the area. He asked how many more of the community meetings would take place. *Consultant Rep. Hotaling* replied that there were three more rounds of community meetings scheduled throughout the process. He also stated that there were specific project consultants who were brought in to help understand the history and culture of the area and to help guide the process.

*A meeting attendee* asked if the intent of the process is to have the small communities left over stay in the areas or if the intent is to have them removed. *Consultant Rep. Hotaling* responded that because it was a voluntary acquisition program, the residents that remained, stayed for a reason. The goal is to develop a plan to integrate those communities into the new development.

*A meeting attendee* asked how the residents that stayed will be integrated into the plans. What are the plans for those residents? *Consultant Rep. Hotaling* replied that there are currently no plans. It is the purpose of these meetings and this process to develop those plans. *Consultant Rep. Schalmo* added that they have to have a starting place for the market analysis which includes hearing feedback and history and ideas. She explained the market analysis process by saying that if they were to look at how the market impacts that area, what would happen. She stated that there is shifting and changing already in the private market and they will look at how that is likely to impact the area in the future. How will that move forward in the next ten years? She stressed that the goal is to blend and reiterated that no one is being asked to leave, but they must begin by having an understanding of who is still there and what resources are available to them to be able to develop a plan.

*A meeting attendee* stated that part of the market analysis is gone with the restrictions of not being able to add residential. *Consultant Rep. Schalmo* stated that the North area may have the residential opportunity.

*Lisa Urias, Urias Communications (Consultant Rep. Urias)* asked what people would like to see in those areas to help restore the communities.

*A meeting attendee* commented that Reinvent Phoenix had developed a 40 and 50 year vision plan. He stated that within that plan, they had looked at developing some of the



parcels into green space or dog parks so as to keep the open spaces but to build on the idea of community. He was not sure if the Reinvent Phoenix plan included the Eastlake Park area or if it was just contained along the Light Rail corridor. He commented that the project may want to be open to those kinds of ideas. *Consultant Rep. Schalmo* agreed that those were the kind of ideas that they wanted to hear.

*A meeting attendee* suggested that tree re-planting should take place as it has many benefits for a community.

*A meeting attendee* commented that there didn't seem to be any opportunity to request specific businesses, such as a grocery store, develop in the area and he didn't see anything that would draw that sort of business to the area. He commented that it seemed the only opportunity left is commercial/industrial land use and questioned what market would even be a viable option to return.

*A meeting attendee* asked if a mixed use/agricultural use was part of the plan. *Consultant Rep. Hotaling* replied that it was something to consider. *The attendee* voiced concerns in the city's willingness to return the land to mixed use/agriculture after being commercial use.

*A meeting attendee* commented that he liked the project's commitment to clarity, transparency, accountability, and cultural inclusion.

*A meeting attendee* asked if in the vision, if it would be possible to find parcels that could be assembled to create an economic node that would have access to transportation as there is not a lot along 7<sup>th</sup> Street. He commented that assembling those parcels would then make it possible to look at what is able to be done to revitalize the area. *Consultant Rep. Hotaling* responded that the analysis would tell which parcels would have the possibility of being assembled. The question was asked as to what a node was. *The attendee* answered that a node just means an area.

*Consultant Rep. Hotaling* then reviewed the project website and gave an overview of what information could be found on the website.

*A meeting attendee* asked if it was a requirement that the airport have to return the land at some point or if they could keep it. *Consultant Rep. Hotaling* responded that there are stipulations set by the FAA that have to be followed regarding keeping and then disposing of the properties.

*A meeting attendee* commented to not let them bring the noise back to the area. *Consultant Rep. Hotaling* responded that noise concerns were a separate process within the airport.

## Closing

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*Consultant Rep. Hotaling* closed the Question & Answer session of the meeting and informed attendees that staff would still be available to answer any questions. He also directed people to visit the project website and provide any feedback they might have. He thanked attendees for their participation and directed any additional input to be submitted to Trina Harrison:

Trina Harrison  
PHX Land Reuse Strategy Project Manager  
City of Phoenix, Aviation Department, Planning & Environmental  
602-273-3476  
[trina.harrison@phoenix.gov](mailto:trina.harrison@phoenix.gov)



# LAND REUSE STRATEGY

Phoenix Sky Harbor International Airport  
Land Use Strategy (LRS)  
South Area Community Meeting  
February 10, 2016, 6:00 PM - 8:30 PM  
Broadway Heritage Neighborhood Resource Center  
Meeting Comments

## Visions

- Accommodate businesses that use the airport
- Provide project information at libraries
- There should be a vehicle for remaining residents to be able to sell and move if unhappy in area



# LAND REUSE STRATEGY

Phoenix Sky Harbor International Airport  
Land Use Strategy (LRS)  
North Area Community Meeting  
February 11, 2016, 6:00 PM - 8:30 PM  
Pilgrim Rest Baptist Church  
Meeting Comments

## Visions

- Would like to see Door-to-door contact throughout process
- Area should be developed for Highest & Best Use
  - Example: Warehouse and light industrial
  - Example: Parks
- Keep it as an open and transparent process
- Progress: To embrace and understand cultures and community and have an eye for the future
- Incorporate green space/open space as shown in the Reinvent Phoenix plan
- Would like to see tree replanting
- Develop mixed use agriculture in the area



**PHX**

LAND REUSE  
STRATEGY

# Community Information Meetings

February 9, 10 and 11, 2016

visit: <https://skyharbor.com/LandReuseStrategy>

# Meeting Agenda

- Why Prepare the Reuse Strategy?
- Program History
- Meeting Objectives
- Land Reuse Strategy Overview
- Community Vision for Success



Washington St.

Union Pacific Railroad

24<sup>th</sup> St.

7<sup>th</sup> St.

16<sup>th</sup> St.



University Dr.

24<sup>th</sup> St.





# Program History

- Community Noise Reduction Program (CNRP)
  - ✓ Voluntary Acquisition & Relocation Services
  - ✓ Residential Sound Mitigation Services
  - ✓ Sound Insulation Mitigation Services



# Voluntary Acquisition & Relocation Services



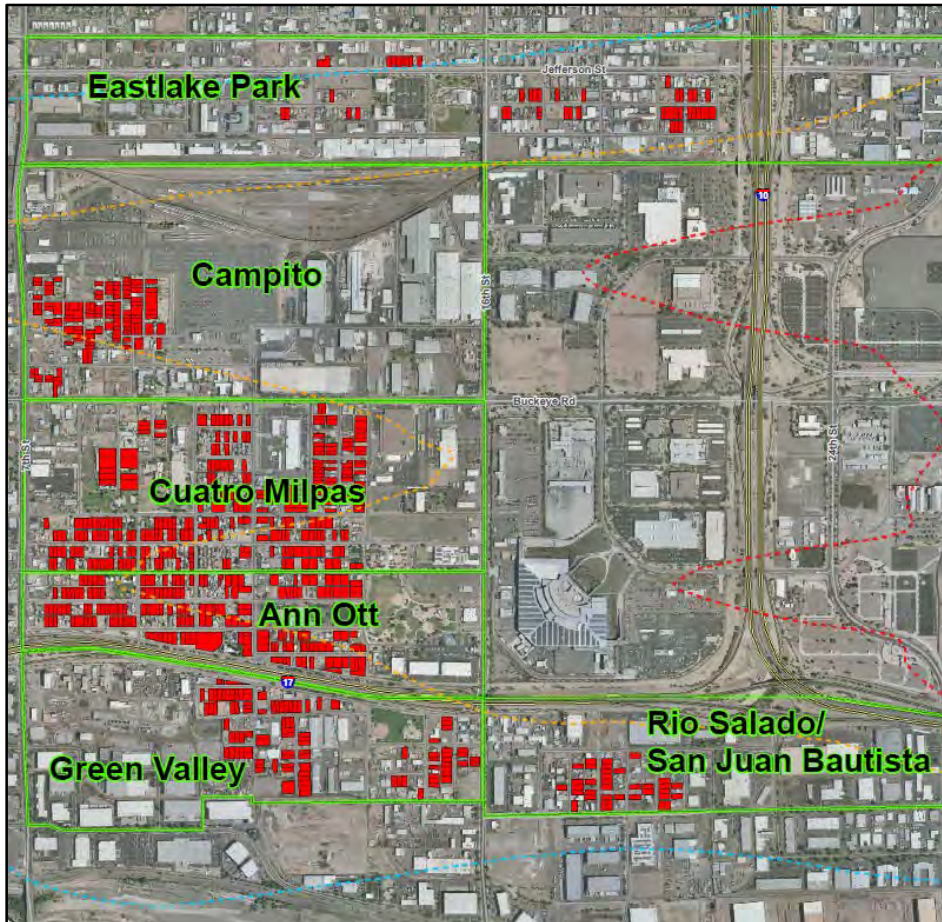
Before



After



# VARS Program



# Why Prepare the Reuse Strategy?



**FAA Grant  
Obligation**



**Economic  
Development**



**Revitalize the  
Community**



# Land Reuse Strategy Overview





**Land  
Inventory**



**Reuse  
Strategy**

# Study Elements



**Community  
Engagement**



**Inventory**

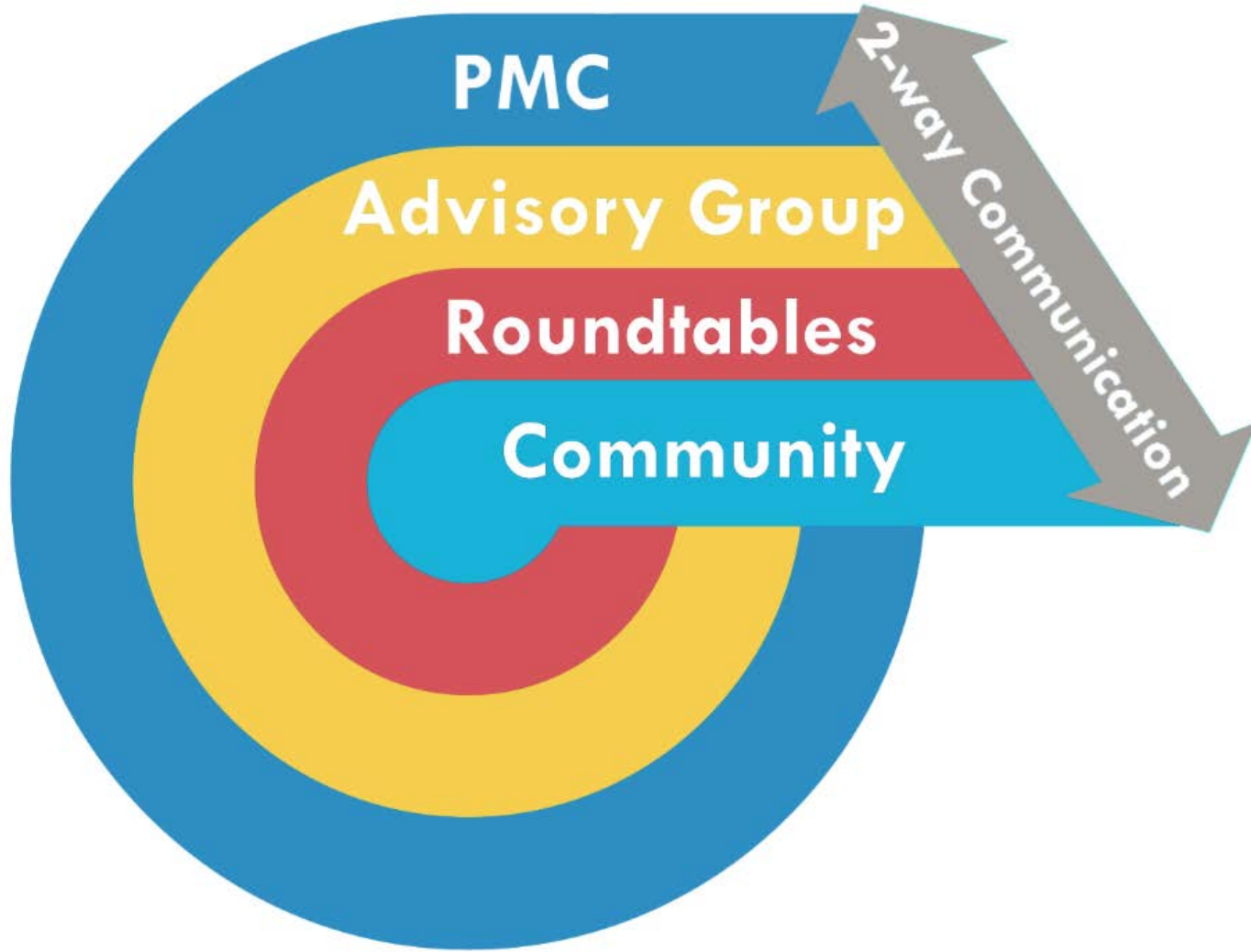


**Market  
Analysis**



**Strategy  
Development**







## Community Engagement

- Cultural Guidance
- Informational Materials
- mySidewalk – digital engagement
- ASU Decision Theater



## Inventory

- Benchmarking Analysis
- Data Collection
- Review Other Plans
- Environmental Review
- Constraints Analysis
- Broad-based Valuation





## Market Analysis

- Potential Land Uses
- Preliminary Market Analysis
- Demand Allocation Strategy
- Implementation Models
- Retention/Disposition Strategy

**E**conomic Viability  
**O**perational Efficiency  
**N**atural Resource Conservation  
**S**ocial Responsibility

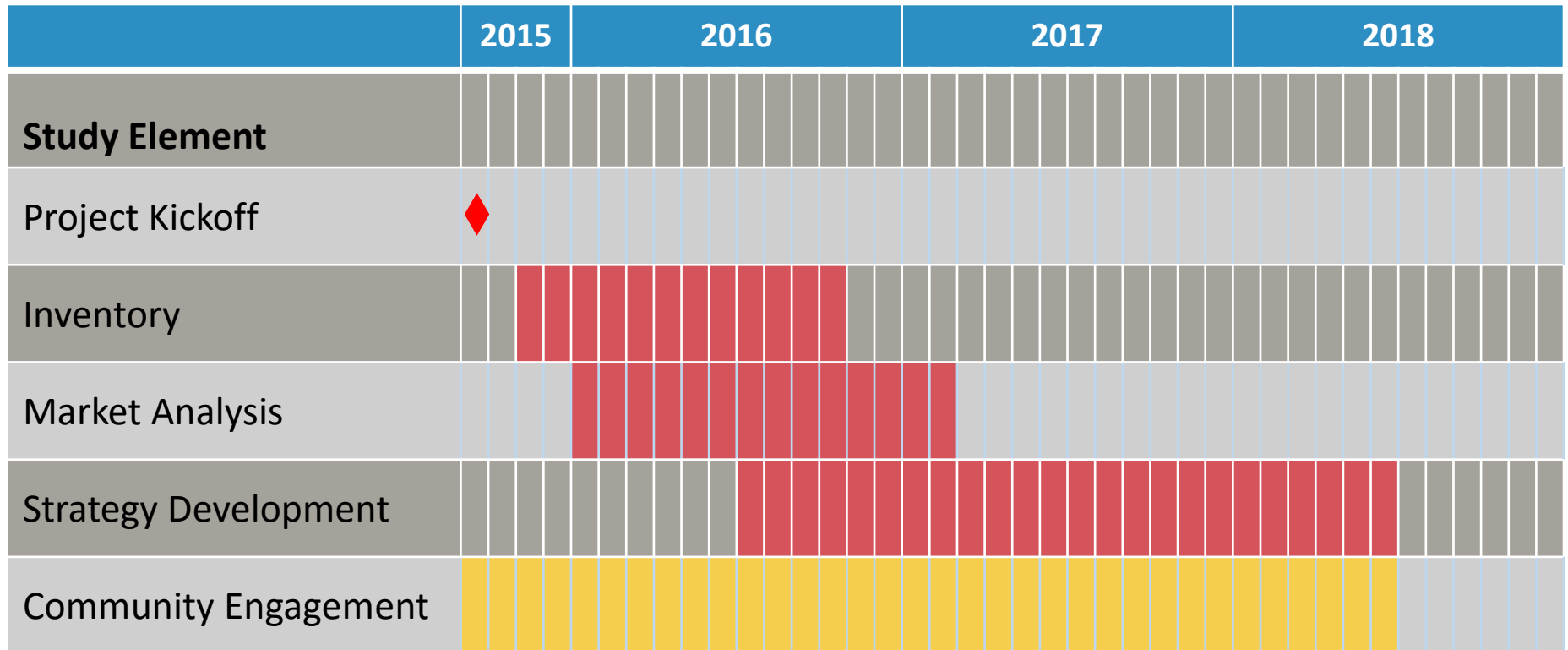




## Strategy Development

- Develop Draft Strategy
- Stakeholder Review
- City Staff Review
- Phoenix Aviation Advisory Board
- City Council
- FAA Review
- Publish Final Strategy

# Study Timeline



# Airport Compatible Land Redevelopment Program

- FAA Pilot Program
- Scope
- Status
- Anticipated Timeline

# Other Project Progress to Date



# Community Engagement Plan



## Community Engagement Plan

The success of the Airport Compatible Land Reuse Strategy is dependent upon broad and strong community consensus. The Community Engagement Plan will provide the framework to inform stakeholders and provide a feedback mechanism, assisting the project team in achieving that consensus.

This strategy will outline the overall guiding principles of the process as well as protocols, criteria and schedules to keep the project on track. It will focus on specific ways to effectively connect and engage the communities, how each group involved in the process will function and what role they hold, as well as outlining how the information will be reported and the timeframes for each task.



# Benchmarking Review

# Benchmarking Airports

- Seattle/Tacoma International
- Atlanta Hartsfield—Jackson International
- Fort Lauderdale—Hollywood International
- Detroit Metropolitan—Wayne County
- Baltimore/Washington International

# Questions

# Community Vision for Success

visit: <https://skyharbor.com/LandReuseStrategy>



## Scheduled Community Meetings

### Calendario de reuniones comunitarias

Tuesday, Feb. 9 at 6 P.M.

Martes, 9 de febrero a las 6 P.M.

HOPE VI Emmett McLoughlin

Community Training & Education Center

1150 S. 7th Ave.

Phoenix, AZ 85007

Wednesday, Feb. 10 at 6 P.M.

Miércoles, 10 de febrero a las 6 P.M.

Broadway Heritage Neighborhood

Resource Center

2405 E. Broadway Road

Phoenix, AZ 85040

Thursday, Feb. 11 at 6 P.M.

Jueves, 11 de febrero a las 6 P.M.

Pilgrim Rest Baptist Church

1401 E. Jefferson Street

Phoenix, AZ 85034

# Get involved!

# ¡Participe!

Learn more about the project and sign-up for meeting announcements:

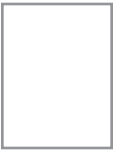
Lo invitamos a conocer en detalle el proyecto y a inscribirse para recibir avisos de juntas:

Website / Sitio web [skyharbor.com/landreusestrategy](http://skyharbor.com/landreusestrategy)

Phone number **602-273-3476** / Teléfono **480-751-5569**

C-268





Phoenix Sky Harbor International Airport (Airport) acquired noise-impacted land as part of its airport land use compatibility efforts. With FAA guidance, the Airport and the City seek to have a land reuse strategy for this area west of the Airport. The goal of the PHX Land Reuse Strategy planning process is to produce a document of future land reuse opportunities that provide benefits to the local community.

El Aeropuerto Internacional Phoenix Sky Harbor (Aeropuerto) adquirió terrenos en una zona contaminadas por ruido aéreo, como parte de sus esfuerzos por encontrar usos compatibles para los terrenos del aeropuerto. Guiados por la Agencia Federal de Aviación (FAA), el Aeropuerto y la Ciudad buscan crear una estrategia de reutilización de los terrenos en el área contaminada al oeste del aeropuerto. La meta de la Estrategia de Reutilización de Terrenos de Phoenix es producir un plan que especifique las oportunidades y posibles nuevos usos para estos terrenos que a su vez generen beneficios para la comunidad local.





# LAND REUSE STRATEGY

## Purpose

Phoenix Sky Harbor International Airport (Airport) acquired noise-impacted land as part of its airport land use compatibility efforts.

With FAA guidance, the Airport and the City seek to have a land reuse strategy for this area west of the Airport.

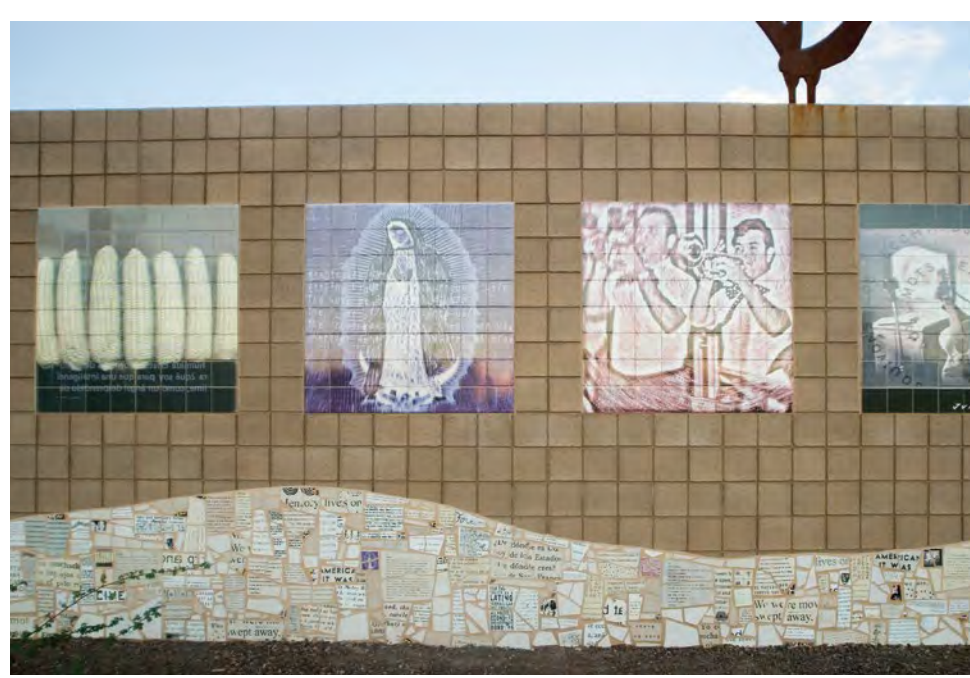
The goal of the PHX Land Reuse Strategy planning process is to develop a vision for future land reuse opportunities that provide benefits to the local community.

## Propósito

El Aeropuerto Internacional Phoenix Sky Harbor (Aeropuerto) adquirió terrenos en una zona contaminadas por ruido aéreo, como parte de sus esfuerzos para encontrar usos compatibles para los terrenos del aeropuerto.

Guiados por la Agencia Federal de Aviación (FAA), el Aeropuerto y la Ciudad, buscan crear una estrategia de reutilización de los terrenos en el área contaminada al oeste del aeropuerto.

La meta de la Estrategia de Reutilización de Terrenos de Phoenix es producir un plan que especifique las oportunidades y posibles nuevos usos para estos terrenos que a su vez generen beneficios para la comunidad local.



## Get involved!

### ¡Participe!

Learn more about the project and sign-up for meeting announcements:

Lo invitamos a conocer en detalle el proyecto y a inscribirse para recibir avisos de juntas:

Website / Sitio web  
[skyharbor.com/landreusestrategy](http://skyharbor.com/landreusestrategy)

Phone number / Teléfono  
602-273-3476 / 480-751-5569

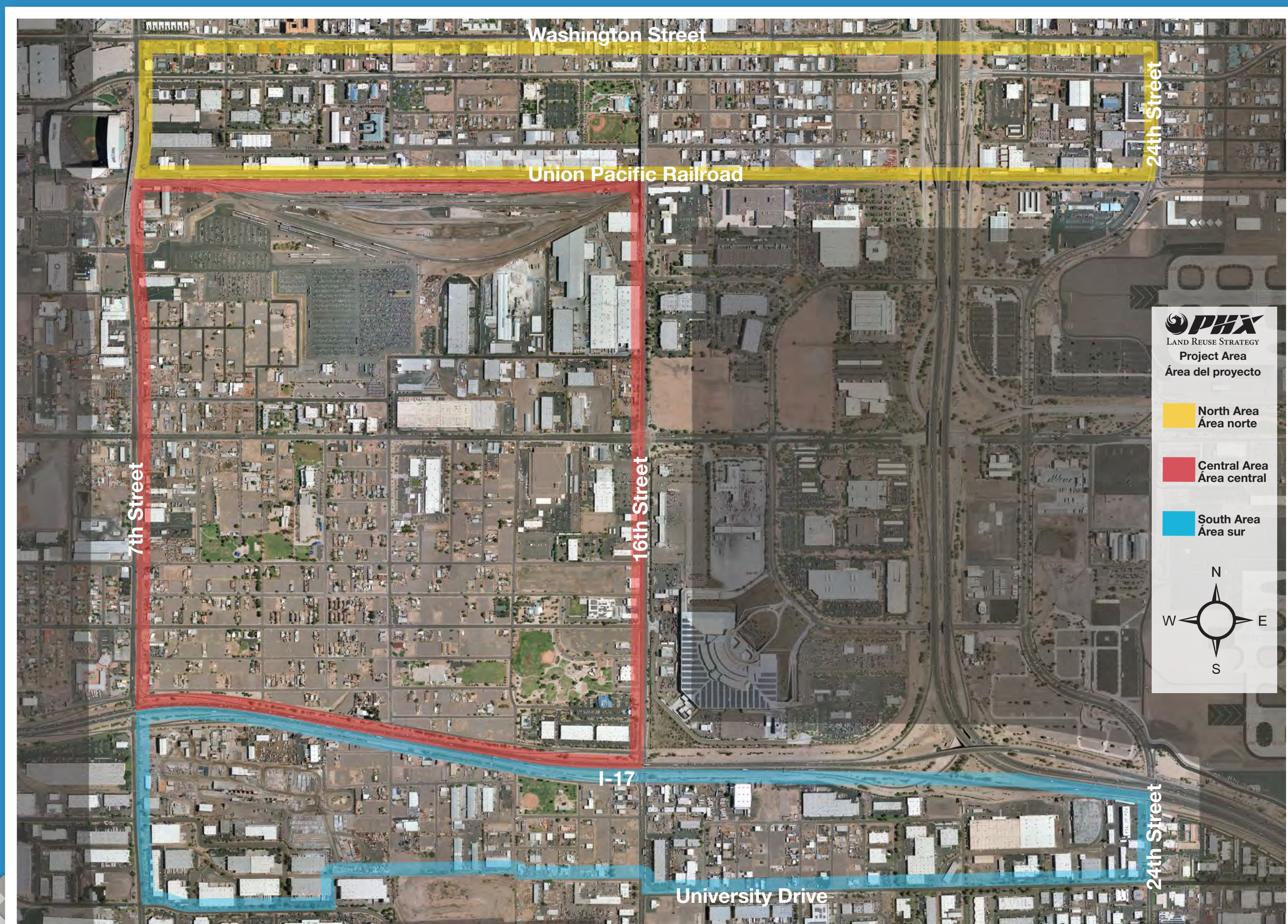
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Broadway Heritage Neighborhood  
Resource Center  
2405 E. Broadway Road  
Phoenix, AZ 85040

**Thursday, Feb. 11 at 6 P.M.**  
**Jueves, 11 de febrero a las 6 P.M.**  
Pilgrim Rest Baptist Church  
1401 E. Jefferson Street  
Phoenix, AZ 85034





**Get involved! ¡Participe!**

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**Scheduled Community Meetings**

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**Calendario de reuniones comunitarias**

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Tuesday, Feb. 9 at 6 P.M.  
Martes, 9 de febrero a las 6 P.M.  
HOPE VI Emmett McLoughlin  
Community Training & Education Center  
1150 S. 7th Ave.  
Phoenix, AZ 85007

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Phoenix Sky Harbor International Airport (Airport) acquired noise-impacted land as part of its airport land use compatibility efforts. With FAA guidance, the Airport and the City seek to have a land reuse strategy for this area west of the Airport. The goal of the PHX Land Reuse Strategy planning process is to produce a document of future land reuse opportunities that provide benefits to the local community.

El Aeropuerto Internacional Phoenix Sky Harbor (Aeropuerto) adquirió terrenos en una zona contaminadas por ruido aéreo, como parte de sus esfuerzos por encontrar usos compatibles para los terrenos del aeropuerto. Guiados por la Agencia Federal de Aviación (FAA), el Aeropuerto y la Ciudad buscan crear una estrategia de reutilización de los terrenos en el área contaminada al oeste del aeropuerto. La meta de la Estrategia de Reutilización de Terrenos de Phoenix es producir un plan que especifique las oportunidades y posibles nuevos usos para estos terrenos que a su vez generen beneficios para la comunidad local.

**Learn more about the project and sign-up for meeting announcements:**

**Lo invitamos a conocer en detalle el proyecto y a inscribirse para recibir avisos de juntas:**

**Website / Sitio web [skyharbor.com/landreusestrategy](http://skyharbor.com/landreusestrategy)**

**Phone number 602-273-3476 / Teléfono 480-751-5569**

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