

## **Appendix C: Community Engagement, continued**

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## Appendices

### VOLUME IV – Part 3

#### Appendix C: Community Engagement, continued

Community Meetings #2 Materials – July 2016_____	C-546
WordPress Outreach Materials_____	C-609
Working Paper #2 Outreach Materials_____	C-634
Project Management Committee & Advisory Group Meeting #3 Materials – December 2016_____	C-643
Roundtable & Community Meetings #3 – December 2016_____	C-698
Central Subarea Follow-up Meeting – January 2017_____	C-748

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# Community Meetings #2 Materials

NOTE: This round of meetings was  
conducted in a charrette format

**From:** Amanda Niemann  
**Bcc:**

**Subject:** PHX Land Reuse Strategy Community Meetings Announcement  
**Date:** Tuesday, July 12, 2016 9:41:00 AM  
**Attachments:** [July 2016 Poster PHX Land Reuse.pdf](#)

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Good morning,

Please join us for the second round of PHX Land Reuse Strategy Community Meetings. During these meetings, new information and updates will be presented regarding the Inventory and Market Analysis outcomes, followed by the opportunity for community led, collaborative discussion focused on ideas and concepts. Small group breakout sessions will be focused on the topics of Cultural Heritage, Blending Land Uses, Concept Visioning, and Immediate Actions.

PHX Land Reuse Strategy Community Meeting Times and Locations			
Area	Date	Time	Location
Central	Tuesday, July 19, 2016	6:00 PM – 9:00 PM	Wesley Community Center 1300 S. 10 <sup>th</sup> Street
South	Wednesday, July 20, 2016	6:00 PM – 9:00 PM	Broadway Heritage Neighborhood Resource Center 2405 E. Broadway Road
North	Thursday, July 21, 2016	6:00 PM – 9:00 PM	Eastlake Park Community Center 1549 E. Jefferson Street

We hope you are able to join us for one of these collaborative work sessions! Please see the attached poster for further project details.

If you have any questions or concerns, please feel free to contact:  
Trina Harrison

Project Manager  
Aviation Department, Planning & Environmental  
602-273-3476  
[Trina.harrison@phoenix.gov](mailto:Trina.harrison@phoenix.gov)  
<http://skyharbor.com/LandReuseStrategy>

*Amanda Niemann, PSM<sup>2</sup>*  
602.468.0046  
*Amanda.niemann@psm-2.com*



# Scheduled Community Meetings

## Calendario de reuniones comunitarias

Tuesday, July 19 at 6 P.M.  
Martes, 19 de julio a las 6 P.M.  
Wesley Community Center  
1300 S. 10th Street  
Phoenix, AZ 85034

Wednesday, July 20 at 6 P.M.  
Miércoles, 20 de julio a las 6 P.M.  
Broadway Heritage Neighborhood  
Resource Center  
2405 E. Broadway Road  
Phoenix, AZ 85040

Thursday, July 21 at 6 P.M.  
Jueves, 21 de julio a las 6 P.M.  
Eastlake Park Community Center  
1549 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)

Online Comment Forum / Foro de comentarios en línea [phxlandreusestrategy.wordpress.com](http://phxlandreusestrategy.wordpress.com)

Phone number **602-273-3476** / Teléfono **408-549-5569**



Join us for the second round of Community Meetings. During these meetings, new information and updates will be presented regarding the Inventory and Market Analysis outcomes, followed by the opportunity for community led, collaborative discussion focused on ideas and concepts. 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.

Acompáñenos a la segunda ronda de juntas comunitarias. En estas juntas presentaremos nueva información y noticias sobre los resultados del inventario y los análisis de mercado, seguido por la oportunidad de participación de los miembros de la comunidad para llevar a cabo diálogos enfocados en ideas y conceptos. El objetivo del proceso de planeación de PHX Land Reuse Strategy es crear un documento para futuras oportunidades de la reutilización de terrenos que brinden beneficios a 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)

Online Comment Forum / Foro de comentarios en línea  
[phxlandreusestrategy.wordpress.com](http://phxlandreusestrategy.wordpress.com)

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

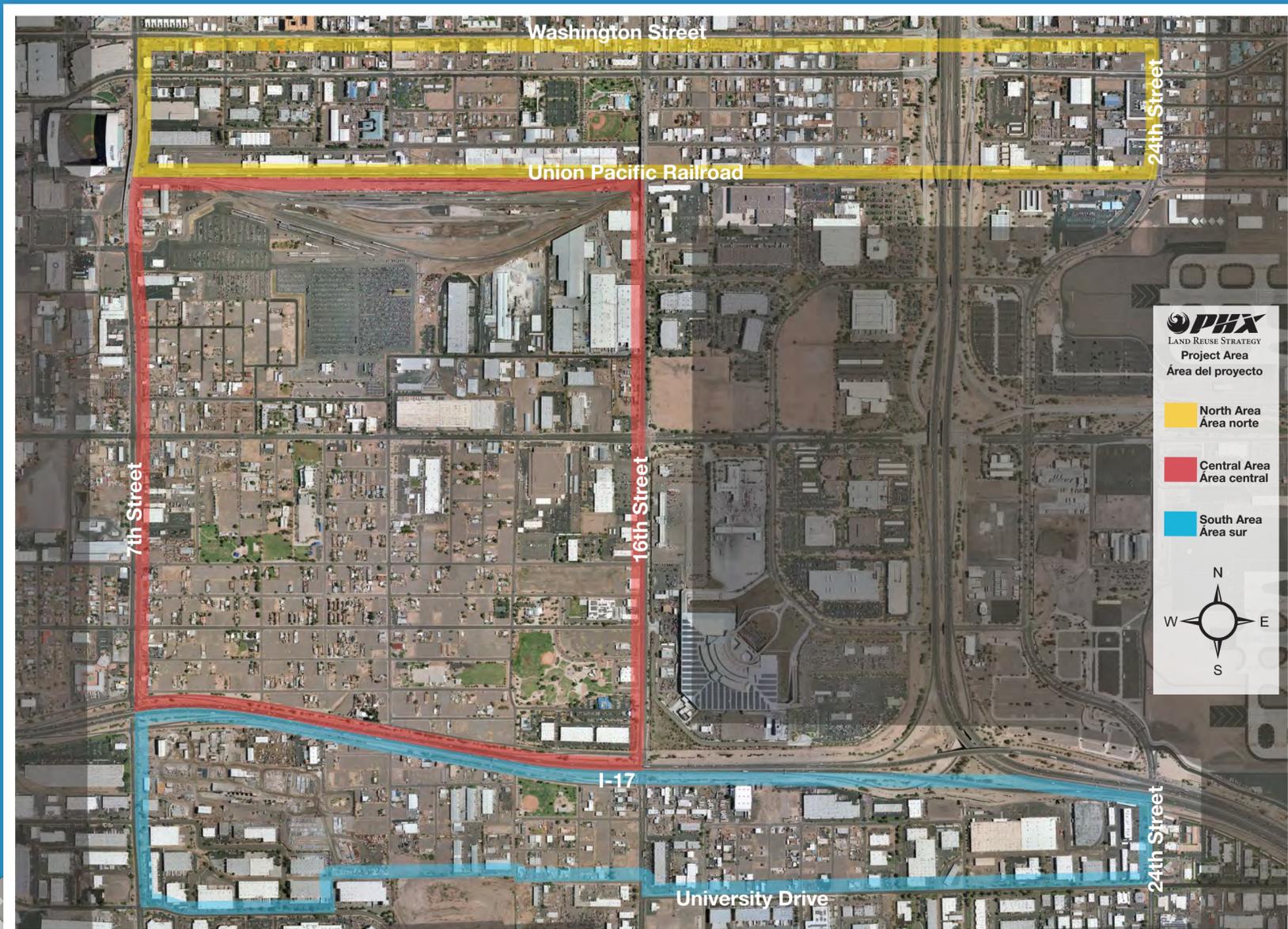
## Scheduled Community Meetings:

## Calendario de reuniones comunitarias:

**Tuesday, July 19 at 6 P.M.**  
**Martes, 19 de julio a las 6 P.M.**  
Wesley Community Center  
1300 S. 10th Street  
Phoenix, AZ 85034

**Wednesday, July 20 at 6 P.M.**  
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Broadway Heritage Neighborhood Resource Center  
2405 E. Broadway Road  
Phoenix, AZ 85040

**Thursday, July 21 at 6 P.M.**  
**Jueves, 21 de julio a las 6 P.M.**  
Eastlake Park Community Center  
1549 E. Jefferson Street  
Phoenix, AZ 85034



**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 **July 19, 2016 at 6:00 p.m.**  
**Location: Wesley Community Center, 1300 S. 10<sup>th</sup> Street, Phoenix, AZ 85034.**

The **PHX LAND REUSE STRATEGY COMMUNITY** is invited to hear and review information regarding the Inventory and Market Analysis outcomes of the PHX Sky Harbor Land Reuse Strategy. 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.

June 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 **July 20, 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 regarding the Inventory and Market Analysis outcomes of 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.

June 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 **July 21, 2016 at 6:00 p.m.**  
**Location: Eastlake Park Community Center, 1549 E. Jefferson Street, Phoenix, AZ 85034.**

The **PHX LAND REUSE STRATEGY COMMUNITY** is invited to hear and review information regarding the Inventory and market Analysis outcomes of 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.

June 29, 2016

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

Name	Organization
Nombre	Organización
Rufino	
Casper Habre	COP/Pats
Don Karner	-
Duke Avants	-
Caralyn Stalder	
Marta Reim	
Frances Nila	
Paul MORENO	
Mary Russel	-
Mary Baird	
Sheila Gauff	
Melissa Moreno	



# LAND REUSE STRATEGY

Community Meeting Junta comunitaria  
July 19 2016 6:00 PM – 9:00 PM  
Wesley Community Center

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

Name	Organization
Nombre	Organización
Irene Martinez	NIA
Guadalupe S.	
P. Gurule / Juan Gurule	CMFI
Joseph & Helen Angela Hernandez	CMFI
Billy CONSEVA	home owner
Ruth Ann Marston	PHX Elementary
Louise Stack	" "
LARRY WICKS	PES D
Christine Mackay	COP
Cedolfo Moreno	W/A
Ernest ROSE	MCRSD
Tommy SAMORA SR.	



LAND REUSE STRATEGY

Community Meeting Junta comunitaria

July 20 2016 6:00 PM – 9:00 PM

Broadway Heritage Neighborhood Resource Center

SIGN-IN SHEET – PLEASE PRINT

LISTA DE ASISTENCIA – USAR LETRA DE MOLDE

Name	Organization
Nombre	Organización
Oleg Soto	City of Phoenix
Red Johnson	Contractor
Martin Wolfe	IAO
Eric Wolfe	IAO
Rick Hall	Broker
Patsy & Roland Baran	Prop Owner
Jimmy + Mary Daly	
MARTIN PELLEGRINO	professor



Community Meeting Junta comunitaria

July 20 2016 6:00 PM – 9:00 PM

Broadway Heritage Neighborhood Resource Center

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

Name	Organization	Phone Number	Email	Check to receive meeting notifications
Nombre	Organización	Teléfono	Correo electronico	Marque esta caja si desea recibir notificaciones de las juntas
Amarda Niemann				
Courtney Carter				
Jordan Feld				
Trina Harrison				
John Williams				
David Sperling				
Peggy Neely				
Mike Johnson				
Lisa Urias				
Fernando				
Barbie Schalmo				
Pete Dimas				



LAND REUSE STRATEGY

Community Meeting Junta comunitaria
July 21 2016 6:00 PM - 9:00 PM
Eastlake Park Community Center

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

Table with 2 columns: Name, Organization and Nombre, Organización. Contains handwritten entries for attendees such as Pete Span, Jim Williams, Nate Cherry, Aubrey Gonzalez, Robyn Sahid, Shawn Pearson, Andrew Arvizu, Gilbert Arvizu, Michelle Zarzuela-Benow, Veronyka Lockhart, Angela Duncan, and Mary Dolores Guenra.





Community Meeting Junta comunitaria  
 July 21 2016 6:00 PM – 9:00 PM  
 Eastlake Park Community Center

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

Name	Organization	Phone Number	Email	Check to receive meeting notifications
Nombre	Organización	Teléfono	Correo electronico	Marque esta caja si desea recibir notificaciones de las juntas
Amanda Niemann				
Courtney Carter				
John Williams				
Mark Johnson				
David Sperling				
Pete Dimas				
Peggy Neeley				
Mike Johnson				
Barbie Schafmo				
Trina Harrison				
Jordan Feld				
Jim Bennett				



# LAND REUSE STRATEGY

## July Community Meeting Outreach Report

Community Meetings		
Four community meetings will be held in each area throughout the project.		
Area	Dates	Location
North Area	July 21, 2016	Eastlake Park Community Center 1549 E. Jefferson Street Phoenix, AZ 85034
Central Area	July 19, 2016	Wesley Community Center 1300 S. 10 <sup>th</sup> Street Phoenix, AZ 85034
South Area	July 20, 2016	Broadway Heritage Neighborhood Resource Center 2405 E. Broadway Road Phoenix, AZ 85040

Email Notifications	
Distribution	Status
Existing Email Distribution Lists of:	
<ul style="list-style-type: none"> <li>PMC, Advisory Group, Roundtables</li> </ul>	<i>Emailed by TH</i>
<ul style="list-style-type: none"> <li>Public Meeting Attendees from sign-in sheets</li> <li>Sign-ups for Email Notifications</li> </ul>	<i>Emailed by AN</i>
<ul style="list-style-type: none"> <li>VARs list</li> </ul>	<i>Emailed by AN</i>
<ul style="list-style-type: none"> <li>NSD List (through Robin Anderson)</li> </ul>	<i>Emailed by AN</i>
<ul style="list-style-type: none"> <li>District 8 Subscribers</li> </ul>	<i>Posted to Councilwoman Gallego's Facebook page</i>
<ul style="list-style-type: none"> <li>Central City Village Planning Committee (through Tamra Ingersoll)</li> </ul>	<i>Sent to committee, also NSD sent to neighborhood groups in the area and posted on Nextdoor page.</i>
<ul style="list-style-type: none"> <li>TOD Steering Committee (through Katherine Coles)</li> </ul>	<i>Emailed by AN</i>
<b>Land Reuse Strategy Project Webpage – <a href="http://www.skyharbor.com/landreusestrategy">www.skyharbor.com/landreusestrategy</a></b>	
Project Information	Status
Notice of PIMs	<i>Posted to website (AN)</i>
3 documents from Mark Johnson (Presentation, Benchmarking, Working paper)	<i>Posted to website (AN)</i>
Project Collateral	<i>Posted to website (AN)</i>



# LAND REUSE STRATEGY

Postings – Newsletters/Event Calendars/Social Media/Blogs	
Organization/Outlet	Status
Sky Harbor social media (Twitter, Facebook, Google+)	<i>Posted to social media 7/11 and 7/18</i>
Meeting notices submitted to the City of Phoenix City Clerk Public Meeting Notices webpage	<i>Submitted by TH</i>
Community Newsletters: <ul style="list-style-type: none"> <li>• Central City Planning Committee</li> <li>• Phoenix Revitalization Newsletter</li> <li>• Gateway Employee Newsletter</li> <li>• District 8 Newsletter</li> </ul>	<i>Included all Newsletters</i>
Eastlake Park Neighborhood Association	<i>Submitted by AN</i>
Phoenix Communities United	<i>Posted to Facebook page</i>
Thunderdome Neighborhood Association for Non-Auto Mobility	<i>Submitted by AN</i>
Greater Phoenix Economic Council	<i>Submitted by AN</i>
Greater Phoenix Chamber of Commerce	<i>Submitted to Event Calendar</i>
Puente Movement	<i>Submitted by AN</i>
Black Chamber Event Calendar	<i>Submitted by AN</i>
Hispanic Chamber Event Calendar	<i>Submitted by AN</i>
City of Phoenix Event Calendar	<i>Posted to Event Calendar by TH</i>

Posters	
Location	Status
Posters in identified locations: <ul style="list-style-type: none"> <li>• Chicanos Por La Causa</li> <li>• Friendly House Academia Del Pueblo Elem. School</li> <li>• Friendly House</li> <li>• Gateway Community College</li> <li>• City of Phoenix Fire Dept. Admin. Bldg.</li> <li>• Maricopa Skill Center</li> <li>• Eastlake Community Center</li> <li>• Carolina's Mexican Food</li> <li>• Sacred Heart Church</li> <li>• Pilgrim Rest Baptist Church</li> <li>• Hope VI Community Center</li> <li>• Verde Park Recreation Center</li> <li>• Wesley Community Center</li> <li>• St. Anthony's Catholic Church</li> <li>• Central Park Rec. Center</li> </ul>	<ul style="list-style-type: none"> <li>• <i>1 large, 4 small posters left with Fire Department</i></li> <li>• <i>5 posters given to Verde Rec. Center</i></li> <li>• <i>2 left at Arizona Flower Market</i></li> <li>• <i>1 large, 4 small posters left at Maricopa Skill Center</i></li> </ul>



# LAND REUSE STRATEGY

<ul style="list-style-type: none"><li>• Harmon Library</li></ul>	
<ul style="list-style-type: none"><li>• Arizona Flower Market</li></ul>	
<ul style="list-style-type: none"><li>• First Institutional Baptist Church</li></ul>	

Postcards/flyers	
Recipient	Status
Area Landowner (1012)	Mailed week of 7/4/16



**LAND REUSE  
STRATEGY**

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

# Table of Contents

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Overview .....	3
Presentation.....	4
Inventory.....	4
Market Analysis .....	5
Small Group Discussions .....	7
Closing.....	10
Appendix A – Small Group Discussion Flip-chart Notes .....	11
Appendix B – Transparency Map Overlays .....	35

## Overview

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

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

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

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

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

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

The meetings consisted of three main elements:

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

# Presentation

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

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

## **Inventory**

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

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

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

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

## Market Analysis

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## Small Group Discussions

---

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

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

### History Happened Here

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

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

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

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

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

## Blending of Land Uses

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

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

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

## Vision

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

## Immediate Actions

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

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

## Closing

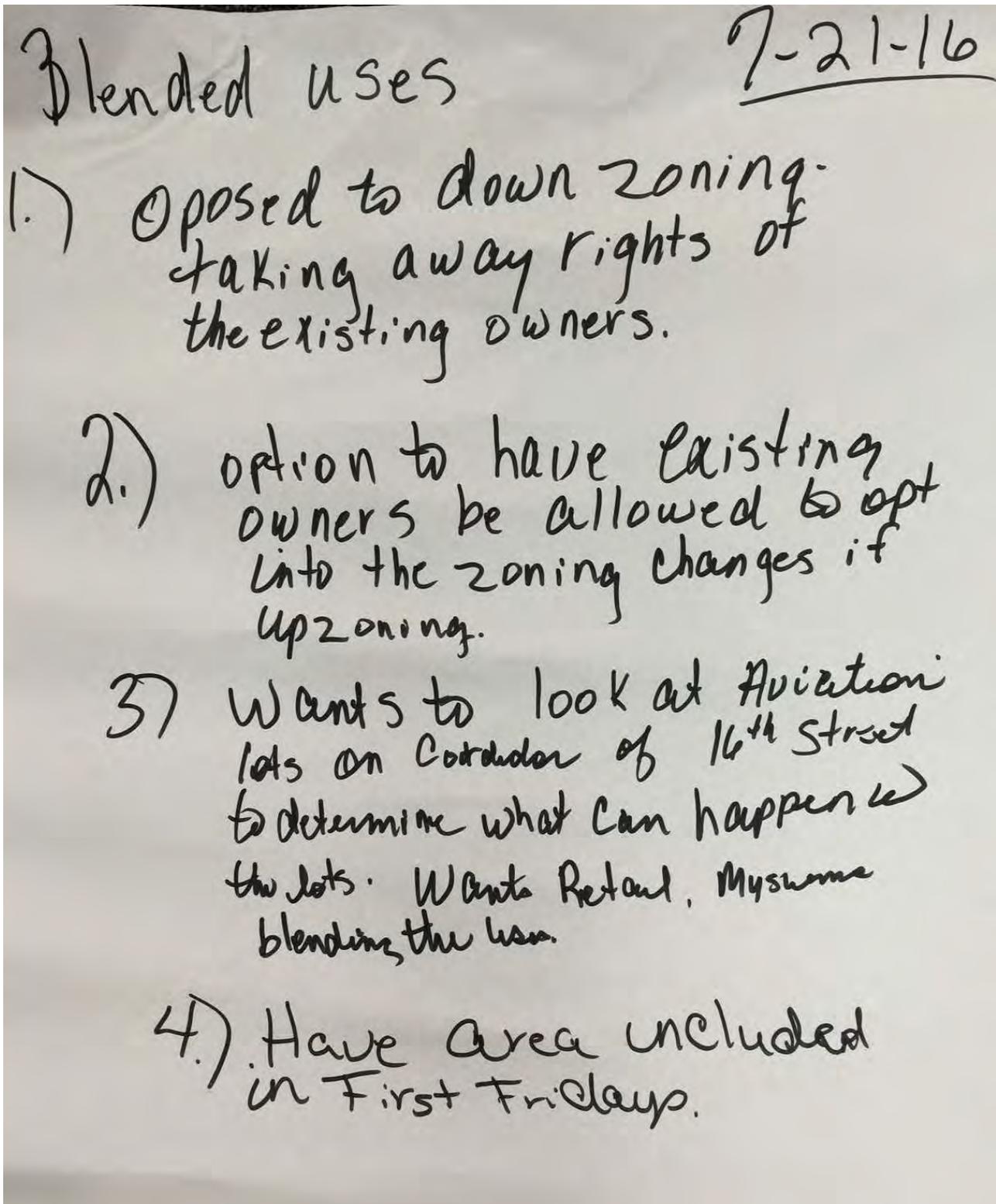
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Following the small group discussions, participants could reconvene to contribute any last comments or questions they had. After the closing session, *Consultant Rep. Sperling* thanked everyone for their participation and the meeting ended.

Appendix A

Small Group Discussion Flip-Chart Notes

Blending Land Uses – North Community Meeting



Round 1

Blended Uses

Want to have copy of the letter

FAA letter (P6L) 14-05

To

What should we want visitors & businesses  
to see coming from Airport

Grocery store - Fry's

Loews a Walmart

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

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

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

Not All property should be Market Driven

Support Downtown Core

Need Housing

## Round 2 Blended uses

North Area. Have some Flex uses

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

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

Sidewalks to Complete the Streets

Improve the quality of existing Res ~~to~~ <sup>to</sup> ~~Verans~~  
Morningside.

Implement Program to help people upgrade  
homes

Tax Credit Programs.

County Property Tax for Seniors

Trees / Pathways

History of AREA

FAA Letter / Complete

Round 2

Blended Uses

## Blended uses Round 3

1. Walkways / Bike Paths

2. Shaded Seating Area

3. Lighting

4. Sidewalks

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

6. With new renovations they want to make sure they don't have to change set backs on existing Property

### Adaptive Reuse

7. Connectivity to the downtown area

8. Family Areas

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

10. Keep Main A Major Street

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

12. Renovation will occur in 5 years at Carolina

Spa's  
Nails  
for the  
community

H&C Resources

1. S.H. Church bring in uses that allow people eat - Live - Play w Cultural destinations.

2. South of freeway would like to see more office + Flex uses

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

4 Return Alley's to existing Property owners.

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

6. No Residential uses in the Southern Areas

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

8 No Community Garden in South Area

Adaptive Uses

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

1. Markers w a brief history of the Historical value Use monument markers that is permanent.

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

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

3. Have it located on Jefferson or Washington - Buchuy

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

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

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

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

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

- Phx Elementary S.D.

- Henshaw School

1871 - honor this history

- John T. Alsop - 1st Mayor City Phx

1st Superintendent P.E.S.D.

- Archeology - Canals -

Tom Doherty Phx EL  
School Dist Archivist

- La Tolteca - Restaurants

- bakery - resources

- Columbus Grey - First African  
Act line Am family

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

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

7/19/16

Concerns

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

Ideas

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

Calderón Ballroom

Food City - Smittys - find  
photos for use in  
cultural center

Rosita's - Petite Restaurants

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

7.17.16

## 2nd Session

### Immediate Actions

### Concerns / Problems

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

3<sup>rd</sup> Session

7.19.16

Immediate Actions

### CONCERNS

- No good facilities/programs for kids

### IDEAS

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

2nd Session 7.19.16  
Imm. Actions P. 2

## Ideas

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

Imm. Actions  
7.20.16

## CONCERNS

Abandoned Homes - fires

(Watkins)

Street lights that are out  
on University

## Ideas

Increase neighborhood services

Memorialize the tunnel @

More lighting (incl. alleys) 1-17

---

Happy with policing by Central Precinct

7.20.16

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

7.21.16

# Immediate Actions Concerns

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

Kudos to clean up crews for landscaping

## IDEAS

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

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

• Find out if any gardens are in use now

→ • Involve non-profits / grant funds  
• Include guidelines / master gardener  
consider raised gardens (PRC)  
resource

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

# Vision Guidance

7-21-16

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

## Vision Guidance

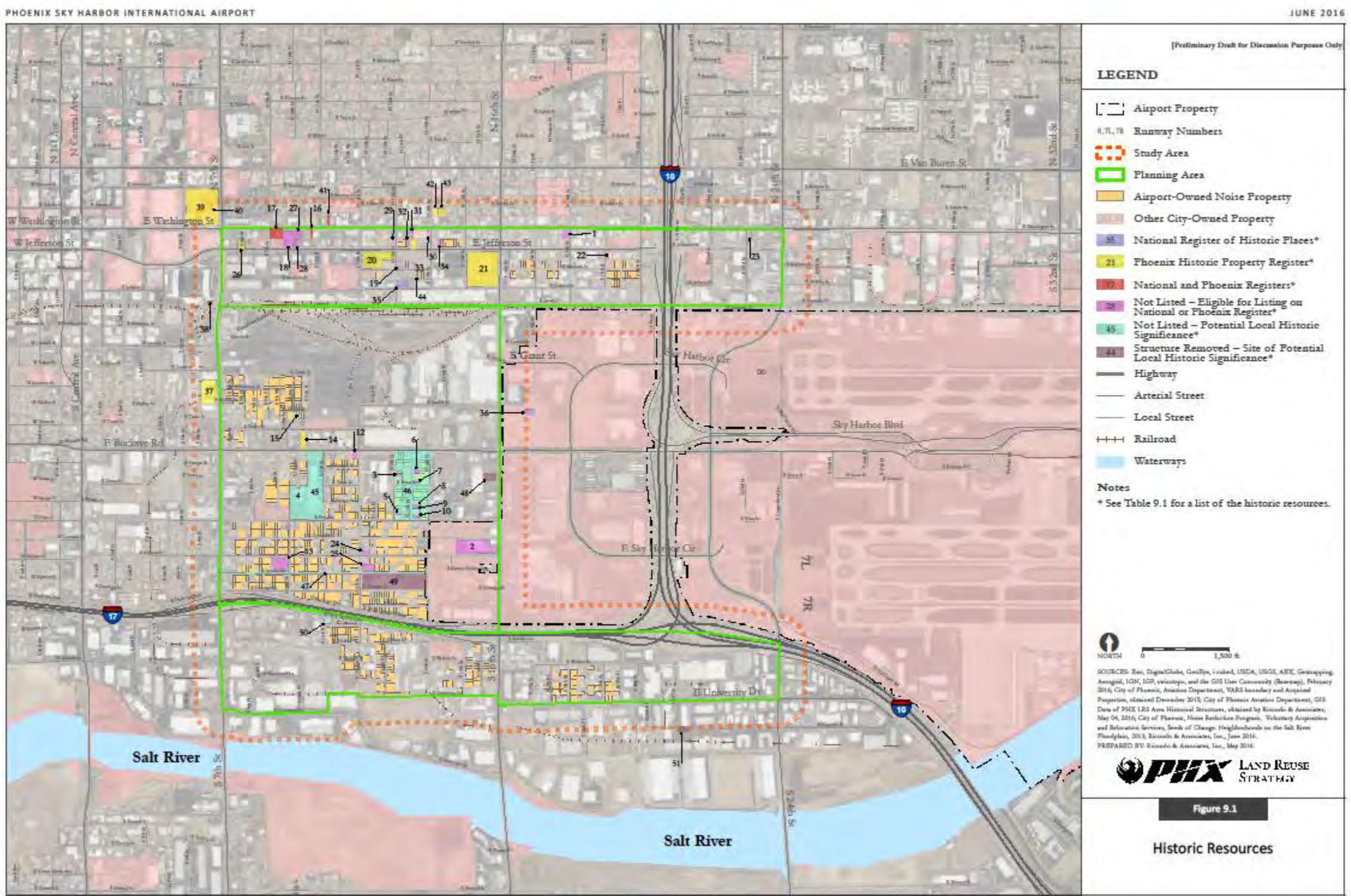
7. 21-16

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

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

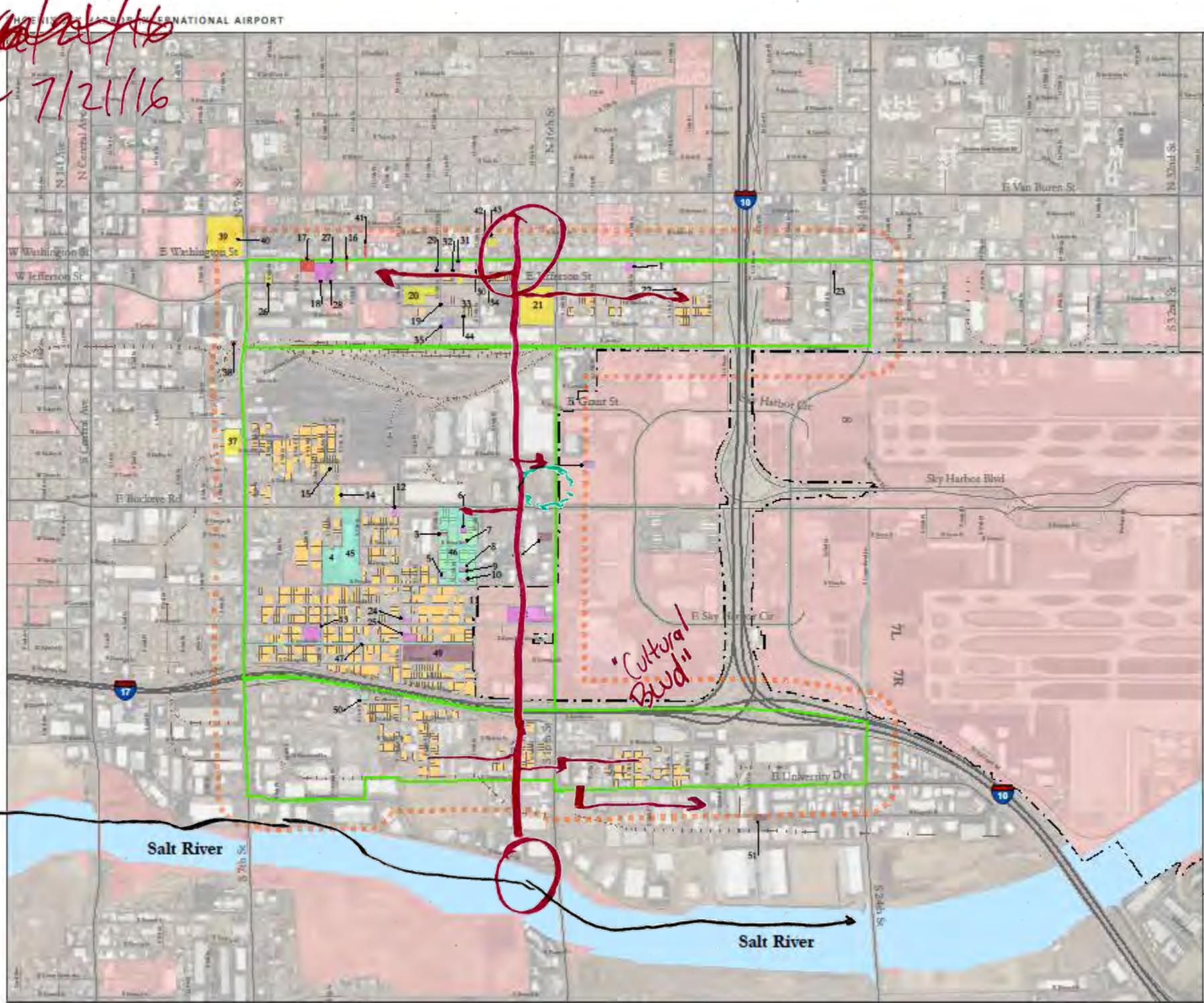
**Appendix B**  
**Transparency Map Overlays**

# Historical and Cultural Resources – Original Master Slide/Do Not Delete/Copy Only



# Historical and Cultural Resources

~~PHX~~  
 7/21/16



JUNE 2016

[Preliminary Draft for Discussion Purposes Only]

### LEGEND

- Airport Property
- Runway Numbers
- Study Area
- Planning Area
- Airport-Owned Noise Property
- Other City-Owned Property
- National Register of Historic Places\*
- Phoenix Historic Property Register\*
- National and Phoenix Registers\*
- Not Listed - Eligible for Listing on National or Phoenix Register\*
- Not Listed - Potential Local Historic Significance\*
- Structure Removed - Site of Potential Local Historic Significance\*
- Highway
- Arterial Street
- Local Street
- Railroad
- Waterways

**Notes**  
 \* See Table 9.1 for a list of the historic resources.

NORTH 0 1,500 ft

SOURCES: Esri, DigitalGlobe, GeoEye, Earthstar (United States), USDA, USGS, AeroX, GeoEye, IGN, IPC, swisstopo, and the GIS User Community (Basemap), Phoenix 2016, City of Phoenix, Aviation Department, VARS Inventory and Assigned Properties, obtained December 2015, City of Phoenix Aviation Department, GIS Data of PHX LRS Area Historical Structures, obtained by Ricardo & Associates, May 04, 2016, City of Phoenix, Noise Reduction Program, Technical Assistance and Relocation Services, Seeds of Change: Neighborhoods on the Salt River Floodplain, 2013, Ricardo & Associates, Inc., June 2016.  
 PREPARED BY: Ricardo & Associates, Inc., May 2016.

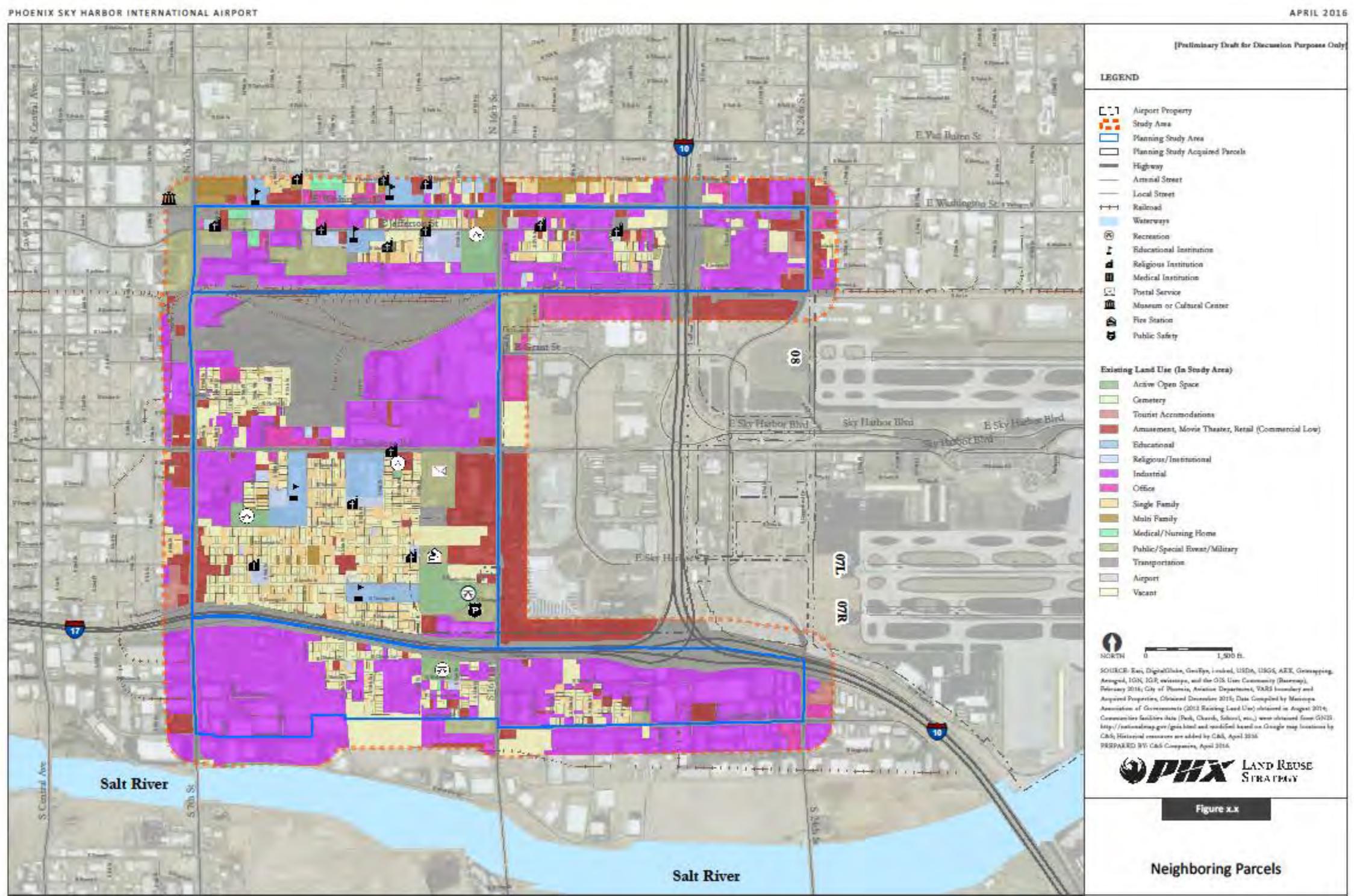


Figure 9.1

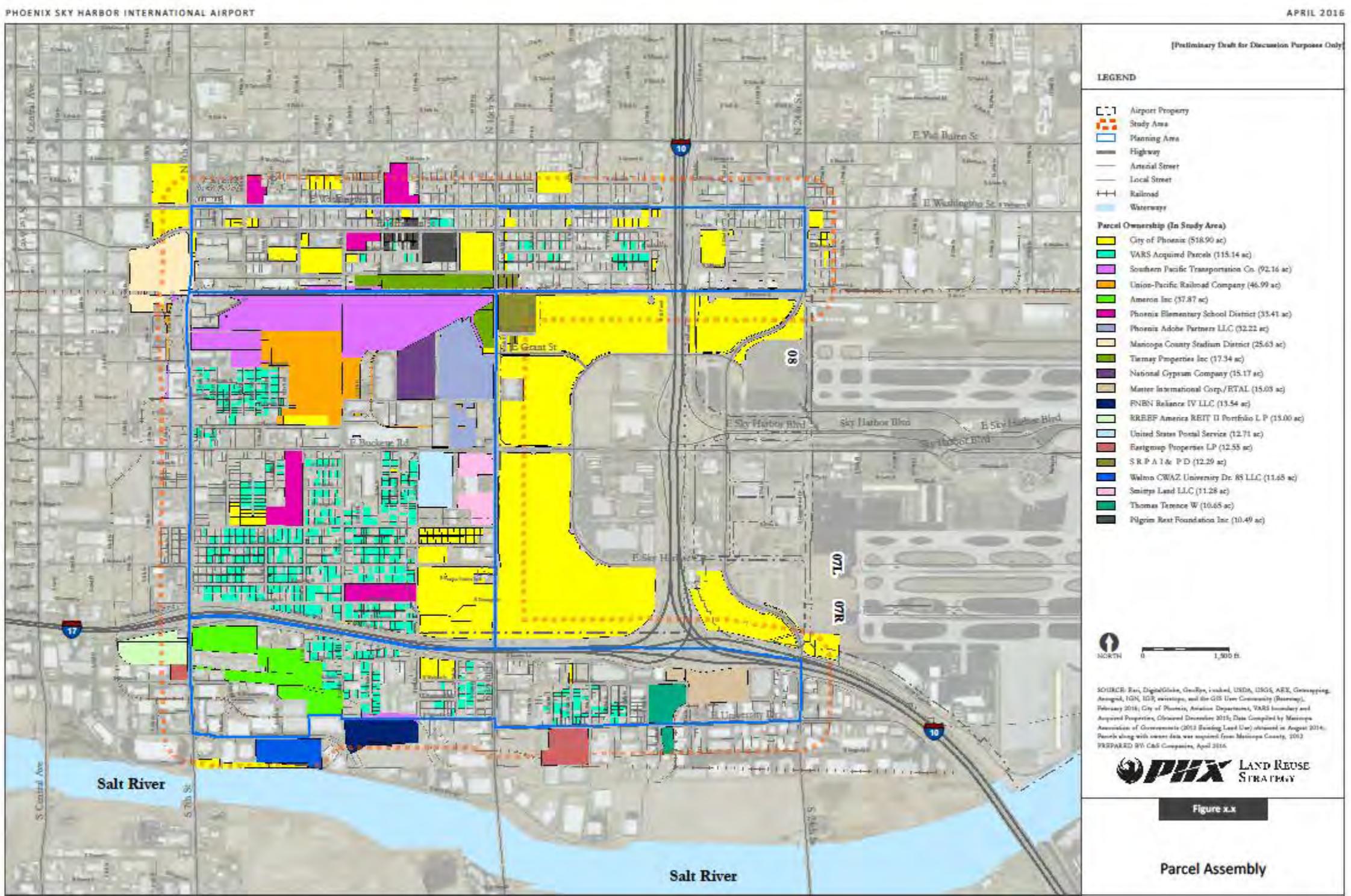
Historic Resources

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

Delete/Copy Only



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

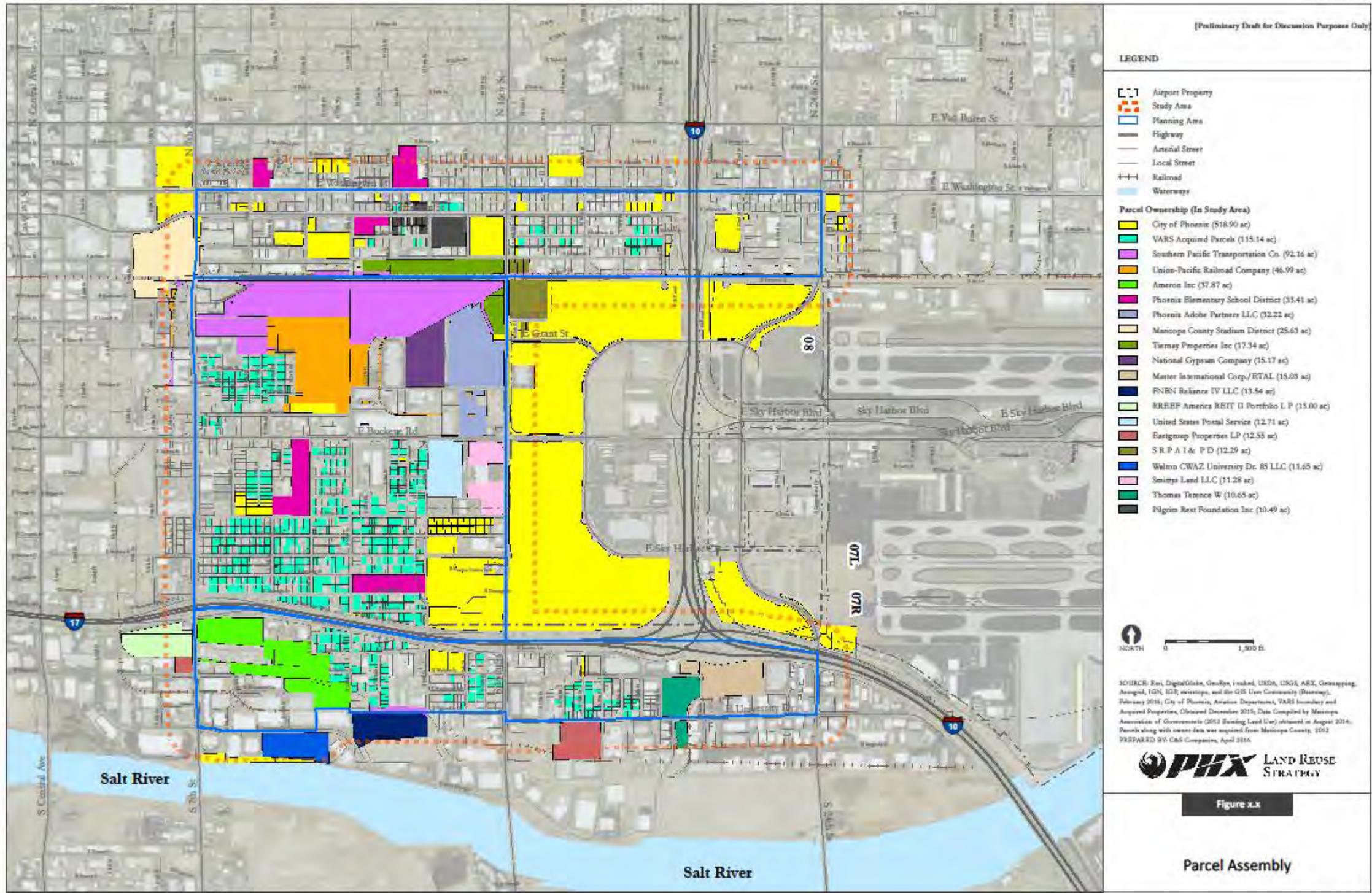


# Parcel Assembly- Original Master Slide/Do Not Delete/Copy Only

PHOENIX SKY HARBOR INTERNATIONAL AIRPORT

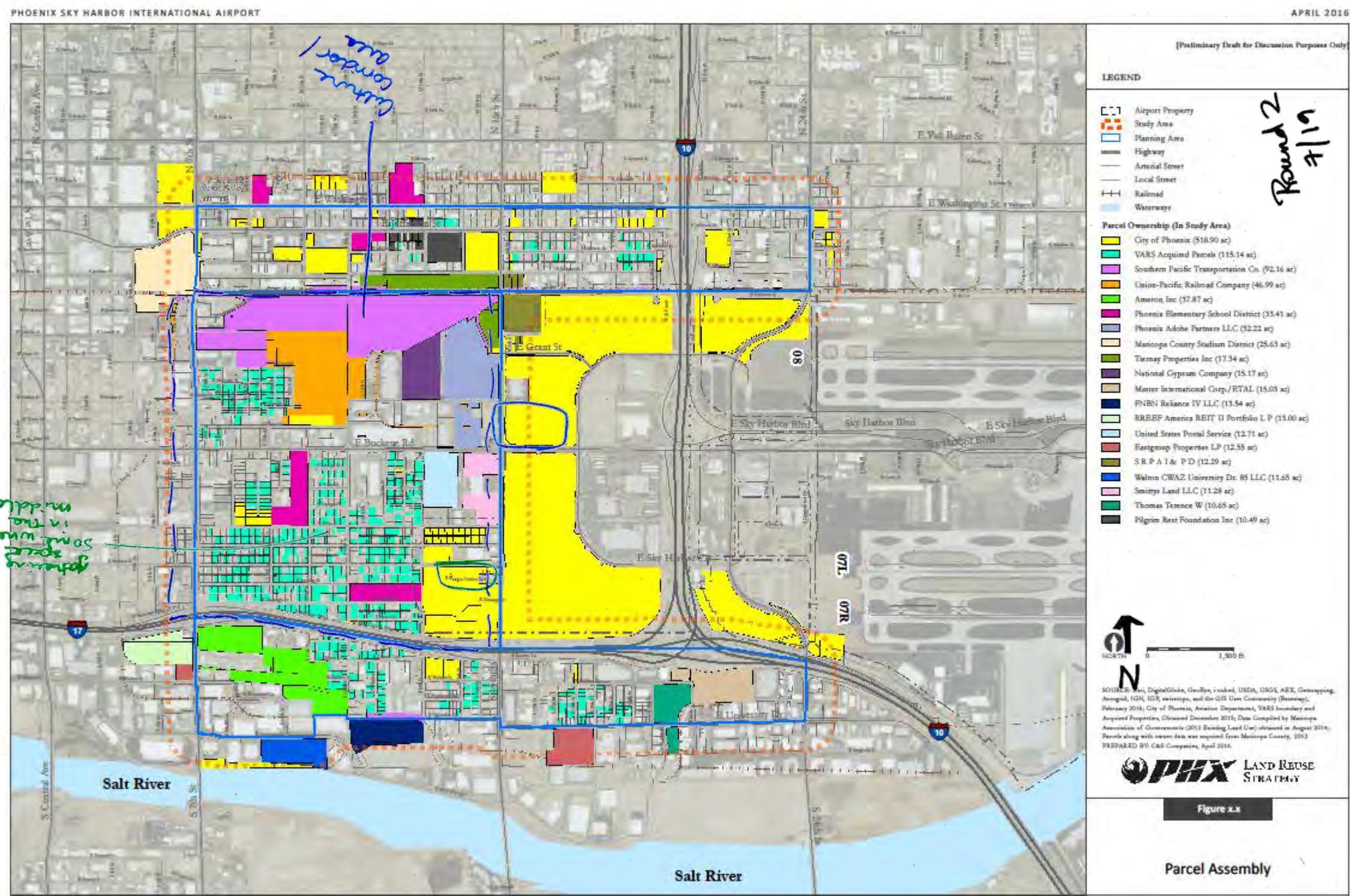
APRIL 2016

[Preliminary Draft for Discussion Purposes Only]





# Parcel Assembly







# WordPress Outreach Materials

**User Comments**

**Name:** PHX Land Reuse Strategy  
**Email:** Kelly.phelps@psm-2.com

**Comment:** Thank you for sharing your concerns and for visiting our WordPress survey site. At no point during this process will eminent domain be used. Our goal throughout this process is to develop a strategy that is compatible with those existing in the area, both residents and businesses as well as the future economic development. The strategy is specifically addressing the development of the acquired parcels of land that are currently vacant. Again, thank you for offering your feedback to the project.

**In Response to:** roydela garza – Post 21  
**Submitted On:** 9/12/16

---

**Name:** PHX Land Reuse Strategy  
**Email:** Kelly.phelps@psm-2.com

**Comment:** Hi Virginia,

Thank you for the feedback! We have heard this at many of the stakeholder meetings and as a result, one of the land redevelopment methods being considered is selling/leasing land to adjacent, existing businesses.

If you have any further questions, please feel free to contact the PHX Land Reuse Strategy Project Manager, Trina Harrison at 602-273-3476 or by email, [trina.harrison@phoenix.gov](mailto:trina.harrison@phoenix.gov).

**In Response to:** Virginia – Post 19  
**Submitted On:** 9/8/16

---

**Name:** PHX Land Reuse Strategy  
**Email:** Kelly.phelps@psm-2.com

**Comment:** Hi Ken,

ADOT and MAG are developing recommendations for this corridor as part of their I-10/I-17 Spine Study. For information, please see: [https://www.azmag.gov/Transportation/The\\_Spine\\_Study.asp](https://www.azmag.gov/Transportation/The_Spine_Study.asp).

Thank you for your feedback!

**In Response to:** Ken Kortman – Post 21  
**Submitted On:** 9/7/16

---

**Name:** PHX Land Reuse Strategy

**Email:** Kelly.phelps@psm-2.com

**Comment:** Hi Ken,

For safety, the City may fence lots that are routinely trespassed. If there is a particular lot that you would like to discuss, please contact the PHX Land Reuse Strategy Project Manager, Trina Harrison at 602-273-3476 or by email, [trina.harrison@phoenix.gov](mailto:trina.harrison@phoenix.gov).

Regarding the opportunity to purchase lots, certain Airport lots may be made available for sale, or short and long term leasing, pending the outcome of this planning process.

Thank you for your participation throughout the PHX Land Reuse Strategy process!

**In Response to:** Ken Kortman – Post 20  
**Submitted On:** 9/7/16

---

**Name:** PHX Land Reuse Strategy  
**Email:** Kelly.phelps@psm-2.com

**Comment:** Hi Sheila,

Thank you for your involvement with the PHX Land Reuse Strategy. Links to all project materials that have been utilized at the meetings, as well as summaries, can be found here: <https://skyharbor.com/LandReuseStrategy/CommunityEngagement>.

Community safety issues that can be addressed through development of airport land, as well as more general recommendations for the area's safety enhancement, will be addressed in the draft strategy plan.

Thanks again for your feedback.

**In Response to:** Sheila Gauff – Post 21  
**Submitted On:** 9/7/16

---

**Name:** A.L.S  
**Email:**

**Comment:** Intermodal or manufacturing. With the railroad being so close it could create a lot of jobs in the area.

**In Response to:** Post 18  
**Submitted On:** 9/2/16

---

**Name:** roydelagarza  
**Email:**

**Comment:** I own a home in the central area. I work in California so I haven't been to any of the meetings. I get to Phoenix about once every two months. I just need to know

if there is a possibility of an eminent domain. Is it a possibility? I want to keep my house there as long as possible. I really like the area. If something of this has been discussed, please someone re-cap it for me. There are very few homes left on my block.

**In Response to:** Post 21  
**Submitted On:** 9/2/16

---

**Name:** Ken Kortman  
**Email:**

**Comment:** Can you provide insight into any discussions with ADOT as to their master plan for the I-17 stretch that borders the South area? Are there potential impact to some of the lots in this area with future freeway improvements?

**In Response to:** Post 21  
**Submitted On:** 9/1/16

---

**Name:** Ken Kortman  
**Email:**

**Comment:** Agree with Virginia that these lots should be opened up for sale of lease by adjacent business'.

**In Response to:** Post 19  
**Submitted On:** 9/1/16

---

**Name:** Ken Kortman  
**Email:**

**Comment:** In the South area, more of the lots were fenced in recent months. I thought the comment at the last meeting was to not increase the amount of fencing?

Also, in this South area, nearby business' may have need to rent or purchase these lots. At the last meeting the comment was made that this was not an option yet. Has there been any progress in this area?

**In Response to:** Post 20  
**Submitted On:** 9/1/16

---

**Name:** Virginia  
**Email:**

**Comment:** Let me restate, for businesses, that are in the areas where parcels are available; I feel that the businesses that are established presently should be allowed to bid on the available lots so that if they want to expand their business the could without having to move. At present there are businesses that are "landlocked by surrounding lots owned by the airport

**In Response to:** Post 19  
**Submitted On:** 9/1/16

---

**Name:** Virginia  
**Email:**

**Comment:** I think it would be very beneficial to offer the surrounding parcels that are adjacent to their businesses so that they could expand if necessary instead of being landlocked.

I also feel like businesses should be kept in areas where there are already businesses with the same code.

**In Response to:** Post 19  
**Submitted On:** 9/1/16

---

**Name:** Sheila Gauff  
**Email:**

**Comment:** I would like to know when we will receive a recap of all of the meetings where information has already been provided, as well as WHEN the safety concerns will be addressed.

**In Response to:** Post 21  
**Submitted On:** 8/31/16

---

**Name:** PHX Land Reuse Strategy  
**Email:** n/a

**Comment:** Hi Gloria,

Thank you for the feedback and we understand your frustration. We anticipate the PHX Land Reuse Strategy will bring renewed market interest to the area with attendant benefits to private landowners like yourself. If you would like to discuss in more detail how your property relates to this planning process please contact the PHX Land Reuse Strategy Project Manager, Trina Harrison at 602-273-3476 or by email, [trina.harrison@phoenix.gov](mailto:trina.harrison@phoenix.gov).

If you have any additional feedback regarding the area, please let us know. New questions are posted to our site each weekday throughout August.

**In Response to:** Gloria – Post 2  
**Submitted On:** 8/19/16

---

**Name:** A.L.S  
**Email:**  
**Comment:**

With the close proximity to Union Pacific Railroad, this area would greatly benefit by having manufacturing and distribution warehouses.

**In Response to:** Post 8  
**Submitted On:** 8/16/16

---

**Name:** PHX Land Reuse Strategy  
**Email:** n/a  
**Comment:**

Hi Erick –

Thank you for your participation in the PHX Land Reuse Strategy! We wanted to provide a bit of background information on the project's funding sources. No local tax monies are funding the PHX Land Reuse Strategy (planning study) and implementation efforts. Both phases of the project are funded through a combination of airport-user charges and federal grants.

We understand your desire to have open ditch or flood irrigation services returned to this area and will consider that need/approach in the planning process.

We look forward to your future feedback as new questions are posted to our site each weekday throughout August.

**In Response to:** Erick Baer – Post 2  
**Submitted On:** 8/15/16

---

**Name:** Crystal DeVelis  
**Email:**  
**Comment:** 12, 9, 1

**In Response to:** Post 7  
**Submitted On:** 8/13/16

---

**Name:** Gloria  
**Email:**  
**Comment:**

I own non residential land in the planning area, it had been a nightmare, I bought there just to put a storage, which of course I couldn't.. but 11. Years later I still waiting to sell.. but not at a. Third of the price I paid.. it's just not fair, I don't know how long I would have to wait, for all this people involved in this planning is another job, project.. for. Me. It's. Paying. Taxes. Every year. And. Wait... just. Wait...

**In Response to:** Post 2  
**Submitted On:** 8/11/16

---

**Name:** PHX Land Reuse Strategy  
**Email:** N/A  
**Comment:**

Hi Aaron, thank you for your participation in the PHX Land Reuse Strategy! In response to your question, the City of Phoenix Aviation Department is not aware of any plans for the Union Pacific Railyard. If you would like more information regarding this area of land you can resource [http://www.up.com/real\\_estate/http://www.up.com/real\\_estate/](http://www.up.com/real_estate/http://www.up.com/real_estate/).

We look forward to your future feedback as new questions are posted to our site each weekday throughout August.

**In Response to:** Aaron Sassaman – Post 2

**Submitted On:** 8/10/16

---

**Name:** Erick Baer  
**Email:**  
**Comment:**

We own residential property in the area. \$2,000,000 plus \$5,000,000 for a “study”. Words cannot express this type of corruption.

We want our water rights given back — City came in and took away our water rights (AND entered our land to remove gas lines when we WANT gas service). Restore the irrigation that you removed. We can plant urban gardens, make oasis's , etc.

**In Response to:** Post 2  
**Submitted On:** 8/9/16

---

**Name:** Aaron Sassaman  
**Email:**  
**Comment:**

I work in the planning area. Is there any plans to extend the union pacific railyard

**In Response to:** Post 2  
**Submitted On:** 8/4/16

---

**Name:** Sheila Gauff  
**Email:**  
**Comment:**

I live in the Planning Area (own)

**In Response to:** Post 2  
**Submitted On:** 8/4/16

---

## Site Statistics

Week of 7/11 – 7/17	
Views	86
Visitors	29
Views Per Visitor	2.97

Week of 7/18 – 7/24	
Views	47
Visitors	20
Views Per Visitor	2.35

Week of 7/25 – 7/31	
Views	10
Visitors	5
Views Per Visitor	2

Week of 8/1 – 8/7	
Views	146
Visitors	54
Views Per Visitor	2.70

Week of 8/8 – 8/10	
--------------------	--

Views	84
Visitors	17
Views Per Visitor	4.94

Week of 8/10 – 8/17	
Views	165
Visitors	62
Views Per Visitor	2.66

Week of 8/17 – 8/24	
Views	55
Visitors	22
Views Per Visitor	2.5

Week of 8/24 – 8/31	
Views	104
Visitors	34
Views Per Visitor	3.06

Week of 8/31 – 9/7	
Views	103
Visitors	32
Views Per Visitor	3.22

Total to Date	
Views	869
Visitors	238
Views Per Visitor	3.65

### Email Followers

- 
- 
- 
- 
- 

### Site Followers

- Trashpetition - @trashpetition

### Upcoming Posts for the Week of 8/21/16

Post 1 – June 17, 2016:

Tell us... What would you like the PHX Land Reuse Strategy project team to know about the planning area?

Post 2– Thursday, August 4:

(Post in Polling/Multiple Choice Format)

Please let us know how you are connected to and invested in this area.

- I live in the Planning Area (own)
- I live in the Planning Area (rent)



- I work in the Planning Area
- I own a business in the Planning Area
- I own non-residential land in the Planning Area
- I own residential property in the Planning Area (but do not live in the planning area)
- I am a former resident of the Planning Area
- Other

Post 3 – Friday, August 5:

What are the big challenges for this area? Biggest needs? Opportunities, concerns?

Post 4 – Monday, August 8:

What do you like best and want to preserve within the Planning Area?

Post 5 – Tuesday, August 9:

What would you like to change about your neighborhood?

Post 6 – Wednesday, August 10:

Over the years, multiple plans have been developed for parts of the Planning Area. Which of those recommendations should continue to be progressed?

Post 7 – Thursday, August 11:

*(include graphic of north area only)*

Of the following potential land uses, please identify your top three choices to be developed in the NORTH area:

- Artisan industrial
- Light manufacturing (industrial use)
- Warehousing/distribution (industrial use)
- Research & development (industrial/flex use)
- Office (commercial use)
- Retail (commercial use)
- Hospitality/tourist accommodations/hotel (commercial use)
- Mixed use
- Urban agriculture
- Collective studio
- Historic/cultural destination
- Parks/open space
- Interim/transitional uses
- Other, please identify the use

Post 8 – Monday, August 15:

*(include graphic of south area only)*

Of the following potential land uses, please identify your top three choices to be developed in the SOUTH area:

- Artisan industrial
- Light manufacturing (industrial use)
- Warehousing/distribution (industrial use)
- Research & development (industrial/flex use)
- Office (commercial use)
- Retail (commercial use)
- Hospitality/tourist accommodations/hotel (commercial use)
- Mixed use
- Urban agriculture
- Collective studio
- Historic/cultural destination

- Parks/open space
- Interim/transitional uses
- Other, please identify the use

Post 9–Monday, August 15:

*(include graphic of central area only)*

Of the following potential land uses, please identify your top three choices to be developed in the CENTRAL area.

- artisan industrial
- light manufacturing (industrial use)
- warehousing/distribution (industrial use)
- research & development (industrial/flex use)
- office (commercial use)
- retail (commercial use)
- hospitality/ tourist accommodations/ hotel (commercial use)
- mixed use
- urban agriculture
- collective studio
- historic/cultural destination
- parks/open space
- interim/transitional uses
- other, please identify the use

Post 10 – Tuesday, August 16:

*(include graphic of north area only)*

Of the following potential land uses, please identify which uses should be prohibited or discouraged in the NORTH area.

- residential
- artisan industrial
- light manufacturing (industrial use)
- warehousing/distribution (industrial use)
- research & development (industrial/flex use)
- office (commercial use)
- retail (commercial use)
- tourist accommodations/hotel (commercial use)
- mixed use
- urban agriculture
- collective studio
- historic/cultural destination
- parks/open space
- interim/transitional uses
- other, please identify the use

Post 11 – Wednesday, August 17:

*(include graphic of central area only)*

Of the following potential land uses, please identify which uses should be prohibited or discouraged in the CENTRAL area.

- residential
- artisan industrial
- light manufacturing (industrial use)
- warehousing/distribution (industrial use)
- research & development (industrial/flex use)
- office (commercial use)
- retail (commercial use)

- tourist accommodations/hotel (commercial use)
- mixed use
- urban agriculture
- collective studio
- historic/cultural destination
- parks/open space
- interim/transitional uses
- other, please identify the use

Post 12 – Thursday, August 18:

*(include graphic of south area only)*

Of the following potential land uses, please identify which uses should be prohibited or discouraged in the SOUTH area.

- residential
- artisan industrial
- light manufacturing (industrial use)
- warehousing/distribution (industrial use)
- research & development (industrial/flex use)
- office (commercial use)
- retail (commercial use)
- tourist accommodations/hotel (commercial use)
- mixed use
- urban agriculture
- collective studio
- historic/cultural destination
- parks/open space
- interim/transitional uses
- other, please identify the use

Post 13 – Friday, August 19:

Identify parcels for which you would like to suggest a desired use or propose a project. Please describe with an address, nearest cross streets, or Assessor's parcel number (APN).

Post 14 – Monday, August 22:

*(include Historical & Cultural Resources Map)*

Which of the following potential historic/cultural resources are important to you?

Post 15 – Tuesday, August 23:

What would you like others to know about this area in terms of history and culture?

Post 16 – Wednesday, August 24:

*(include graphic of planning area)*

What is your vision for the future of the OVERALL Planning Area?

Post 17 – Thursday, August 25:

*(include graphic of north area only)*

What is your vision for the development of the airport-owned parcels (graphic reference) within the NORTH area?

Post 18 – Friday, August 26:

*(include graphic of central area only)*

What is your vision for the development of the airport-owned parcels (graphic reference) within the CENTRAL area?

Post 19 – Monday, August 29:

*(include graphic of south area only)*

What is your vision for the development of the airport-owned parcels (graphic reference) within the SOUTH area?

Post 20 – Tuesday, August 30:

What opportunities do you see for the Aviation Department to partner with community organizations, governmental agencies, or private companies relating to these subject properties?

Post 21 –Wednesday, August 31:

Is there anything you'd like us to know about the planning area or the planning process that we haven't asked about?

Email Notifications	
Distribution	Status
Email Distribution Lists for Past Meeting Attendees and Subscribers	PSM <sup>2</sup> sent intro email – 7/14/16 PSM <sup>2</sup> sent 2 <sup>nd</sup> post notice email – 8/4/16 PSM <sup>2</sup> sent August posts email – 8/11/16
Email Distribution for PMC, Advisory and Roundtable Members	TH sent intro email - 7/14/16
Neighborhood Services Department List for Program Area	Submitted August posts email to Lynda Dodd for dissemination – 8/11/16
Central City Village Planning Committee Members	Submitted August posts email to Lynda Dodd for dissemination – 8/11/16
TOD Steering Committee Members	Submitted August posts email to Katherine Coles for dissemination – 8/11/16

Land Reuse Strategy Project Webpage <a href="http://www.skyharbor.com/landreusestrategy">www.skyharbor.com/landreusestrategy</a>	
Page(s)	Status
Home Page	Posted intro information – 7/14/16 Posted 2 <sup>nd</sup> post notice – 8/4/16 Posted August Posts update – 8/11/16
Update Page	Posted intro information – 7/14/16 Posted 2 <sup>nd</sup> post notice – 8/4/16 Posted August Posts update – 8/11/16
Community Engagement Page	Posted intro information – 7/14/16 Posted 2 <sup>nd</sup> post notice – 8/4/16 Posted August Posts update – 8/11/16

Other	
Outlet	Status
½ Page Flyers Distributed to the Phoenix School District Students (School Starts 8/3/16)	Distributed to Herrera Elementary, Garfield Elementary, and Lowell Elementary week of 8/15/16
Reach-out to locations who potentially have community computers available to partner with and help promote site usage: <ul style="list-style-type: none"> <li>Friendly House Academia Del Pueblo Elem. School</li> <li>Harmon Branch Library</li> <li>Hope IV</li> </ul>	These three locations included in promotional material as available computers to community members

Posters (8 1/2" x 11")	
Location	Status
Posters in identified locations: <ul style="list-style-type: none"> <li>• Chicanos Por La Causa</li> <li>• Friendly House Academia Del Pueblo Elem. School (2)</li> <li>• Silvestre S. Herrera Elementary School</li> <li>• City of Phoenix Fire Dept. Admin. Bldg.</li> <li>• Maricopa Skill Center</li> <li>• Eastlake Community Center</li> <li>• Sacred Heart Church</li> <li>• Lowell School</li> <li>• Verde Park Recreation Center</li> <li>• Wesley Community Center</li> <li>• Central Park Recreational Center</li> <li>• Garfield Elementary School</li> <li>• Harmon Branch Library</li> <li>• Hope IV</li> <li>• Pilgrim Rest Baptist Church</li> <li>• St. Anthony's Catholic Church</li> </ul>	Distributed for Posting the Week of 8/8/16

Postings – Newsletters/Event Calendars/Social Media/Blogs	
Organization/Outlet	Status
Sky Harbor social media	Social media posts submitted for AVN PR to post 8/3/16
Community Newsletters: <ul style="list-style-type: none"> <li>• Central City Planning Committee</li> <li>• Phoenix Revitalization Newsletter</li> <li>• Gateway Employee Newsletter</li> <li>• Gateway Student Newsletter</li> <li>• District 8 Newsletter</li> </ul>	Submitted to all community groups and calendars. Responses from: -Phoenix Revitalization Newsletter -Gateway Employee Newsletter -Gateway Student Newsletter -Hispanic Chamber of Commerce
Eastlake Park Neighborhood Association	
Phoenix Communities United	
Thunderdome Neighborhood Association for Non-Auto Mobility	
Greater Phoenix Economic Council	
Greater Phoenix Chamber of Commerce	
Puente Movement	
Black Chamber of Commerce	
Hispanic Chamber of Commerce	

**From:** Amanda Niemann  
**Bcc:**

**Subject:** PHX Land Reuse Strategy - Citizen Feedback Website Now Available  
**Date:** Thursday, July 14, 2016 11:29:00 AM  
**Attachments:** [image002.png](#)

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## Tell Us...

The PHX Land Reuse Strategy now has a citizen feedback website for your use at [www.phxlandreusestrategy.wordpress.com](http://www.phxlandreusestrategy.wordpress.com). This site has been developed to provide the public the opportunity to engage in conversation about the PHX Land Reuse Strategy from their homes and on their own schedules. We want your ideas, feedback, comments and point of view in order to develop the a strategy that is representative of your community.

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### ***The PHX Land Reuse Strategy***

*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.*

For more information, please contact:

Trina Harrison  
Project Manager

Aviation Department, Planning & Environmental  
602-273-3476  
[trina.harrison@phoenix.gov](mailto:trina.harrison@phoenix.gov)  
<https://skyharbor.com/LandReuseStrategy>



**From:** Amanda Niemann  
**Bcc:**

**Subject:** Citizen Feedback Website - 2nd Posting  
**Date:** Thursday, August 04, 2016 4:15:00 PM

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## Be part of the conversation!

The PHX Land Reuse Strategy citizen feedback website has posted the 2<sup>nd</sup> topic in a series of posts developed to gain your insight and comments. Visit [www.phxlandreusestrategy.wordpress.com](http://www.phxlandreusestrategy.wordpress.com) and **tell us how you are connected to or interested in the project area.**

Your input is essential in developing an effective land reuse strategy. Stay tuned as a new topic will be posted every weekday during the month of August to gain community feedback as the project team begins working on the draft land reuse recommendations and policies.

---

### ***The PHX Land Reuse Strategy***

*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 redevelopment opportunities that provides community and economic development benefits.*

For more information, please contact:  
Trina Harrison  
Project Manager  
Aviation Department, Planning & Environmental  
602-273-3476  
[trina.harrison@phoenix.gov](mailto:trina.harrison@phoenix.gov)

**From:** Amanda Niemann  
**Bcc:**

**Subject:** Citizen Feedback Website Update  
**Date:** Thursday, August 11, 2016 11:37:00 AM

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## Let Your Voice be Heard!

The PHX Land Reuse Strategy citizen feedback website is now underway in a series of posts developed to gain your insight and comments. Visit [www.phxlandreusestrategy.wordpress.com](http://www.phxlandreusestrategy.wordpress.com) at any time and leave your response to questions tailored to gain vital feedback for the Land Reuse Strategy. This site allows you to participate in the project at your own convenience and on your own time.

Stay tuned as a new topic is posted every weekday during the month of August to gain community feedback as the project team begins working on the draft land reuse recommendations and policies.

Locations throughout the project area are also available for computer use to members of the community wishing to utilize the citizen feedback website. Locations include:

**Friendly House**, 113 W. Sherman Street

**Harmon Public Library**, 1325 S. 5<sup>th</sup> Avenue (with Phoenix Public Library card)

**Hope VI Center**, 1150 S. 7<sup>th</sup> Avenue (Hours Monday-Thursday, 4:30pm-7:30pm)

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

**From:** Amanda Niemann  
**Bcc:**

**Subject:** Citizen Feedback Update  
**Date:** Wednesday, August 24, 2016 1:02:00 PM

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## **There is still time to share your input!**

The PHX Land Reuse Strategy citizen feedback website has been gathering valuable

comments for the last few weeks but there is still time for you to participate! Visit [www.phxlandreusestrategy.wordpress.com](http://www.phxlandreusestrategy.wordpress.com) at any time and leave your response to questions posted every weekday during the month of August. Feedback can be left on past questions as well. Your responses will be used to help guide the development of the draft land reuse recommendations and policies. [Click here](#) to view the most recent post and leave your comments.

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**From:** Amanda Niemann  
**Bcc:**

**Subject:** Citizen Feedback Website - Last Call for Public Comment!  
**Date:** Thursday, September 01, 2016 1:38:00 PM

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## **Last Call to Share Your Comments!**

The last community question has been posted to the PHX Land Reuse Strategy citizen feedback website. However, **there is still time for you to participate!**

Please visit [www.phxlandreusestrategy.wordpress.com](http://www.phxlandreusestrategy.wordpress.com) to review the questions and provide your feedback prior to Wednesday, September 14. This deadline will allow the project team to proceed with developing the draft strategy plan on schedule.

Locations throughout the project area are also available for computer use to members of the community wishing to utilize the citizen feedback website. Locations include:

**Friendly House**, 113 W. Sherman Street

**Harmon Public Library**, 1325 S. 5<sup>th</sup> Avenue (with Phoenix Public Library card)

**Hope VI Center**, 1150 S. 7<sup>th</sup> Avenue (Hours Monday-Thursday, 4:30pm-7:30pm)

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## **Take Part in the Conversation!**

### **¡Tome parte en la conversación!**

The PHX Land Reuse Strategy now has a citizen feedback website available to provide the public the opportunity to engage in conversation, all able to be completed at your own convenience and on your own time. Stay tuned as a new topic will be posted every weekday during the month of August to gain community feedback as the project team begins working on the draft land reuse recommendations and policies.

La Estrategia de Reutilización del Terreno de Phx, ya cuenta con una página web disponible para recibir comentarios del público y dar a los ciudadanos la oportunidad de tomar parte en esta conversación. Usted puede participar desde la comodidad de su hogar y cuando lo desee. Esté pendiente todo el mes de agosto ya que todos los días laborales publicaremos un nuevo tema para promover la discusión comunitaria, al mismo tiempo, el equipo responsable del proyecto elaborará un borrador con recomendaciones y políticas de reutilización del suelo.

**[phxlandreusestrategy.wordpress.com](http://phxlandreusestrategy.wordpress.com)**

## **Take Part in the Conversation!**

### **¡Tome parte en la conversación!**

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

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

Online Comment Forum [phxlandreusestrategy.wordpress.com](http://phxlandreusestrategy.wordpress.com)

Phone number **602-273-3476**

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

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

Foro de comentarios en línea [phxlandreusestrategy.wordpress.com](http://phxlandreusestrategy.wordpress.com)

Teléfono **480-751-5569**

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# Working Paper #2

## Outreach

## Materials



The previous page shows an example of the different alternative land use frameworks the Reuse Plan will consider. We are examining alternative concepts for cultural connectivity, transportation, and development infrastructure improvement. Working Paper #2 provides more extensive details. All provide alternatives for development that are compatible with existing homes, businesses and promote the cultural heritage resources of the area.

## Goal A Stabilize and Strengthen Neighborhoods

The Planning Area has a rich history of residential neighborhoods that continues today. These neighborhoods have experienced profound changes over the years as a result of an expanding city and growing airport. The planning and public engagement process has identified a desire to maintain residential as part of a diverse set of uses needed to create and support a vibrant live-work environment. The goal is to explore innovative ways, partnering with the FAA, to not only maintain but strengthen housing opportunities, as well as cultural amenities in the Planning Area.



## Goal B Create a sense of identity and change perceptions

Perceptions of the Planning Area pose a challenge to its redevelopment. Physical conditions, including widespread vacancies and disjointed land use patterns, safety and security concerns, characterizations as residential area, and lack of recent planning play a major role in defining perceptions of this area. The intent of this goal is to revitalize neighborhoods and prioritize the value of a cohesive community.

## Goal C Expand Economic Opportunity

High quality compatible redevelopment will have a significant role in strengthening the local economy, the stability of the Planning Area communities, and support the airport as an economic asset. The Planning Area is a special and strategic location between Downtown Phoenix with its growing Biomedical campus and light rail corridor and Sky Harbor Center and the airport, which can be promoted to attract development, employment and sustainable growth in the long-term. The goal is to expand economic opportunity and employment opportunities for residents within the Planning Area.

### Policy A1

Encourage cohesive residential development in identified neighborhood settings to foster a diverse mix of uses and vibrant live-work environment to help reinvigorate area neighborhoods.

### Policy A2

Continue to actively engage community of residents, businesses, and other stakeholders throughout planning and implementation process.

### Policy A3

Employ interim uses to enhance neighborhood quality in locations where development opportunities are limited in the near- and mid-term.



### Policy B1

Create distinct identity for Planning Area neighborhoods and promote as cultural destination within the heart of Phoenix.

### Policy B2

Improve Planning Area safety and security.

### Policy B3

Prioritize value of placemaking to create physical settings that: enhance the quality of life for residents, employees and visitors; foster connections for travelers through the area; and attract new development.

### Policy C1

Utilize subject parcels and leverage adjacent City-owned land, where possible, to create employment center(s) in the Planning Area.

### Policy C2

Create opportunities for non-residential development sites in a range of sizes to meet market preferences.

### Policy C3

Facilitate a variety of development opportunities and maintain flexibility through regulatory instruments.

### Cultural Corridor



- Corridor follows primary roads
- Captures significant number of resources in North Subarea
- Historic Resources**—Includes resources or properties listed on the National and/or Phoenix Register of Historic Places, as well as those not listed but eligible for registry
- Cultural Corridor**—Designated heritage pathway linking multiple neighborhoods and marked by historic markers, interpretive signage and community branding

### Transportation



- Provide a pedestrian focus within 1/2 mile of transit stops. Encourage walking through the adoption of complete street guidelines
- Further study potential future S. 12th St. extension as a complete street or pedestrian-bicycle connection
- 1/2 mile from light rail station—10 min. walk
- Interstate
- Major Arterial
- Collector
- Minor Collector
- Pedestrian Oriented

### Development Sites/Infrastructure



- Assemble parcels of 10+ acres
- Relocate utility infrastructure to maximize site design flexibility
- Abandon several road right-of-ways
- Parcel Assembly
- Abandon Road
- Relocate Utilities

## Land Use and Noise Compatibility



### Definitions

- Study Area Boundary**—
- Core Village**—Traditional low-scale residential area (density of 5-10 units per acre). Uses may include single or multi-family dwellings, existing and infill replacement housing, residential live-work, and complimentary community-benefit spaces (i.e. community garden, pocket park, etc.).
- Mixed Use**—Compatible residential and non-residential uses are co-located vertically within a multi-level structure. Mixed use districts emphasize walkability and use of public transit. Designation also includes use of land for supportive features for residential development such as parking, open space, and drainage.
- Commercial**—Primary land uses include retail, office, service, entertainment, and apartment development in formats appropriate to the setting and transportation network.
- Industrial**—Consists of regional-scale land uses such as warehousing and distribution, manufacturing, food processing, utilities, and storage.
- Light Industrial/Flex**—Includes a variety of low- to moderate-intensity, non-residential uses. Uses may include office, research and development, biotech, small-scale manufacturing, retail, business incubators, showrooms, and artisan production.
- Education/Institutional**—Lands occupied by educational facilities including preschools, primary and secondary schools, colleges and universities, and supporting uses, or institutional facilities such as fire and police stations.
- Parks/Recreation**—Areas intended for recreation and/or the preservation of natural habitat and hydrology.
- Business Park**—A cohesively planned area occupied primarily by office, light industrial and industrial uses of similar character.

**CORE VILLAGE AREA**  
**CULTURAL ATTRACTIONS**  
**COMPLETE STREETS**  
**MIXED USES**  
**ECONOMIC DEVELOPMENT**  
**RETAIL OPPORTUNITIES**  
**COMMUNITY GATHERING PLACES**  
**BRANDED SPACES**  
**INTERIM USES – PUBLIC ART DISPLAYS**  
**LIVE-WORK ENVIRONMENT**  
**IMPROVE QUALITY OF LIFE**  
**HIGHLIGHT HISTORY**  
**CHANGE PERCEPTIONS**  
**CONTEXT SENSITIVE DESIGN (COMMUNITY GARDENS, LANDSCAPING)**  
**EMPLOYMENT CENTERS**  
**STRENGTHEN NEIGHBORHOODS**

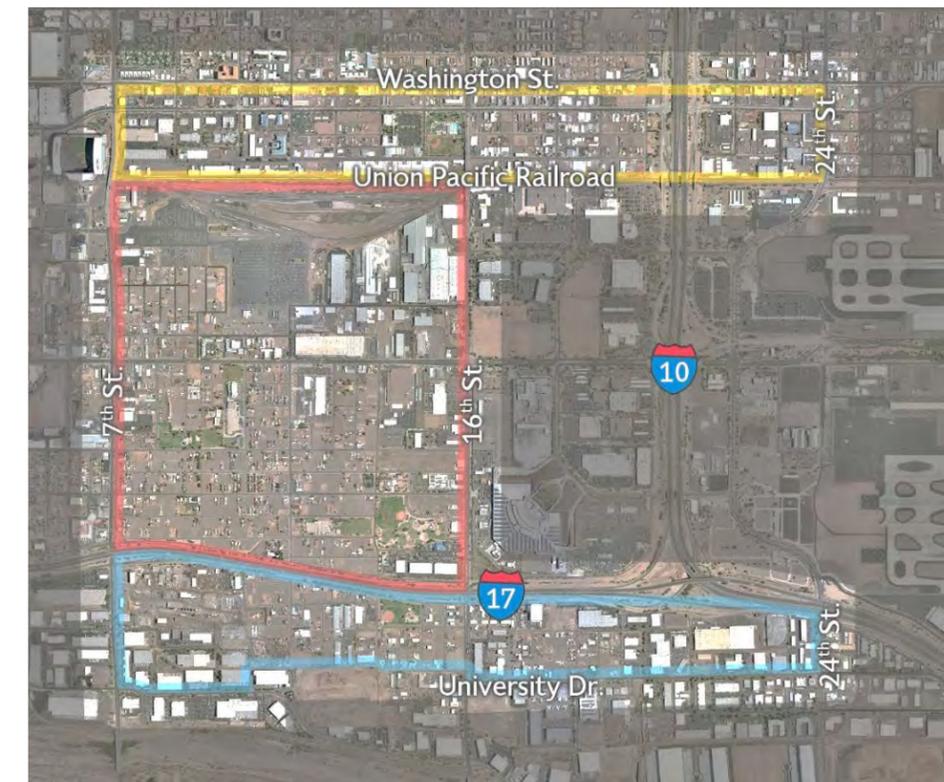


## PHX Land Reuse Strategy

### Background

The City of Phoenix Aviation Department is preparing a community-driven redevelopment plan for airport parcels west of Sky Harbor. This process will set goals for the short-term and long-term growth of the area to balance the priorities of residents, businesses and stakeholders. The planning area includes more than 780 parcels the airport voluntarily acquired through the Community Noise Reduction Program. The airport is required by the FAA to provide opportunities for redevelopment of these parcels.

*The PHX Land Reuse Strategy planning area comprises three subareas, shown here*



### Next Steps

After all comments have been received, the project team will prepare the final draft Reuse Plan and post to the project website. Under the current schedule (which anticipates all public comments on this summary and Working Paper #2 by 1/11/17), the Reuse Plan will be submitted for Federal Aviation Administration (FAA) review in the Spring of 2017. Following completion of FAA review (likely Fall of 2017), additional small workshops with local stakeholders, residents and businesses will be held to develop detailed implementation plans for major planning objectives like cultural amenities, city service enhancement, zoning overlay development for airport parcels and overall implementation, marketing and leasing strategies.

- Review the Community Summary and consider how the reuse planning impacts you.
- Does the discussion represent your vision to the planning area?
- Provide your feedback to us and visit [skyharbor.com/landreusestrategy](http://skyharbor.com/landreusestrategy)

### Contact Information

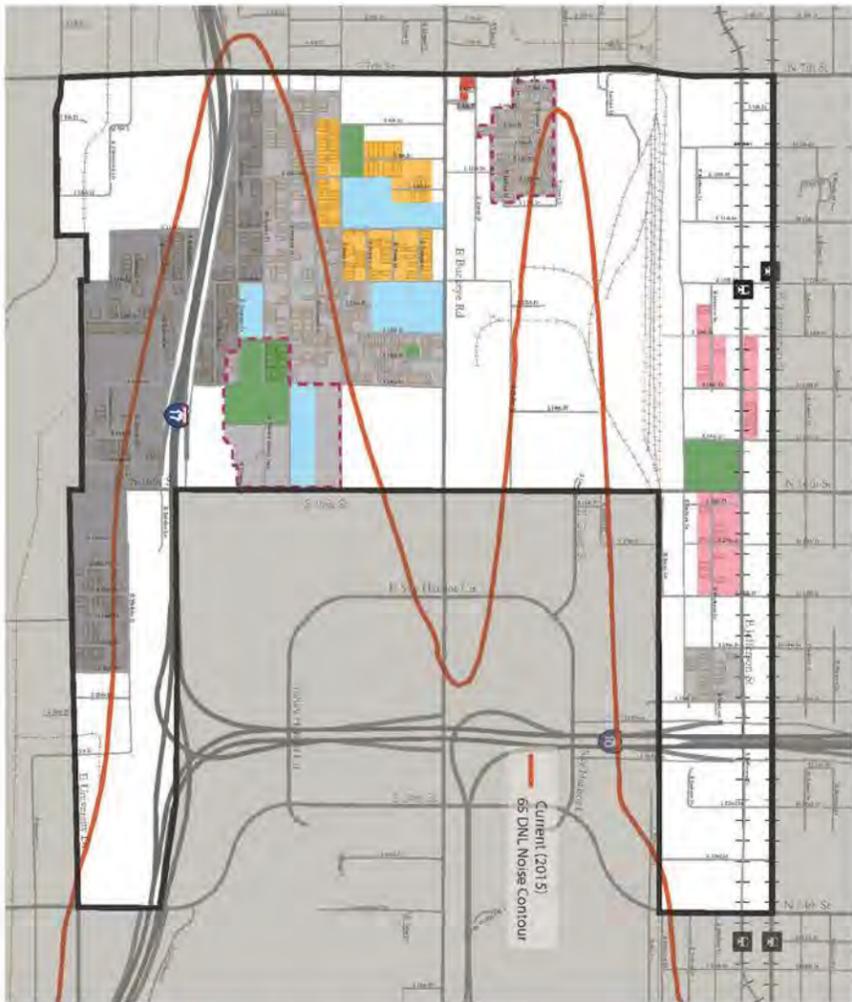
**Courtney Carter**  
 Land Reuse Project Coordinator  
 City of Phoenix Aviation Department  
[courtney.carter@phoenix.gov](mailto:courtney.carter@phoenix.gov)  
 602-683-2633

**Jordan Feld**  
 Deputy Aviation Director  
 City of Phoenix Aviation Department  
[jordan.feld@phoenix.gov](mailto:jordan.feld@phoenix.gov)  
 602-273-4072

### Community Brochure

This brochure is intended to summarize and explain key “draft” land use concepts and community goals developed through the project planning process. An extensive public outreach and communication plan was implemented to ensure stakeholder diversity and robust feedback from residents and businesses. More detailed information, including inventory analysis, case study research, market assessment data, and other relevant information is available at [skyharbor.com/LandReuseStrategy](http://skyharbor.com/LandReuseStrategy)

The summary concepts, maps and policies are expected to be finalized in January of 2017 and submitted to FAA in the early Spring. To ensure your input and goals are reflected in the final draft plan (to be prepared), we encourage you to review this summary.



## Uso de terrenos y compatibilidad de ruido



### Corredor cultural

- El corredor sigue las calles principales.
- Captura un número importante de recursos en el área suburbana norte.
- Recursos históricos incluye recursos o propiedades que forman parte del registro nacional y/o de Phoenix de lugares históricos, al igual que aquellos no incluidos pero elegibles para estar dentro del registro.
- Corredor cultural designado que une a múltiples vecindarios y tiene elementos históricos, señalamientos interpretativos y una imagen comunitaria.

### Transporte

- Proveer un enfoque peatonal dentro de 1/2 milla de paradas de tránsito. Echorra a la gente a caminar mediante la adopción de direcciones en las calles.
- Seguir estudiando la posible extensión futura de la calle S. 12th ST como una conexión completa de la calle o de la bicicleta peatonal.
- A 1/2 milla de la estación del tren ligero. A 10 minutos caminando interseccional.
- Cambio arterial principal.
- Colector.
- Colector menor.
- Orientado a los peatones.

### Sitios de desarrollo/infraestructura

- Crear parcelas de más de 10 acres.
- Reubicar la infraestructura de servicios para maximizar la flexibilidad del diseño del sitio.
- Ceder derechos de paso de varios caminos.
- Crear parcelas.
- Ceder derechos de paso.
- Reubicar servicios.

La página anterior muestra un ejemplo de las alternativas del uso de la tierra que considerarán los esquemas del Plan de Reutilización. Examinamos conceptos para la conectividad cultural, transporte y mejoras de la infraestructura de desarrollo. El documento de trabajo #2 ofrece más detalles. Todos proveen alternativas para el desarrollo compatibles con viviendas y negocios existentes y promueven los recursos del patrimonio cultural del área.



# Meta A Estabilizar y fortalecer los vecindarios

El área de planificación tiene una rica historia de vecindarios residenciales que se mantiene a la fecha. Estos vecindarios han experimentado cambios profundos durante los últimos años debido al programa VARS así como a una variedad de factores resultado de una ciudad en expansión y del crecimiento del aeropuerto. La planificación y el proceso de participación pública han identificado el deseo de mantener el factor residencial como parte de un diverso grupo de usos necesarios para crear y apoyar un medioambiente vibrante en el que se pueda vivir y trabajar. Un intento de esta meta es la exploración de formas innovadoras, en colaboración con la FAA, de no solamente mantener sino fortalecer las oportunidades de vivienda, así como las actividades culturales en el área de planificación.



#### Política A1

Alentar el desarrollo residencial cohesivo en la configuración de vecindarios identificados para promover una mezcla de usos diversos y un medioambiente vibrante para vivir y trabajar, con la intención de reinvigorar los vecindarios del

#### Política A2

Continuar involucrando activamente a residentes, negocios y otros interesados en la comunidad mediante un proceso de planificación e implementación.



#### Política A3

Emplear usos provisionales para mejorar la calidad de los vecindarios en ubicaciones en donde las oportunidades de desarrollo están limitadas a corto y mediano plazo.

# Meta B Crear un sentido de identidad y cambio de percepción

La percepción del área de planificación posee un reto para su reurbanización. Condiciones físicas, tales como lotes baldíos extendidos y uso de suelo desarticulado, inquietudes de seguridad, su caracterización como área residencial y la falta de planificación reciente, juegan un rol importante en la percepción que se tiene de esta área. La intención de esta meta es la de revitalizar los vecindarios existentes y priorizar el valor de una comunidad cohesiva.

#### Política B1

Crear una identidad distinta para los vecindarios del área de planificación y promoverla como un destino cultural dentro del corazón de Phoenix.

#### Política B2

Mejorar la seguridad y protección en el área de planificación.

#### Política B3

Priorizar el valor de la creación de espacios públicos para establecer lugares que mejoren la calidad de vida de los residentes, empleados y visitantes; promuevan conexiones para viajeros a través del área y atraigan nuevo desarrollo.

# Meta C Expandir las oportunidades económicas

La reurbanización compatible de alta calidad tendrá un papel significativo en el fortalecimiento de la economía local, la estabilidad de las comunidades del área de planificación y el apoyo del aeropuerto como un activo económico. El área de planificación es una ubicación especial y estratégica entre el centro de Phoenix, —con sus instalaciones biomédicas en expansión y el corredor del tren ligero—, y el Sky Harbor Center y aeropuerto, el cual puede ser un promotor de desarrollo, empleo y crecimiento sustentable a largo plazo. La meta es expandir las oportunidades económicas y de empleo para los residentes dentro del área de planificación.

#### Política C1

Utilizar las parcelas en cuestión y aprovechar los terrenos adyacentes propiedad municipal, en donde sea posible, para crear uno o más centros de empleo en el área.

#### Política C2

Crear oportunidades para sitios de desarrollo no residenciales en un rango de tamaños que respondan a la demanda del mercado.

#### Política C3

Facilitar una variedad de oportunidades de desarrollo y mantener flexibilidad mediante instrumentos normativos.

OPORTUNIDADES PARA EL COMERCIO

ESPACIOS CON IMAGEN  
**CALLES COMPLETAS**  
**DESARROLLO ECONÓMICO**

LUGARES DE REUNIÓN

**ATRACCIONES CULTURALES**  
 MEJORAR SEGURIDAD Y PROTECCIÓN (ILUMINACIÓN)  
 INVOLUCRAR A LA COMUNIDAD – COLABORADORES  
 USOS PROVISIONALES – EXHIBICIONES DE ARTE PÚBLICO  
**AMBIENTE APTO PARA VIVIR Y TRABAJAR**

**REVITALIZACIÓN** NÚCLEO DE LA COMUNIDAD ÁREA  
 DESTACAR LA HISTORIA  
 DISEÑO SENSIBLE AL CONTEXTO (JARDINES COMUNITARIOS)  
**FORTALECER VECINDARIOS** MEJOR CALIDAD DE VIDA

**CAMBIO EN LA PERCEPCIÓN**  
**CENTROS DE EMPLEO**



## Estrategia de reutilización de terrenos de PHX

### Antecedentes

El Departamento de Aviación de la Ciudad de Phoenix prepara un plan de reurbanización, impulsado por la comunidad, de terrenos del aeropuerto localizados al oeste de Sky Harbor. Este proceso de planificación establecerá metas para el crecimiento de corto y largo plazos del área para equilibrar las prioridades de residentes, comerciantes y partes interesadas del área. El área de planificación incluye más de 780 lotes que el aeropuerto adquirió de manera voluntaria a través del programa comunitario de reducción de ruido. La Administración de Aviación Federal (FAA) requiere que el aeropuerto proporcione oportunidades para la reurbanización de estos terrenos.

*El área de planificación de la Estrategia de Reutilización de Terrenos de PHX comprende tres áreas menores que se muestran aquí.*



### Próximos pasos

Después de que todos los comentarios se hayan recibido, el equipo del proyecto preparará el borrador final del plan de reutilización y lo publicará en el sitio electrónico del proyecto. Bajo el calendario actual (el cual anticipa recibir todos los comentarios del público sobre este resumen y el documento de trabajo #2 para el 11 de enero de 2017), el plan de reutilización se entregará a la Administración de Aviación Federal (FAA) para su revisión en la primavera de 2017, mientras tanto, se llevarán a cabo pequeños talleres adicionales con interesados, residentes y negocios locales para desarrollar planes de implementación detallados que respondan a los principales objetivos de planificación, tales como servicios culturales, mejoramiento del servicio de la ciudad, desarrollo de nuevas disposiciones de zonificación sobre las que ya existen en las parcelas del aeropuerto e implementación de estrategias de mercadotecnia y arrendamiento en general.

- **Revise el resumen comunitario y considere la manera en la que la planificación de la reutilización de terrenos le afecta.**
- **¿La discusión representa su visión para el área de planificación?**
- **Envíenos sus comentarios y visite [skyharbor.com/landreusestrategy](http://skyharbor.com/landreusestrategy)**

### Para obtener más información

**Marisol Peláez**  
 Relaciones Públicas  
 Urias Communications  
 480.751.5569  
[marisol@uriascommunications.com](mailto:marisol@uriascommunications.com)

### Folleto comunitario

Este folleto tiene la intención de resumir y explicar el “borrador” de los conceptos clave del uso de terrenos y de las metas comunitarias desarrolladas a través del proceso de planificación del proyecto. Un plan extenso de divulgación y comunicación fue implementado para garantizar la diversidad de personas interesadas y una sólida retroalimentación de residentes y negocios. El resumen incluye los documentos de trabajo con más detalle que se han publicado en el sitio electrónico del proyecto para su revisión y comentarios del público; si desea revisar estos documentos por favor visite: [www.skyharbor.com/LandReuseStrategy](http://www.skyharbor.com/LandReuseStrategy). Este resumen refleja las anteriores sugerencias de la comunidad y revisa: establecimiento de metas, análisis comparativo, análisis de inventario, investigación del estudio del caso y datos de la valoración del mercado. Al mismo tiempo, presenta un borrador con las preferencias de la comunidad en cuanto al redesarrollo de los terrenos del aeropuerto planificado con el apoyo de los vecinos.

Se espera que el resumen de conceptos, mapas y políticas se finalice en enero de 2017 y se entregue a la FAA a principios de la primavera. Para garantizar que sus sugerencias y metas se incluyan en el borrador final del plan (que va a prepararse) les pedimos que revisen este resumen y consideren qué ideas consideran importantes y qué acciones específicas le gustaría ver en el área de planificación. Después de haber considerado las varias opciones de redesarrollo, por favor, comparta su opinión cuando lo considere oportuno.



# LAND REUSE STRATEGY

## Working Paper #2 Distribution Notifications

Email Notifications	
Distribution	Status
Existing Email Distribution Lists of:	
<ul style="list-style-type: none"> <li>PMC, Advisory Group, Roundtables</li> </ul>	<i>Emailed by CC 12/5</i>
<ul style="list-style-type: none"> <li>Public Meeting Attendees from sign-in sheets</li> <li>Sign-ups for Email Notifications</li> </ul>	<i>Email postcard by AN on 12/12</i>
<ul style="list-style-type: none"> <li>VARS list</li> </ul>	<i>Email</i>
<ul style="list-style-type: none"> <li>NSD List (through Robyn Anderson)</li> </ul>	<i>Email postcard by AN on 12/12</i>
<ul style="list-style-type: none"> <li>District 8 Subscribers</li> </ul>	<i>Email postcard by AN on 12/12</i>
<ul style="list-style-type: none"> <li>Central City Village Planning Committee (through Katherine Coles)</li> </ul>	<i>Email postcard by AN on 12/12</i>
<ul style="list-style-type: none"> <li>TOD Steering Committee (through Katherine Coles)</li> </ul>	<i>Email postcard by AN on 12/12</i>
<b>Land Reuse Strategy Project Webpage – <a href="http://www.skyharbor.com/landreusestrategy">www.skyharbor.com/landreusestrategy</a></b>	
Project Information	Status
Working Paper #2-Updates page	<i>Posted</i>
Working Paper #2-Market Analysis page	<i>Posted</i>
Working Paper #2-Homepage	<i>AN to post</i>

Postings – Newsletters/Social Media/Blogs	
Organization/Outlet	Status
Sky Harbor social media (Twitter, Facebook, Google+)	
Community Newsletters: <ul style="list-style-type: none"> <li>Phoenix Revitalization Newsletter</li> <li>Gateway Employee Newsletter</li> <li>Gateway Student Newsletter</li> <li>District 8 Newsletter</li> </ul>	<i>Submit to newsletters on 12/12 (AN)</i>
Eastlake Park Neighborhood Association	<i>Email postcard by AN 12/12</i>
Greater Phoenix Chamber of Commerce	<i>Email postcard by AN 12/12</i>
Puente Movement	<i>Email postcard by AN 12/12</i>
Black Chamber	<i>Email postcard by AN 12/12</i>
Hispanic Chamber	<i>Email postcard by AN 12/12</i>



# LAND REUSE STRATEGY

Posters	
Location	Status
Posters in identified locations: <ul style="list-style-type: none"> <li>• Chicanos Por La Causa</li> <li>• Friendly House Academia Del Pueblo Elem. School</li> <li>• Friendly House</li> <li>• Gateway Community College</li> <li>• Silvestre S. Herrera Elementary School</li> <li>• City of Phoenix Fire Dept. Admin. Bldg.</li> <li>• Maricopa Skill Center</li> <li>• Eastlake Community Center</li> <li>• Carolina's Mexican Food</li> <li>• Sacred Heart Church</li> <li>• Lowell School</li> <li>• Pilgrim Rest Baptist Church</li> <li>• Hope VI Community Center</li> <li>• Broadway Heritage Neighborhood Resource Center</li> <li>• City Hall – P&amp;D, District 8, NSD, CEDD</li> <li>• Verde Park Recreation Center</li> <li>• Wesley Community Center</li> <li>• Garfield Elementary School</li> <li>• St. Anthony's Catholic Church</li> <li>• Central Park Rec. Center</li> <li>• Harmon Library</li> <li>• First Institutional Baptist Church</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Begin delivering posters 12/12</i></li> </ul>

Postcards	
Recipient	Status
Area Landowner (1012)	<i>Email postcard to distribution lists</i>

Working Paper Hard Copies	
Location	Status
Chicanos Por La Causa	<i>Deliver hard copy on 12/12</i>
Friendly House	
Eastlake Community Center	
HOPE VI Community Center	
Verde Park Recreation Center	
Wesley Community Center	
St. Anthony's Catholic Church	
Harmon Library	

Hello,

PHX Land Reuse Strategy Working Paper #2 is now available for review and download.

**You may access Working Paper #2 here: [PHX LAND REUSE STRATEGY WORKING PAPER #2](#)**

Working Paper #2 includes implementation frameworks that will be discussed during this week's meetings. The paper synthesizes a number of key elements and is designed to be a tool and guide for specific development opportunities that may be addressed in the follow-on work of the Land Redevelopment Program.

Key elements of Working Paper #2 are:

- Methodology
- Community input
- Market analytics
- Market context and opportunities
- Relevant industry benchmarking
- Alternatives and potential implementation strategies

If you are not able to access Working Paper #2 using the short text link above, try this link: <https://skyharbor.com/docs/default-source/pdfs/Land-Reuse-Strategy/wp2-12-05-2016-draft.pdf?sfvrsn=2>.

Please contact me if you have any questions or would like additional information. Thank you.

Regards,

**Courtney Carter**  
Planner II – Land Reuse Strategy  
Planning & Environmental Division

C-641



# LAND REUSE STRATEGY

## Market Analysis & Potential Redevelopment Strategies Now Available

## Análisis de mercado y posibles estrategias de reurbanización ahora disponibles

The Land Reuse Strategy Project Working Paper #2 draft document was recently completed and is now available on the Market Analysis page of the project website at:  
[www.skyharbor.com/LandReuseStrategy/MarketAnalysis](http://www.skyharbor.com/LandReuseStrategy/MarketAnalysis)

Hemos concluido el borrador del documento de trabajo #2 de la Estrategia de Reutilización de Terrenos y está disponible en la página de Análisis de Mercado del sitio electrónico del proyecto en:  
[www.skyharbor.com/LandReuseStrategy/MarketAnalysis](http://www.skyharbor.com/LandReuseStrategy/MarketAnalysis)

The project team would like your input on the Market Analysis and Potential Redevelopment Strategies. To maintain the community preferred project schedule, please review and submit comments no later than **January 11, 2017**. Comments can be submitted on the project website, by email to [Courtney.carter@phoenix.gov](mailto:Courtney.carter@phoenix.gov), by calling 602-683-2633, or by mail to:

Al grupo responsable del proyecto le gustaría conocer su opinión sobre el análisis de mercado y las posibles estrategias de reurbanización. Para mantener el calendario del proyecto preferido por la comunidad, por favor revise el documento y entregue sus comentarios a más tardar el 11 de enero de 2017. Los comentarios pueden entregarse en el sitio electrónico del proyecto, por email a: [Courtney.carter@phoenix.gov](mailto:Courtney.carter@phoenix.gov), llamando al 480-751-5569, o por correo a:

Courtney Carter  
2485 E. Buckeye Road  
Phoenix, AZ 85034

Courtney Carter  
2485 E. Buckeye Road  
Phoenix, AZ 85034



### Get involved!

### ¡Participe!

You can request a copy of Working Paper #2 and other resources by contacting the project team:

Puede solicitar una copia del Documento de Trabajo #2 y otros recursos, comunicándose con los miembros del grupo del proyecto:

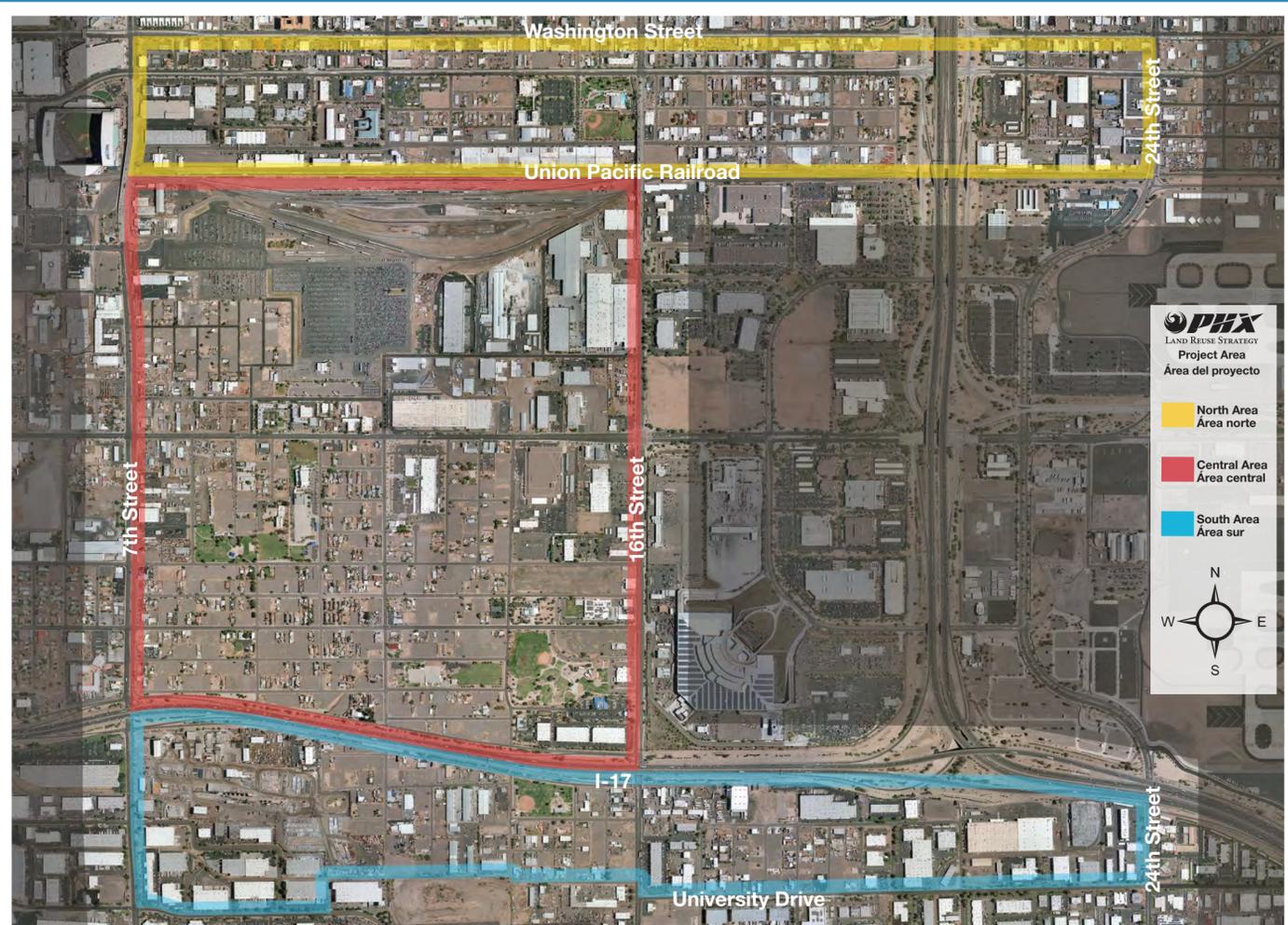
Website / Sitio web  
[skyharbor.com/landreusestrategy](http://skyharbor.com/landreusestrategy)

Phone number / Teléfono  
602-683-2633 / 480-751-5569

A summary brochure of Working Paper #2 is available in both English and Spanish on the project website and copies are available at the following locations:

Hay un folleto con el resumen del Documento de Trabajo #2 a su disposición en inglés y en español en el sitio electrónico del proyecto y copias disponibles en las siguientes ubicaciones:

- Friendly House
- Eastlake Park Community Center
- Carolina's Mexican Restaurant
- HOPE VI Center
- Verde Park Recreation Center
- Harmon Library
- Central Park Recreation Center
- Wesley Community Center
- St. Anthony's Catholic Church



# PMC & Advisory Group Meeting #3 Materials

**From:** [Amanda Niemann](#)  
**Bcc:**

**Subject:** PHX Land Reuse Strategy December PMC/Advisory Group Meeting  
**Date:** Monday, November 14, 2016 11:22:00 AM

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Hello PMC and Advisory Group members,

Thank you for your continued participation and guidance throughout the PHX Land Reuse Strategy Project! Your input has been crucial in the development of the draft strategies. The Project Management Committee and Advisory Group is invited to take an in-depth look at the proposed plans and strategies.

A joint PMC/Advisory Group meeting is scheduled for **Tuesday, December 6<sup>th</sup> from 9:00am-12:00pm at HOPE VI Community Center, 1150 S. 7<sup>th</sup> Avenue, Phoenix, AZ 85007**. This meeting will consist of three segments including providing a detailed overview of the plans and plan development process, an interactive discussion exploring feedback and commentary from participants regarding the different plan frameworks, and a closing group dialogue to share the next steps in the process.

Additional information will be sent to you prior to the meeting for your review. We hope you are able to attend as we move towards the development of a final Land Reuse Strategy. Thank you for your continued support.

If you have any questions or concerns, please feel free to contact:

Trina Harrison  
Project Manager  
Aviation Department, Planning & Environmental  
602-273-3476

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

<http://skyharbor.com/LandReuseStrategy>

**From:** Courtney D. Carter [<mailto:courtney.carter@phoenix.gov>]

**Sent:** Friday, December 02, 2016 5:22 PM

**To:** Courtney D. Carter <[courtney.carter@phoenix.gov](mailto:courtney.carter@phoenix.gov)>

**Subject:** Reminder: PHX Land Reuse Strategy December PMC/Advisory Group Meeting on Tuesday, December 6th, at 9AM



## Mark Your Calendars!

Hello PMC and Advisory Group members,

Our joint committee meeting is quickly approaching on **Tuesday, December 6<sup>th</sup> from 9:00am-12:00pm at HOPE VI Community Center, 1150 S. 7<sup>th</sup> Avenue, Phoenix, AZ 85007.**

We hope you are able to attend and take an in-depth look at the proposed plans and strategies. This meeting will consist of three segments:

- A detailed overview of the plan development process and plan framework options that have been developed
- An interactive discussion exploring feedback and commentary from participants regarding the different plan frameworks
- A closing group dialogue to share the next steps in the process

A draft of Working Paper #2, which includes the frameworks that will be discussed, is under final review and will be made available as soon as possible. We apologize for the delay. Thank you for your continued support of the Land Reuse Strategy. Please contact me if there are any questions or if you are unable to attend. We look forward to seeing you on Tuesday!

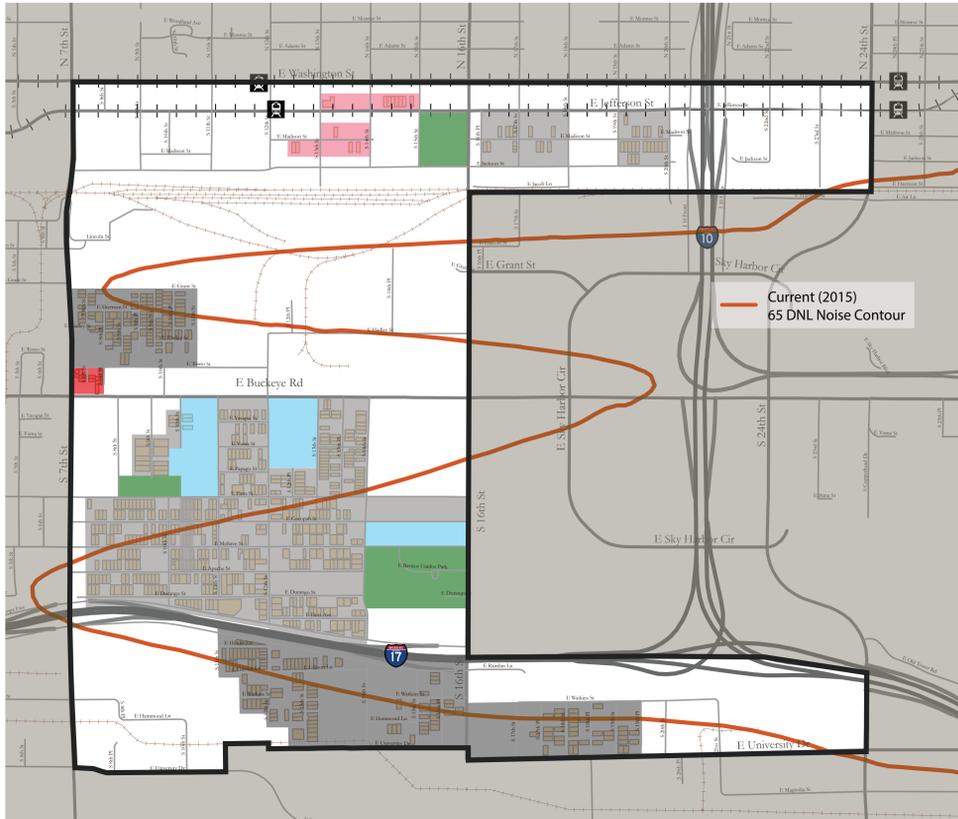
Regards,

C-645



# Framework A

## Land Use and Noise Compatibility



### Definitions

**Study Area Boundary**

- Core Village**—Traditional low-scale residential area (density of 5-10 units per acre). Uses may include single or multi-family dwellings, existing and infill replacement housing, residential live-work, and complimentary community-benefit spaces (i.e. community garden, pocket park, etc.).
- Mixed Use**—Compatible residential and non-residential uses are co-located vertically within a multi-level structure. Mixed use districts emphasize walkability and use of public transit. Designation also includes use of land for supportive features for residential development such as parking, open space, and drainage.
- Commercial**—Primary land uses include retail, office, service, entertainment, and apartment development in formats appropriate to the setting and transportation network.
- Industrial**—Consists of regional-scale land uses such as warehousing and distribution, manufacturing, food processing, utilities, and storage.
- Light Industrial/Flex**—Includes a variety of low- to moderate-intensity, non-residential uses. Uses may include office, research and development, biotech, small-scale manufacturing, retail, business incubators, showrooms, and artisan production.
- Education/Institutional**—Lands occupied by educational facilities including preschools, primary and secondary schools, colleges and universities, and supporting uses, or institutional facilities such as fire and police stations.
- Parks/Recreation**—Areas intended for recreation and/or the preservation of natural habitat and hydrology.
- Business Park**—A cohesively planned area occupied primarily by office, light industrial and industrial uses of similar character.

## Advantages

- Larger scale industrial uses leverage proximity to rail infrastructure
- Complies with FAA grant assurances
- Commercial uses leverage proximity to high volume intersections for retail frontage
- Does not require City investment for parcel assembly

## Challenges

- Insufficient market demand to redevelop all parcels in planning area in 10-year time frame
- Relies on private parcel assembly and utility relocation
- Does not reflect community desire to retain concentrated residential neighborhood
- Loss of Green Valley and Lewis parks
- Longer time frames likely for redevelopment

## Conceptual Strategies

- Does not provide direct access to all resources
- Fewer interpretive signs provide general information about historic and cultural resources
- **Historic Resources**  
Includes resources or properties listed on the National and/or Phoenix Register of Historic Places, as well as those not listed but eligible for registry
- **Cultural Corridor**  
Designated heritage pathway linking multiple neighborhoods and marked by historic markers, interpretive signage and community branding

**Cultural Corridor**

- Upgrade S. 12th St. and E. Buckeye Rd. to major arterials to accommodate planned development in Planning Area and Sky Harbor Center
- Upgrade E. Mohave St. to an arterial to provide improved access and compensate for local road closure
- 1/2 mile from light rail station—10 min. walk
- Interstate
- Major Arterial
- Arterial
- Collector
- Minor Collector
- Pedestrian Oriented

**Transportation**

- Private-market parcel assembly
- Parcel Assembly
- Abandon Road
- Relocate Utilities

**Development Sites/Infrastructure**

# Framework B

## Land Use and Noise Compatibility



### Definitions

#### Study Area Boundary

**Core Village**—Traditional low-scale residential area (density of 5-10 units per acre). Uses may include single or multi-family dwellings, existing and infill replacement housing, residential live-work, and complimentary community-benefit spaces (i.e. community garden, pocket park, etc.).

**Mixed Use**—Compatible residential and non-residential uses are co-located vertically within a multi-level structure. Mixed use districts emphasize walkability and use of public transit. Designation also includes use of land for supportive features for residential development such as parking, open space, and drainage.

**Commercial**—Primary land uses include retail, office, service, entertainment, and apartment development in formats appropriate to the setting and transportation network.

**Industrial**—Consists of regional-scale land uses such as warehousing and distribution, manufacturing, food processing, utilities, and storage.

**Light Industrial/Flex**—Includes a variety of low- to moderate-intensity, non-residential uses. Uses may include office, research and development, biotech, small-scale manufacturing, retail, business incubators, showrooms, and artisan production.

**Education/Institutional**—Lands occupied by educational facilities including preschools, primary and secondary schools, colleges and universities, and supporting uses, or institutional facilities such as fire and police stations.

**Parks/Recreation**—Areas intended for recreation and/or the preservation of natural habitat and hydrology.

**Business Park**—A cohesively planned area occupied primarily by office, light industrial and industrial uses of similar character.

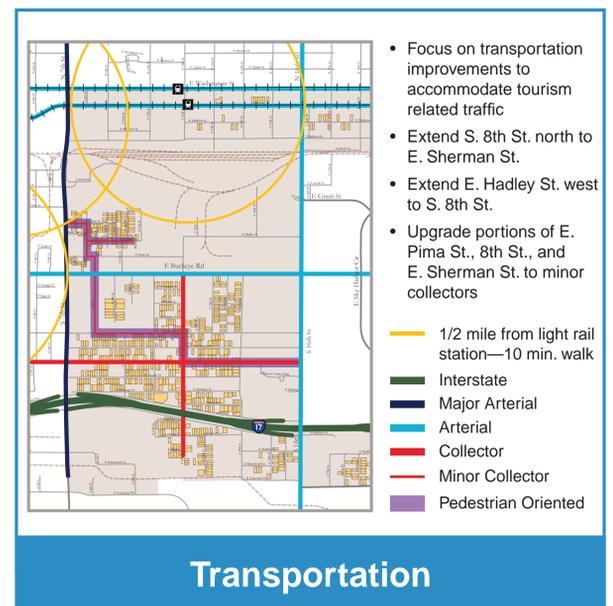
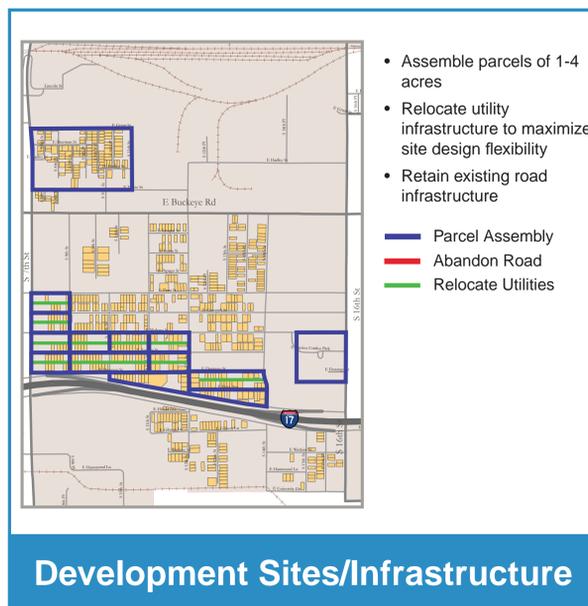
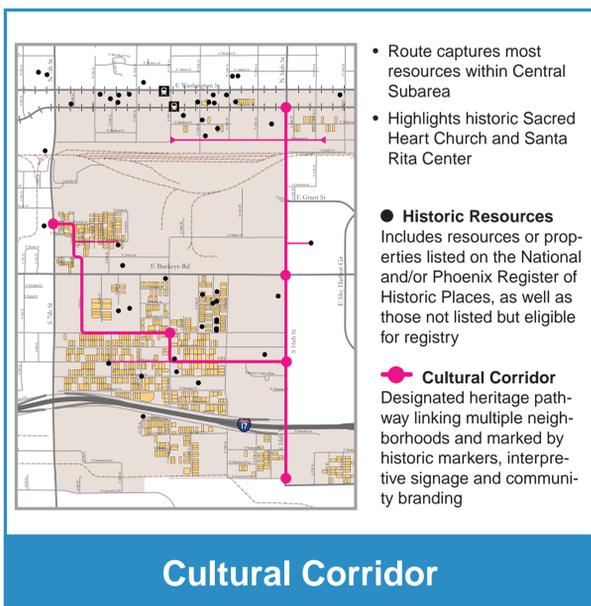
### Advantages

- Responds to community input:
  - Implements Cultural Corridor
  - Stabilizes and strengthens existing residential area with relocated housing from swaps of non-VARS parcels
- Introduces an expansive new park space in Central Subarea
- Industrial land uses leverage proximity to interstate access
- Mixed use in North Subarea:
  - Aligns with market trajectory for vertical mixed use proximate to light rail
  - Strong community and planning support for this type of reuse
  - Complies with FAA land use compatibility for noise exposure
  - Development type supports 20-30 year leasing model
  - Site is within TOD-1 overlay zone, which permits mixed use
- Concentrated parcel assembly could allow for capture of more than 25% of current industrial market demand
- Utility relocation provides opportunity to improve systems and serve higher intensity uses

### Challenges

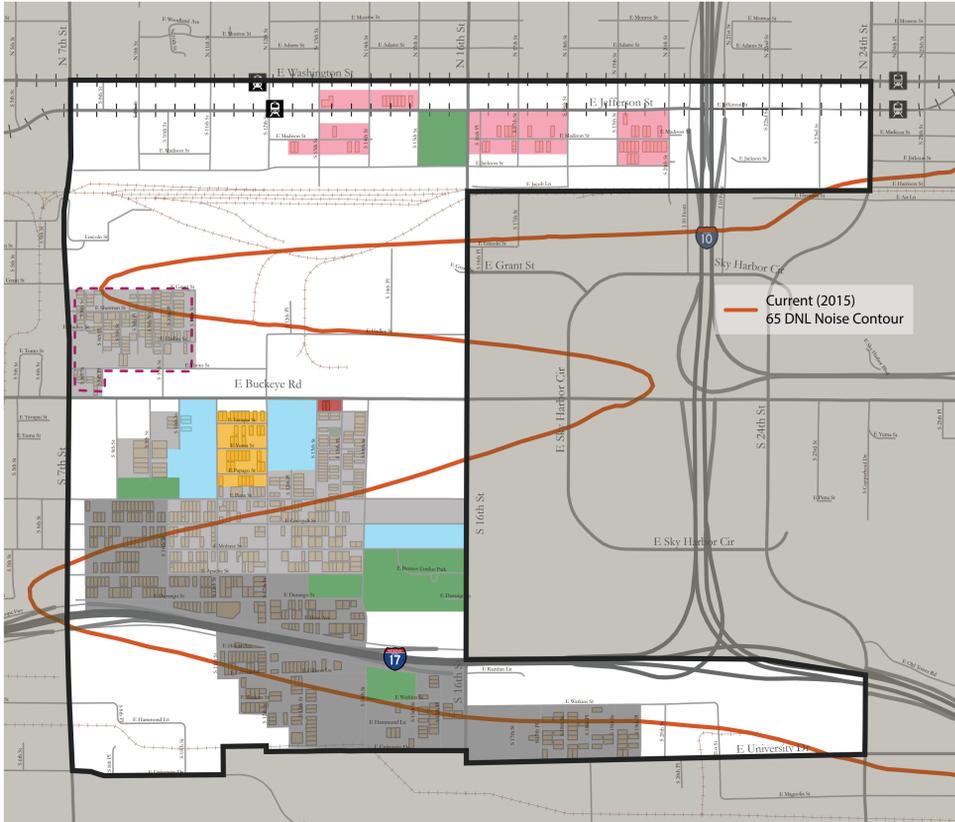
- Core Village in Central Subarea:
  - Need for FAA approval of replacement housing on VARS parcels
  - Residential use south of E. Papago St. falls within 65 DNL noise contour and is considered an incompatible land use by FAA
- Modification of transportation infrastructure to accommodate Cultural Corridor and provide connection across E. Buckeye Road
- Utility relocation to accommodate parcel assembly
- Historic resources in North Subarea not captured in Cultural Corridor
- Relocation of park/open space
- Insufficient market demand to redevelop all parcels in planning area in 10-year timeframe

## Conceptual Strategies



# Framework C

## Land Use and Noise Compatibility



### Definitions

#### Study Area Boundary

**Core Village**—Traditional low-scale residential area (density of 5-10 units per acre). Uses may include single or multi-family dwellings, existing and infill replacement housing, residential live-work, and complimentary community-benefit spaces (i.e. community garden, pocket park, etc.).

**Mixed Use**—Compatible residential and non-residential uses are co-located vertically within a multi-level structure. Mixed use districts emphasize walkability and use of public transit. Designation also includes use of land for supportive features for residential development such as parking, open space, and drainage.

**Commercial**—Primary land uses include retail, office, service, entertainment, and apartment development in formats appropriate to the setting and transportation network.

**Industrial**—Consists of regional-scale land uses such as warehousing and distribution, manufacturing, food processing, utilities, and storage.

**Light Industrial/Flex**—Includes a variety of low- to moderate-intensity, non-residential uses. Uses may include office, research and development, biotech, small-scale manufacturing, retail, business incubators, showrooms, and artisan production.

**Education/Institutional**—Lands occupied by educational facilities including preschools, primary and secondary schools, colleges and universities, and supporting uses, or institutional facilities such as fire and police stations.

**Parks/Recreation**—Areas intended for recreation and/or the preservation of natural habitat and hydrology.

**Business Park**—A cohesively planned area occupied primarily by office, light industrial and industrial uses of similar character.

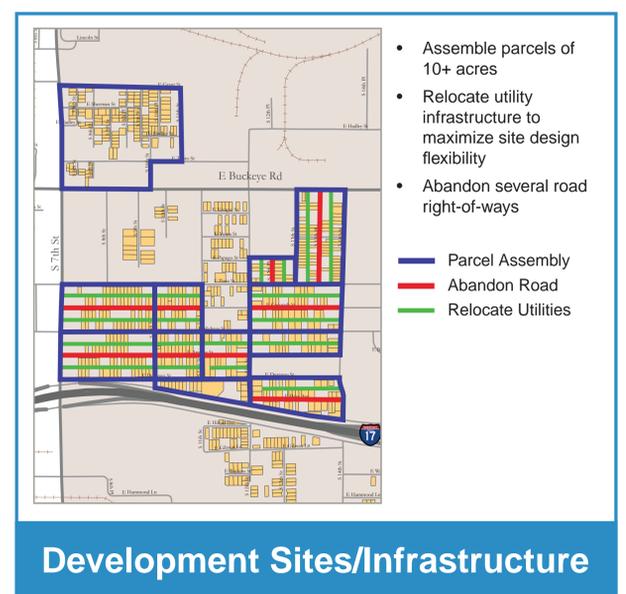
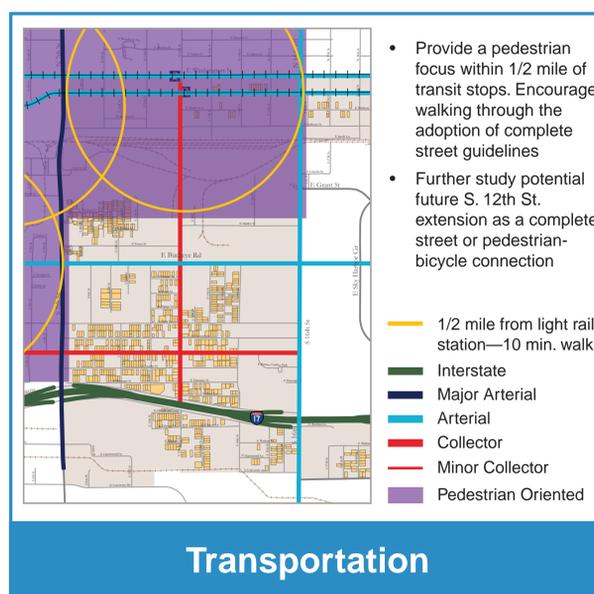
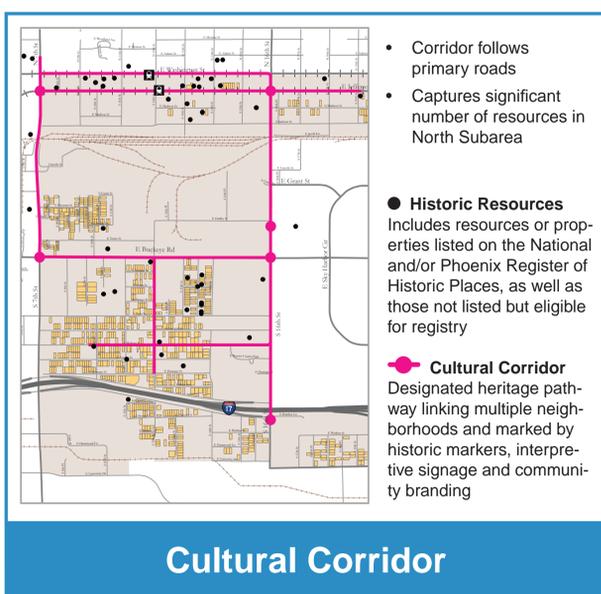
### Advantages

- Responds to community input:
  - Implements Cultural Corridor
  - Stabilizes and strengthens existing residential area with relocated housing from swaps of non-VARS parcels
- All residential land uses outside 65 DNL contours
- Cultural Corridor leverages existing transportation infrastructure
- Commercial use along S. 7th St., Buckeye Road, and S. 16th St. leverages high volume corridors for retail frontage
- Provides large, shovel ready parcels (10+ acres) with current limited availability in market area
- Utility relocation provides opportunity to improve systems and serve higher intensity uses
- Concentrated parcel assembly could allow for capture of more than 25% of current industrial market demand
- Mixed use in North Subarea:
  - Aligns with market trajectory for vertical mixed use proximate to light rail
  - Strong community and planning support for this type of reuse
  - Complies with FAA land use compatibility for noise exposure
  - Development type supports 20-30 year leasing model
  - Site is within TOD-1 overlay zone, which permits mixed use

### Challenges

- FAA approval of replacement housing on VARS parcels
- Abandonment of road right-of-way
- Utility relocation to accommodate parcel assembly
- Potential extension of S. 12th Street over railyard
- Insufficient market demand to redevelop all parcels in planning area in 10-year timeframe

## Conceptual Strategies



# Potential Land Reuse Strategy

## Goal A Stabilize and Strengthen Neighborhoods

The Planning Area has a rich history of residential neighborhoods that continues today. These neighborhoods have experienced profound changes over the years due to the VARS program as well as a variety of factors that result from an expanding city and growing airport. The planning and public engagement process has identified a desire to maintain residential as part of a diverse set of uses needed to create and support a vibrant live-work environment. One intent of this goal is to explore innovative ways, partnering with the FAA, to not only maintain but strengthen housing opportunities, as well as cultural amenities, in the Planning Area.

Policy A1	
Encourage cohesive residential development in identified neighborhood settings to foster a diverse mix of uses and vibrant live-work environment to help reinvigorate area neighborhoods.	
Strategy A1a	In Central Subarea, create Core Village area that would maintain existing residential development alongside new low-scale residential, residential live-work, and complimentary community-benefit spaces (e.g. community garden, pocket park, etc.) to promote activity and sustainability, maintain and expand existing neighborhoods, and promote compatible redevelopment.
Strategy A1b	In North Subarea, preserve options to utilize subject parcels for development of mixed use development with multifamily residential and/or residential support uses (parking, drainage, community space, open space, etc.)

Policy A2	
Continue to actively engage community of residents, businesses, and other stakeholders throughout planning and implementation process.	
Strategy A2a	Establish oversight implementation committees to build relationships and ensure neighborhood issues/priorities are properly integrated with new development.
Strategy A2b	Encourage the location of community-based organizations within the Planning Area, e.g. the Black Chamber of Commerce, CPLC, Xico, and others.

Policy A3	
Employ interim uses to enhance neighborhood quality in locations where development opportunities are limited in the near- and mid-term.	
Strategy A3a	Determine acceptable parameters and tools by which interim uses are permitted and promoted
Strategy A3b	Encourage/allow specific types of interim uses which contribute positively to quality of life in Planning Area and respond to community request
Strategy A3c	Introduce landscaping and shade tree plantings in strategic locations to improve the appearance and environmental quality of vacant sites.

### Policy A1

Encourage cohesive residential development in identified neighborhood settings to foster a diverse mix of uses and vibrant live-work environment to help reinvigorate area neighborhoods.

### Policy A2

Continue to actively engage community of residents, businesses, and other stakeholders throughout planning and implementation process.

### Policy A3

Employ interim uses to enhance neighborhood quality in locations where development opportunities are limited in the near- and mid-term.

Strategy A1a		Strategy A1b	
<b>Actions</b>	In Central Subarea, create Core Village area that would maintain existing residential development alongside new low-scale residential, residential live-work, and complimentary community-benefit spaces (e.g. community garden, pocket park, etc.) to promote activity and sustainability, maintain and expand existing neighborhoods, and promote compatible redevelopment.	<b>Actions</b>	In North Subarea, preserve options to utilize subject parcels for development of mixed use development with multifamily residential and/or residential support uses (parking, drainage, community space, open space, etc.)
A1a-1	Further explore and study the interest in and details of this proposed concept through a small area plan (Strategy B3a)	A1b-1	Coordinate with FAA regarding allowable uses on subject parcels, e.g. mixed use vertical development within existing TOD overlay and in neighboring area of future market potential; residential support uses (parking, community space, etc.)
A1a-2	Coordinate with FAA to determine mutually acceptable program terms to structure reintroduction of residential in the Core Village area.	A1b-2	Identify opportunities for parcel assembly to accommodate multi-story mixed development. Utilize RFP to identify development partner or leaseholder.
A1a-3	Establish residential zoning in Core Village area that includes live-work space.		
A1a-4	Identify a partner (public authority or non-profit organization) to develop replacement housing on parcels within the Core Village area.		
A1a-5	Protect residential character and promote context-sensitive design through design guidelines including complete streets and lighting (Action B3a-3).		
A1a-6	Maintain and enforce application of design guidelines through regulatory tools. Ideas: <i>Zoning designations and overlays; site plan review process, development/lease agreements; codes, covenants and restrictions (CCRs); procurement instruments like Requests for Proposals</i>		

Strategy A2a		Strategy A2b	
<b>Actions</b>	Establish oversight implementation committees to build relationships and ensure neighborhood issues/priorities are properly integrated with new development.	<b>Actions</b>	Encourage the location of community-based organizations within the Planning Area, e.g. the Black Chamber of Commerce, CPLC, Xico, and others.
A2a-1	Involve such committee in the development of the small area plan (Strategy B3a) and design guidelines (Action B3a-3).	A2b-1	Explore partnerships and work with City departments to utilize existing space to create opportunities for locating such organizations within Planning Area
A2a-2	Utilize such committees to provide oversight and review of development, planning processes, and programs created	A2b-2	Promote awareness and connection with those organizations already located in Planning Area
A2a-3	Solicit community input through public workshops and multi-channel communication methods to occur as part of subsequent planning processes.	A2b-3	Explore possibility of developing or partnering to develop office/flex space to provide locations for variety of community-based organizations
		A2b-4	Provide information to local organizations to bid on area project redevelopments

Strategy A3a		Strategy A3b		Strategy A3c	
<b>Actions</b>	Determine acceptable parameters and tools by which interim uses are permitted and promoted	<b>Actions</b>	Encourage/allow specific types of interim uses which contribute positively to quality of life in Planning Area and respond to community request	<b>Actions</b>	Introduce landscaping and shade tree plantings in strategic locations to improve the appearance and environmental quality of vacant sites.
A3a-1	Within such areas, particularly in the Central Subarea south of Buckeye Road, work with residents/community to determine where and which interim uses are desired and for how long	A3b-1	Expand existing programs, such as the Adaptive Reuse of Temporary Space (A.R.T.S.) Program and PHXRenews, to include the Planning Area and explore partnerships to create new programs. Ideas: <i>public art displays, performing arts venues, and community gardens</i>	A3c-1	Engage a partner like the AZ Conservation Corp to provide job opportunities for young people while contributing to their community. <i>Best Practice Example: Las Cruces Xeriscape 21 case.org/news-2/protecting-urban-green-spaces/</i>
A3a-2	Establish terms of lease and/or use agreement for utilization of subject parcels for interim use purposes	A3b-2	Allow subject parcels to be used for additional parking or support uses to support adjacent churches, schools, or businesses.	A3c-2	Evaluate the potential to designate the Planning Area as a "receiving area"/mitigation area for the City's trade tree requirement.
A3a-3	Allow interim uses through the establishment of temporary use overlay in the zoning code, which would identify specific sites or corridors in which permitted temporary uses (e.g. mobile food operations, farmers market, etc.) may operate.	A3b-3	Work with Establish pocket parks to include landscaping, seating, playgrounds, and/or other amenities.		

# Potential Land Reuse Strategy

## Goal B

### Create a sense of identity and change perceptions

Perceptions of the Planning Area pose a challenge to its redevelopment. Physical conditions, including widespread vacancies and disjointed land use patterns, safety and security concerns, characterizations as a residential area, and lack of recent planning play a major role in defining perceptions of this area. To improve perceptions and attract future investment, employ placemaking strategies to enhance positive assets and nullify some negative attributes. The intent of this goal is to revitalize existing neighborhoods and prioritize the value of placemaking.

Policy B1	
Create distinct identity for Planning Area neighborhoods and promote as cultural destination within the heart of Phoenix.	
Strategy B1a	Develop branding strategy to recognize, celebrate and promote the area's historic and cultural significance and reimaged potential as a vibrant urban neighborhood.
Strategy B1b	Design and install Cultural Corridor: heritage pathway featuring pedestrian/vehicle wayfinding, gateways, historic markers, interpretive signage, and activity nodes; supported by permanent and temporary programs.
Strategy B1c	Identify governance entity/partner(s) to lead funding; development/maintenance of Cultural Corridor; development/implementation of programming; and promotion.

Policy B2	
Improve Planning Area safety and security.	
Strategy B2a	Use Crime Prevention through Environmental Design (CPTED) to address safety and security through physical improvements.
Strategy B2b	Improve community-policing programs within the Study Planning Area.

Policy B3	
Prioritize value of placemaking to create physical settings that: enhance the quality of life for residents, employees and visitors; foster connections for travelers through the area; and attract new development.	
Strategy B3a	Develop and implement targeted [small area] plans to address specific needs and improvements within specific areas.
Strategy B3b	Promote unique location between downtown and airport to encourage economic development.
Strategy B3c	Attract Valley residents and visitors to the area by promoting temporary uses and events.

## Policy B1

Create distinct identity for Planning Area neighborhoods and promote as cultural destination within the heart of Phoenix.

## Policy B2

Improve Planning Area safety and security.

## Policy B3

Prioritize value of placemaking to create physical settings that: enhance the quality of life for residents, employees and visitors; foster connections for travelers through the area; and attract new development.

Strategy B1a	Strategy B1b	Strategy B1c
<b>Actions</b> Develop branding strategy to recognize, celebrate and promote the area's historic and cultural significance and reimaged potential as a vibrant urban neighborhood.	<b>Actions</b> Design and install Cultural Corridor: heritage pathway featuring pedestrian/vehicle wayfinding, gateways, historic markers, interpretive signage, and activity nodes; supported by permanent and temporary programs.	<b>Actions</b> Identify governance entity/partner(s) to lead funding; development/maintenance of Cultural Corridor; development/implementation of programming; and promotion.
<b>B1a-1</b> Public engagement plan to encompass all aspects of branding strategy and Cultural Corridor.	<b>B1b-1</b> Establish stakeholder committee to inform development comprising current and past residents, organizations (e.g., CPLC, Barrios Unidos, Xico, Phoenix Revitalization Corp./PRC, veterans groups), business owners, and city representatives.	<b>B1c-1</b> Identify funding opportunities and/or establish a capital campaign.
<b>B1a-2</b> Branding strategy/collateral package with name, logo, tagline, signage standards, etc. <i>Ideas: Phoenix Crew/Started/Rose Here: The Roots of Phoenix. Ideas: An example given by one project stakeholder was creating a special historic area for the Central Subarea honoring the late Father Albert Braun, Santa Rita Hall with Cesar Chavez history and veterans. Another example given by project stakeholder was creation of a merchant's district (the Mercado) near S. 7th Street and E. Buckeye Road that introduce cultural and heritage specific commercial uses in a development setting reminiscent of the southwest's original mission-derived commerce centers. This could highlight some of the area's iconic restaurants such as Carolina's Mexican Food and others.</i>	<b>B1b-2</b> Determine path, activity nodes, gateways, signage, and public art. <i>Ideas: Connect with historic resources (Historic Sacred Heart Church, Santa Rita Center), schools/employment centers (Herrera School, Mariopa Skills Center, Sky Harbor Center) and recreation areas (East Lake Park, Rio Salado Habitat Restoration Area). Heritage &amp; Culture Destination Best Practices: Thai Town in L.A., Esplanade at Navigation, Obena Street &amp; L.A. Union Station area, Wynwood Walls, Austin Graffiti Park.</i>	<b>B1c-2</b> Partner with PRC to leverage community programming, including block parties, festivals, and regular tours of the area.
<b>B1a-3</b> Design guidelines for heritage-themed public spaces (pocket parks, streetscape) <i>Ideas: historic markers, interpretive signs, public art: murals/sculpture.</i>	<b>B1b-3</b> Develop construction package and phasing plans (Action B1a-3).	<b>B1c-3</b> Identify public-private partner(s), e.g. CPLC, to implement catalytic development focused on heritage tourism. <i>Ideas: Latino Cultural Center; Hispanic Sports Hall of Fame; heritage museum, agriculture, civil rights/labor movement, architecture, Salt River floods.</i>
<b>B1a-4</b> Connect heritage district with existing and identify new opportunities for heritage-focused programming/events. <i>Ideas: art walks, permanent/temporary exhibits, jazz concerts, walking map/guided tours, story-collecting.</i>		
<b>B1a-5</b> Review the potential for restaurant retail expansion in the area to provide business/economic opportunity, and potential community garden tied to area restaurants.		

### Cultural Corridor Concept

Strategy B1b

**Strategy B2a**

**Actions**

**B2a-1** Use Crime Prevention through Environmental Design (CPTED) to address safety and security through physical improvements.

**B2a-2** Address safety and security in small area plans (Strategy B3a). Include CPTED elements as part of design guidelines (Action B1a-5).

**B2a-3** Address safety and security in small area plans (Strategy B3a). Incorporate City of Phoenix Complete streets where possible to enhance the safety of non-motorized transportation, e.g., pedestrian and bicycle facilities such as sidewalks, bike lanes, signalized intersections, crosswalks, and curb ramps; identify the need for improved lighting.

**Strategy B2b**

**Actions**

**B2b-1** Improve community-policing programs within the Study Planning Area.

**B2b-2** Establish neighborhood watch group(s) for residential areas to enhance connections and communication among residents and law enforcement.

**B2b-3** Identify resident liaisons to City of Phoenix Police Department to express concerns or raise issues regarding crime or safety.

**Definitions**

- Study Area Boundary
- Core Residential
- Mixed Use & Residential Support
- Commercial
- Industrial
- Light Industrial/Flex
- Education/Institutional
- Parks/Recreation
- Business Park

**Historic Resources**—Includes resources or properties listed on the National and/or Phoenix Register of Historic Places, as well as those not listed but eligible for registry

**Cultural Corridor**—Designated heritage pathway linking multiple neighborhoods and marked by historic markers, interpretive signage and community branding

**Strategy**

**Develop and implement branding strategy for a Cultural Corridor to showcase the area's history and contributions to the community.**

- Identify and promote the area through branding that highlights the rich history and cultural heritage.
- Use various tools, including design guidelines and incentives, to support the branding and encourage development of heritage-themed public spaces, public assembly, retail, tourism and cultural uses.
- Designated "Cultural Corridor" linking historic and cultural sites. May be combined with a walking map or app.
- Provide historic markers and/or interpretive signage at significant resources
- Develop decorative gateways signifying the entrance into a cultural area
- Consider inclusion of commemorative public art and naming of public spaces
- Engage local artists in mural development and public art installation

**Design Guidelines Best Practices:**

- Provide direction regarding the layout, appearance, signage, use of materials, and landscaping/buffering.
- Be reasonable and flexible given site constraints; careful not to impose a burden that would deter development.
- Identify compliance/maintenance mechanism, e.g., site development review process, lease agreement structure, development agreement, among others.

Strategy B3a	Strategy B3b	Strategy B3c
<b>Actions</b> Develop and implement targeted [small area] plans to address specific needs and improvements within specific areas.	<b>Actions</b> Promote unique location between downtown and airport to encourage economic development.	<b>Actions</b> Attract Valley residents and visitors to the area by promoting temporary uses and events.
<b>B3a-1</b> Identify areas of focus to address specific issues at a neighborhood scale.	<b>B3b-1</b> Amenities of transportation and location.	<b>B3c-1</b> Identify venue in which licensed pop-up food trucks or tents may operate at little or no cost.
<b>B3a-2</b> Develop and implement a public engagement plan.	<b>B3b-2</b> Promote and leverage proximity to Innovation Corridor, (Biomedical, Warehouse District, Downtown).	<b>B3c-2</b> Provide space for temporary market events such as farmers market, antique or flea market.
<b>B3a-3</b> Develop plans to address a variety of topics: <ul style="list-style-type: none"> <li>Zoning modifications to support land use recommendations (e.g., temporary use overlay, modification of Rio Salado overlay)</li> <li>Transportation and connectivity, including complete streets</li> <li>Public space and recreation,</li> <li>Safety and security through CPTED (Strategy B2a)</li> <li>Utilities infrastructure</li> <li>Historic preservation</li> <li>Urban design</li> </ul>		<b>B3c-3</b> Link Planning Area locations to ongoing or planned City events such as road races, food or historic tours, etc.

# Potential Land Reuse Strategy

## Goal C Expand Economic Opportunity

High quality compatible redevelopment will have a significant role in strengthening the local economy, the stability of the Planning Area communities, and the support the airport as an economic asset. The Planning Area is a special and strategic location between Downtown Phoenix with its growing Biomedical campus and light rail corridor and Sky Harbor Center and the airport, which can be promoted to attract development, employment and sustainable growth in the long-term. This goal also acknowledges the value of providing employment opportunities for residents within the Planning Area and the catalytic effect of encouraging development to assist in placemaking.

Policy C1	
Utilize subject parcels and leverage adjacent City-owned land, where possible, to create employment center(s) in the Planning Area.	
Strategy C1a	Evaluate the feasibility of two “catalytic sites” for special development concepts, including planned business park, with a mix of complementary uses and amenities. Catalytic development projects help attract interest and build momentum for redevelopment. Recommended sites are the area north of Buckeye and east of S. 7th Street, and the current Barrios Unidos Park and adjoining lands along S. 16th St.
Strategy C1b	Work with economic development agencies and stakeholders to attract target industries: healthcare, bioscience and biomedical; advanced business services; advanced manufacturing; aerospace and defense; technology and innovation; and sustainable and renewable energy.
Strategy C1c	Explore swap of underutilized Green Valley Park property in South Subarea with subject parcels in Central Subarea near Barrios Unidos Park to open up contiguous land for industrial development in South Subarea and focus recreational amenities in Central Subarea
Strategy C1d	Encourage small business growth and non-traditional employment opportunities in the area, including live/work arrangements, co-working spaces, incubators, etc.

Policy C2	
Create opportunities for non-residential development sites in a range of sizes to meet market preferences.	
Strategy C2a	Where it does not preclude identified longer-term objectives, expedite promotion of vacant land for small-scale, context-sensitive development to meet expressed community desire for timely reuse and economic development.
Strategy C2b	Reconfigure subject parcels for more productive use through land swap or purchase of adjacent land
Strategy C2c	Provide access to voluntary property buyout for land owners within Planning Area.
Strategy C2d	Allow private market purchase through release of select subject parcels. Private parties would purchase and develop parcels according to their needs and market conditions.

Policy C3	
Facilitate a variety of development opportunities and maintain flexibility through regulatory instruments.	
Strategy C3a	Examine zoning and modify as appropriate for consistency with the Recommended Long-Term Land-Use Framework.

Policy C4	
Stimulate market interest by addressing barriers to development in the Planning Area (i.e. perceptions, ground lease requirements, scattered site configuration, etc.)	
Strategy C4a	Prepare “shovel ready” development sites to reduce time and cost to potential operator/developer
Strategy C4b	Utilize variety of economic development tools to streamline development process and reduce private costs

### Policy C1

Utilize subject parcels and leverage adjacent City-owned land, where possible, to create employment center(s) in the Planning Area.

### Policy C2

Create opportunities for non-residential development sites in a range of sizes to meet market preferences.

### Policy C3

Facilitate a variety of development opportunities and maintain flexibility through regulatory instruments.

### Policy C4

Stimulate market interest by addressing barriers to development in the Planning Area (i.e. perceptions, ground lease requirements, scattered site configuration, etc.)

Strategy C1a	Strategy C1b	Strategy C1c
<b>Actions</b> Evaluate the feasibility of two “catalytic sites” for special development concepts, including planned business park, with a mix of complementary uses and amenities. Catalytic development projects help attract interest and build momentum for redevelopment. Recommended sites are the area north of Buckeye and east of S. 7th Street, and the current Barrios Unidos Park and adjoining lands along S. 16th Street.	<b>Actions</b> Work with economic development agencies and stakeholders to attract target industries: healthcare, bioscience and biomedical; advanced business services; advanced manufacturing; aerospace and defense; technology and innovation; and sustainable and renewable energy.	<b>Actions</b> Explore swap of underutilized Green Valley Park property in South Subarea with subject parcels in Central Subarea near Barrios Unidos Park to open up contiguous land for industrial development in South Subarea and focus recreational amenities in Central Subarea
<b>C1a-1</b> Identify opportunities for land swap and/or acquisitions to provide favorable business park setting	<b>C1b-1</b> Develop/work with partner to develop incubator/co-working space to begin to establish industry presence	<b>C1c-1</b> Further study the potential for a land swap including the potential to accommodate the recreational demand in proposed receiving area; define and conduct environmental review requirements
<b>C1a-2</b> Develop a master plan for each of these catalytic sites to determine site layouts, circulation, zoning and other regulatory elements, infrastructure provision, design standards, treatment of historic resources, accommodation of existing uses and occupants in vicinity, etc. These plans should be closely coordinated with small area plan (Strategy B3a)	<b>C1b-2</b> Identify site acreage, access, utility, and other requirements of these industries.	<b>Strategy C1d</b> <b>Actions</b> Encourage small business growth and non-traditional employment opportunities in the area, including live/work arrangements, co-working spaces, incubators, etc.
<b>C1a-3</b> Develop and utilize RFP to identify development partner(s) and/or leaseholder(s); establish incentive structure if necessary to advance projects.	<b>C1b-3</b> Assess potential to accommodate these uses within the Planning Area, including catalytic development areas	<b>C1d-1</b> As part of small area plans (Strategy B3a), recommended zoning modifications should address the need to accommodate these types of uses
<b>C1a-4</b> Work with Parks and Recreation Department and Phoenix Unified School District to develop concepts for the S. 16th St./Barrios Unidos site area.	<b>C1b-4</b> Develop a marketing strategy to attract target industries to the area.	<b>C1d-2</b> Find partners for potential co-working and incubator development
<b>C1a-5</b> Develop a public private partnership to provide oversight and assist with assemblage in the S. 7th St. site area.		<b>C1d-3</b> Explore opportunities to foster as part of catalytic development
		<b>C1d-4</b> Develop subject parcel lease or purchase program by residents and existing businesses in Planning Area for the purposes of developing or expanding businesses and non-traditional employment

Strategy C2a	Strategy C2b	Strategy C2c	Strategy C2d
<b>Actions</b> Where it does not preclude identified longer-term objectives, expedite promotion of vacant land for small-scale, context-sensitive development to meet expressed community desire for timely reuse and economic development.	<b>Actions</b> Reconfigure subject parcels for more productive use through land swap or purchase of adjacent land	<b>Actions</b> Provide access to voluntary property buyout for land owners within Planning Area.	<b>Actions</b> Allow private market purchase through release of select subject parcels. Private parties would purchase and develop parcels according to their needs and market conditions.
<b>C2a-1</b> Develop specific incentives (Strategy C4b) to overcome development hurdles and attract small-scale development	<b>C2b-1</b> Explore potential for acquisition of privately held parcels in blocks where they are surrounded by subject parcels	<b>C2c-1</b> Facilitate land purchase through existing City program, or, if deemed necessary, develop new buyout program parameters and protocols; model after previous round of buyouts and introduce new elements to streamline or improve processes	<b>C2d-1</b> Develop purchase agreement to ensure compliance with compatible uses
<b>C2a-2</b> Develop marketing materials to promote development opportunities	<b>C2b-2</b> Provide a program where existing commercial businesses could swap property for a subject parcel in a more desirable location	<b>C2c-2</b> Should residential owners choose to participate, connect residential owners and their renters, as applicable, to relocation services and assistance through City and not-for-profit programs	<b>C2d-2</b> Establish process by which vested owner of adjacent and/or surrounding property is contacted, made aware of purchase offer, and given opportunity for first right of refusal for purchase of land
	<b>C2b-3</b> Acquire property adjacent to subject parcels as it becomes available, in order to assemble developable sites with favorable size and lot configuration	<b>C2c-3</b> Provide a program for residential owners to sell property and access replacement housing developed on subject parcels inside Core Village area in Central Subarea for themselves or their renters or the TOD mixed use parcels in the North Subarea	<b>C2d-3</b> Establish a proposal review process to ensure proposed development is consistent with small area plans (Strategy B3a)
		<b>C2c-4</b> Engage an area cultural consultant to provide culturally and linguistically sensitive outreach to these land-owners	<b>C2d-4</b> Initiate FAA land release process to include environmental review and land appraisals

Strategy C3a
<b>Actions</b> Examine zoning and modify as appropriate for consistency with the Recommended Long-Term Land-Use Framework.
<b>C3a-1</b> Employ commerce park zoning to help attract development on catalytic sites; balance flexibility and compatibility with adjacent uses. Commerce park zoning offers flexibility by identifying locations where development of higher or lower intensity is permitted while requiring development to project a desirable appearance and maintain compatibility with adjacent land uses.
<b>C3a-2</b> Allow for the employment of Planned Unit Development (PUD) zoning as appropriate, which grants larger-scale, contiguous property (single owner) special consideration with a particular set of zoning and/or design regulations reflecting its unique needs.
<b>C3a-3</b> Re-evaluate Rio Salado Overlay in South Subarea to identify and modify requirements (e.g. setbacks) per expressed concerns, to provide reasonable flexibility

Strategy C4a	Strategy C4b
<b>Actions</b> Strategy C4a: Prepare “shovel ready” development sites to reduce time and cost to potential operator/developer	<b>Actions</b> Utilize variety of economic development tools to streamline development process and reduce private costs
<b>C4a-1</b> As it becomes available, assemble land to provide sites in a variety of sizes to meet market demand	<b>C4b-1</b> Work with economic development partners to promote and provide access to variety of financial incentive programs applicable to Planning Area. <i>Ideas: grants and tax incentive programs through City of Phoenix; Community and Economic Development, State brownfields program, loan program through New Markets Tax Credits (Phoenix; Community Development and Investment Corporation), use of Foreign Trade Zone, etc.</i>
<b>C4a-2</b> Implement infrastructure upgrades, as identified in small area plans (Strategy B3a), to meet development needs, including those of target industries, and provide parcels unencumbered by utility easements	<b>C4b-2</b> Utilize lease and development agreements to offer attractive terms. <i>Ideas: competitive lease rates, ground lease duration, infrastructure improvements, access to lower-cost capital, etc.</i>
	<b>C4b-3</b> Develop public-private partnerships for catalytic development projects and initiatives
	<b>C4b-4</b> Explore potential for establishment of special district. <i>Idea: business improvement district</i>

# Frameworks Evaluation Summary

## Evaluation process

For representation in matrix format, the symbols in the key were used to conduct a relative, qualitative assessment of the frameworks. This approach gives the highest ranking to the framework with the most positive characteristics.

## Key

-  **Positive** impact/meets or exceeds the criteria description
-  **Neutral** impact/complies with some but not all elements of the criteria description
-  **Negative** impact/does not meet the criteria description

Criteria	Description	Frameworks		
		A	B	C
Stakeholder/Community Input	Establishes uses that are aligned with the desired uses of stakeholders including the residential community.			
Local/Community Plans	Establishes uses that are compatible with existing and proposed surrounding uses and does not conflict with objectives of the community and local plans and policy including zoning and overlay districts.			
Historic/Cultural Considerations	Recognizes historic and cultural resources and history.			
Sustainable Design	Encourages parcel assembly to accommodate developments which can financially and physically enable the incorporation of sustainable design elements.			
FAA Guidelines	Complies with Federal Aviation Administration (FAA) noise compatibility guidelines (residential land uses within 2015 DNL_65 noise contours).			
City Investment	Minimizes initial or long-term investment required by the City to execute framework (e.g., infrastructure improvements to ready the site).			
Flexibility	Accommodates potential for changes in future City, PHX and neighborhood priorities and needs, as well as unforeseen market shifts and changing market dynamics.			
Market Demand, Timing and Characteristics	Establishes uses that (1) accommodate existing and projected market demand; (2) allow for phasing to address general market timing; and (3) meets market characteristics.			
Target Sectors	Maximizes potential for alignment with Phoenix's target sectors as defined by the Greater Phoenix Economic Council; Arizona Commerce Authority; Maricopa Community Colleges, Workforce Development; and Phoenix Innovation Corridor.			
<b>Overall Ranking</b>		<b>3</b>	<b>1</b>	<b>2</b>

# Community Recommendations

## CORE VILLAGE

## CULTURAL ATTRACTIONS

### AREA

COMMUNITY  
GATHERING PLACES

IMPROVE SAFETY AND SECURITY (LIGHTING)

ENGAGE COMMUNITY – PARTNERSHIPS

**BRANDED** SPACES

INTERIM USES – PUBLIC ART DISPLAYS

**LIVE-WORK** ENVIRONMENT

**REVITALIZATION** IMPROVE QUALITY OF LIFE

HIGHLIGHT HISTORY **CHANGE PERCEPTIONS**

CONTEXT SENSITIVE DESIGN (COMMUNITY GARDENS, LANDSCAPING) **EMPLOYMENT CENTERS**

**STRENGTHEN NEIGHBORHOODS**

COMPLETE STREETS

RETAIL OPPORTUNITIES

MIXED USES

**ECONOMIC**

DEVELOPMENT



**PHX**

LAND REUSE  
STRATEGY

# Potential Plans, Policies and Actions

December 2016

[skyharbor.com/LandReuseStrategy](http://skyharbor.com/LandReuseStrategy)

# Meeting goals

- Process to date
- Working Paper #2
  - ✓ Potential goals
  - ✓ Alternative frameworks
  - ✓ Evaluation
  - ✓ Draft policies
- Next Steps
- Open discussion



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.

## Process to date

- **Community Goal-setting**
- Benchmarking
- Inventory
- Market study
- Stakeholder “charrette”

Support and enhance existing neighborhoods and land uses

Preserve and integrate our important history and culture

Ensure process is inclusive and reuse actions are immediate

## Process to date

- Community goal-setting
- **Bench-marking**
- Inventory
- Market study
- Stakeholder “charrette”

### Similar

Parcel “patch-work”  
Flexible outcomes  
Agency coordination

### Unique

Community-driven  
Neighborhood-oriented  
Immediate actions

## Process to date

- Goal-setting
- Bench-marking
- **Inventory**
- Market study
- Stakeholder “charrette”

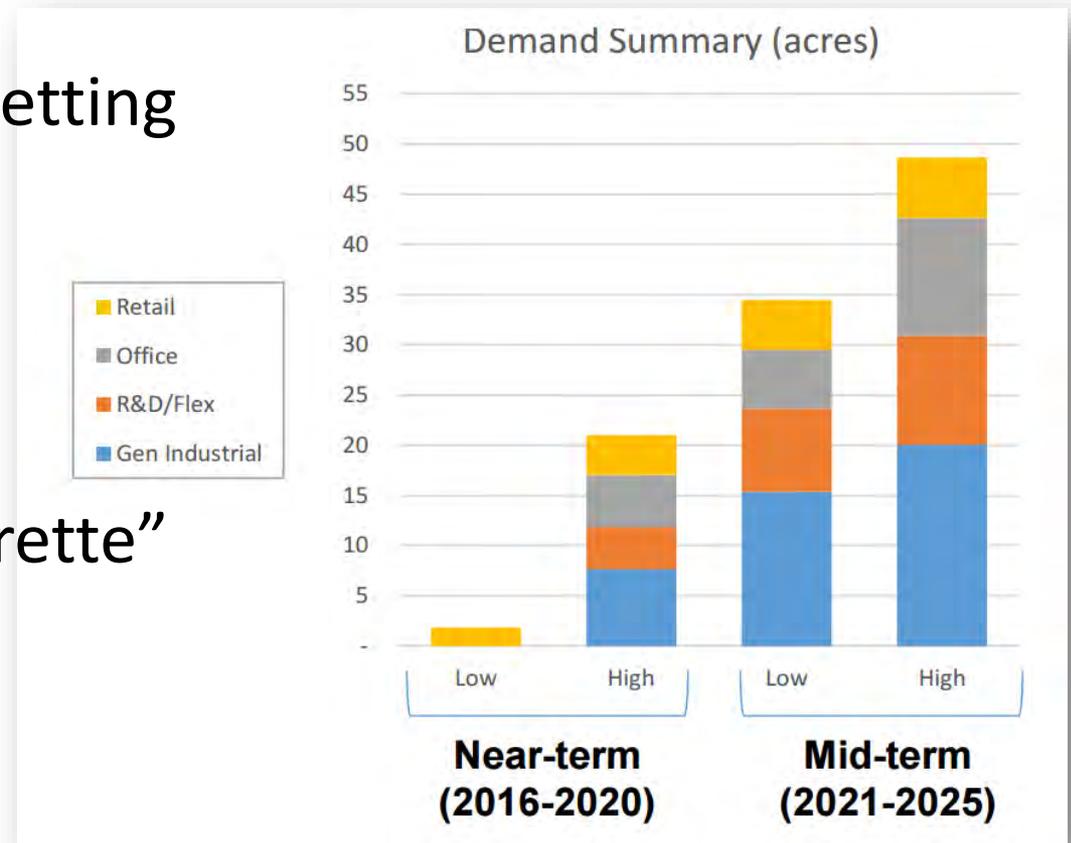
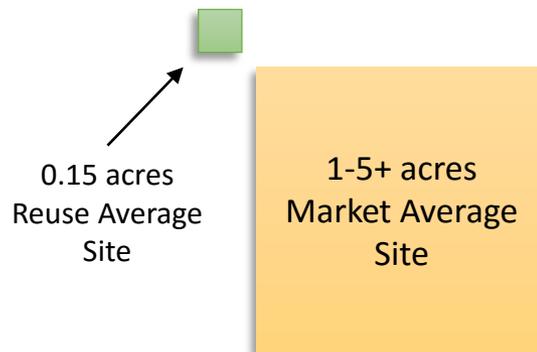
Significant cultural and historical resources and themes

Strong development attributes (access, zoning, utilities, etc)

Relevant plans in place for North Area, less so in Central and South

# Process to date

- Community goal-setting
- Bench-marking
- Inventory
- **Market study**
- Stakeholder “charrette”



# Process to date

- Community goal-setting
- Bench-marking
- Inventory
- Market study
- Stakeholder “charrette”



Blended use Round 3

1. Walkways / Bike Paths
2. Shaded Seating Area
3. Lighting
4. Side walks
5. Set backs should be somewhat the same as currently exist.
6. With new renovations they want to make sure they don't have to change set backs on existing Property

Spa's Goals for the Community

Adaptive Reuse

7. Connectivity to the downtown area
8. Family Areas
9. Bar-P's - River Areas, Festival Area,
10. Keep Main as a Major Street
11. MORE Commercial Properties that will enhance Crismon's Business

## Working Paper #2



Framework  
alternatives

Evaluation  
matrix

Potential  
recommendations

Implementation  
policies

Case  
studies

## Definitions

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### Study Area Boundary

---

 **Core Village**—Traditional low-scale residential area (density of 5-10 units per acre). Uses may include single or multi-family dwellings, existing and infill replacement housing, residential live-work, and complimentary community-benefit spaces (i.e. community garden, pocket park, etc.).

---

 **Mixed Use**—Compatible residential and non-residential uses are co-located vertically within a multi-level structure. Mixed use districts emphasize walkability and use of public transit. Designation also includes use of land for supportive features for residential development such as parking, open space, and drainage.

---

 **Commercial**—Primary land uses include retail, office, service, entertainment, and apartment development in formats appropriate to the setting and transportation network.

---

 **Industrial**—Consists of regional-scale land uses such as warehousing and distribution, manufacturing, food processing, utilities, and storage.

---

 **Light Industrial/Flex**—Includes a variety of low- to moderate-intensity, non-residential uses. Uses may include office, research and development, biotech, small-scale manufacturing, retail, business incubators, showrooms, and artisan production.

---

# Mixed Use Residential Zone

Apartments above retail/office and civic



# Neighborhood Infill Zone

Compatible areas for attached and detached SFR (6 du/ac typ.)



# Transition Development Zone

Micro-site development, greenspace, temporary uses, existing use expansion, civic and recreation

# Small Business Zone

Office, incubators, R&D, biotech, artisan-manufacturing and retail (1-acre site typ.)



# Heritage & Technology Zone

Mixed use area with Mercado-style shops and maker-space integrated with downtown-satellite bio-tech and R&D facilities



# Commerce Park Zone

20-acre site for class-A office and related business activities with regional sports park amenity



# Commercial Zone

Retail, service, civic and entertainment uses in proximity to major transportation routes



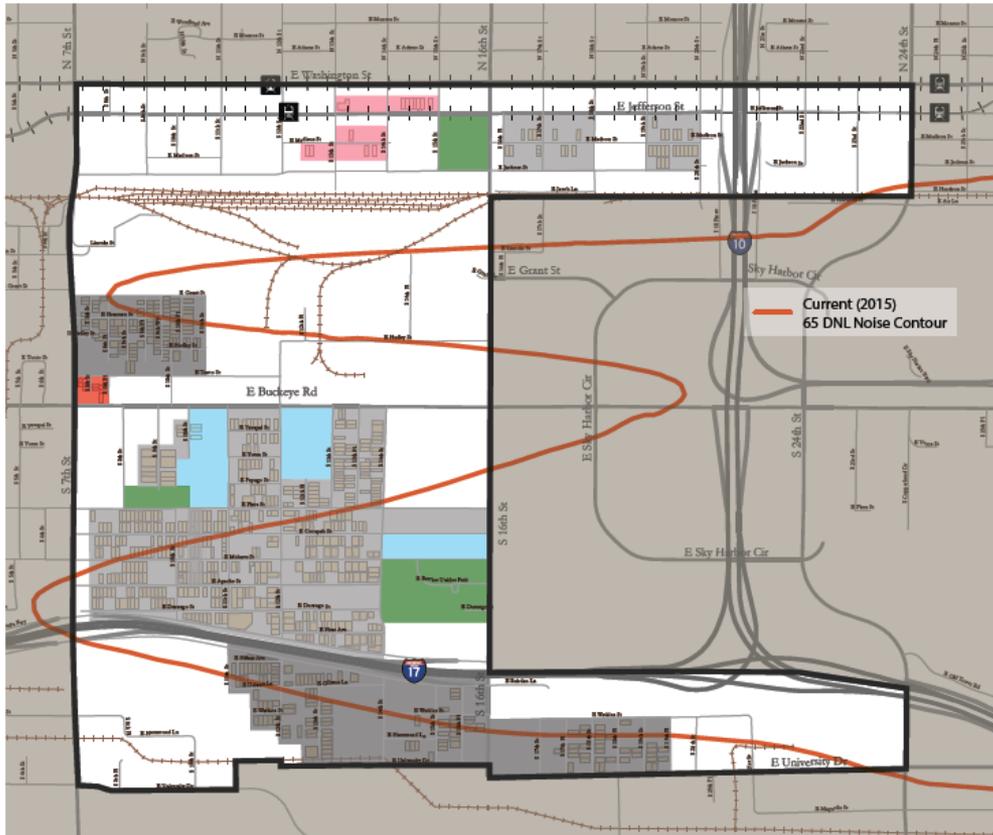
C-667

# Industrial Zone

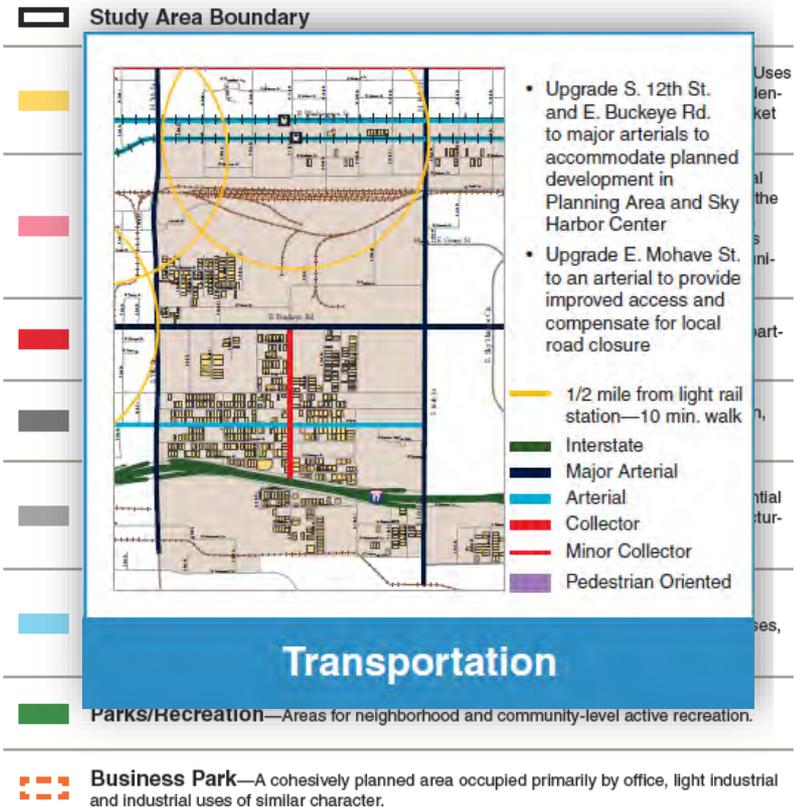
Larger sites (5+ acres typ.) in proximity to major transportation routes that support distribution, warehousing, processing and manufacturing uses

# Framework A

## Land Use and Noise Compatibility

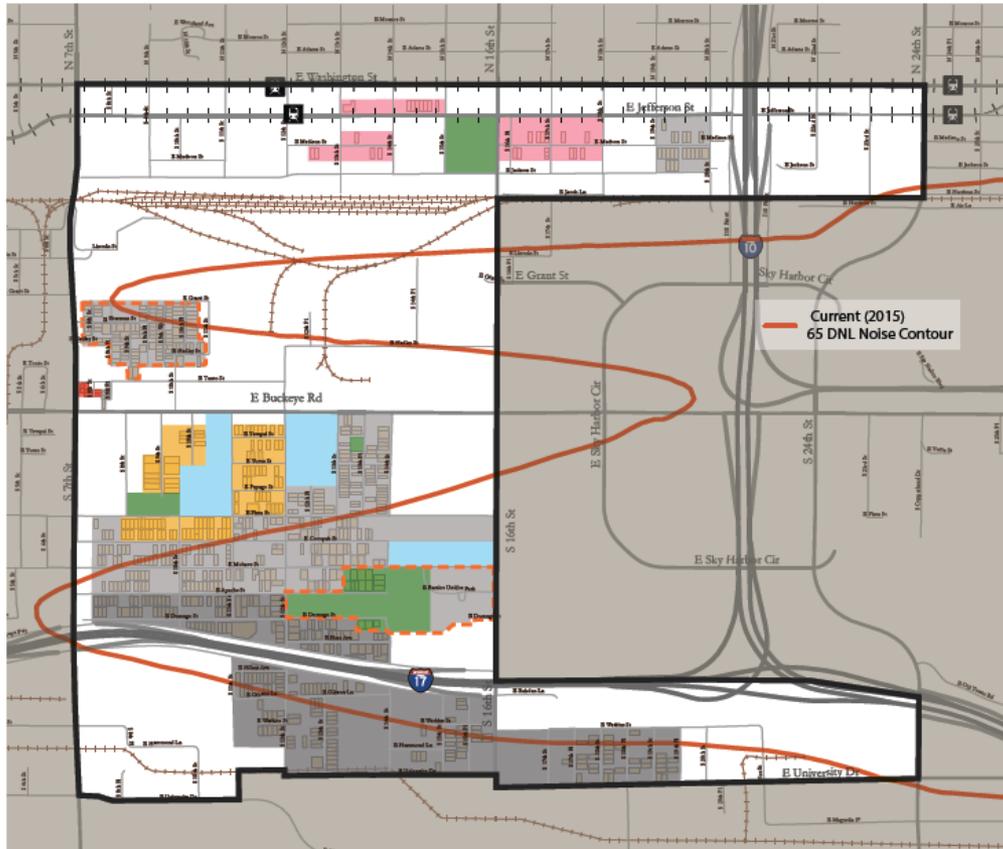


## Definitions



# Framework B

## Land Use and Noise Compatibility

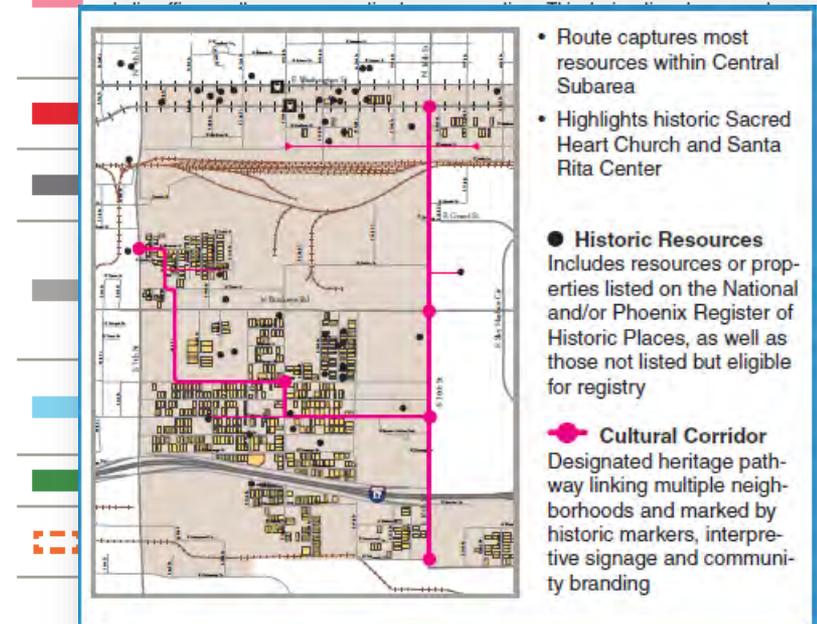


## Definitions

Study Area Boundary

**Core Village**—Traditional low-scale residential area (density of 5-10 units per acre). Uses may include single or multi-family dwellings, existing and infill replacement housing, residential live-work, and complimentary community-benefit spaces (i.e. community garden, pocket park, etc.).

**Mixed Use**—North of Jefferson Street, this designation refers to compatible residential and non-residential uses co-located vertically within a multi-level structure. Elsewhere in the Study Area, this designation may refer to residential properties combined with workshop,



- Route captures most resources within Central Subarea
- Highlights historic Sacred Heart Church and Santa Rita Center

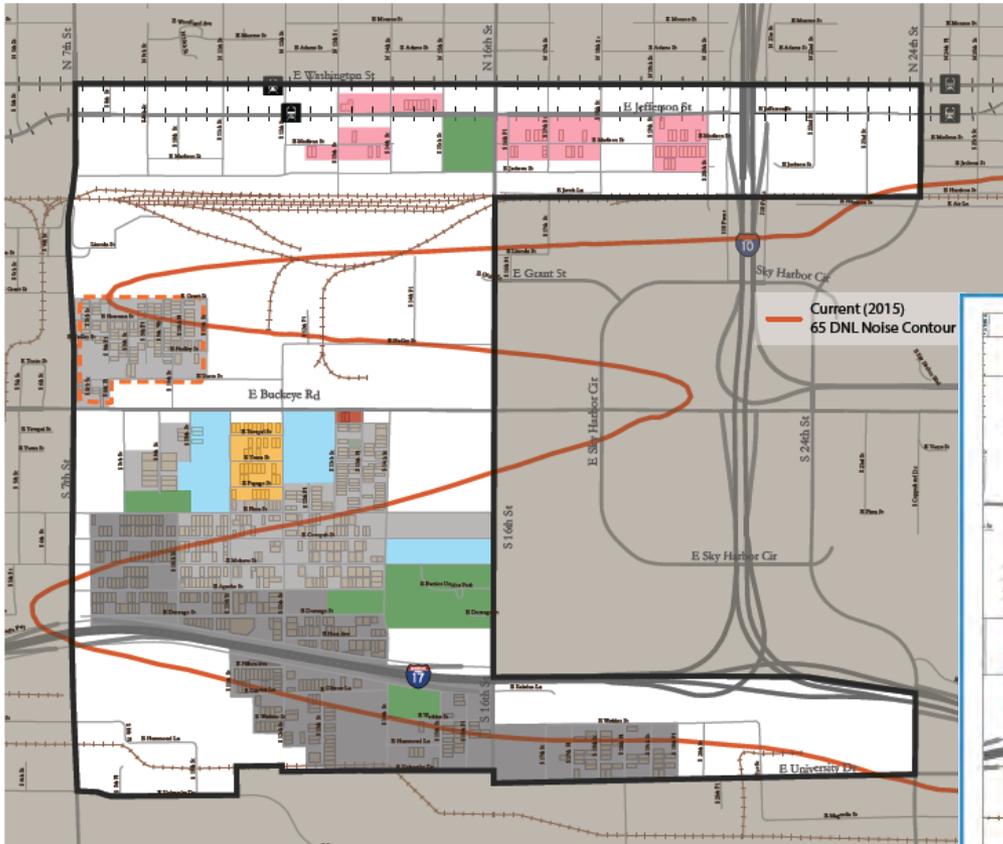
**Historic Resources**  
Includes resources or properties listed on the National and/or Phoenix Register of Historic Places, as well as those not listed but eligible for registry

**Cultural Corridor**  
Designated heritage pathway linking multiple neighborhoods and marked by historic markers, interpretive signage and community branding

## Cultural Corridor

# Framework C

## Land Use and Noise Compatibility

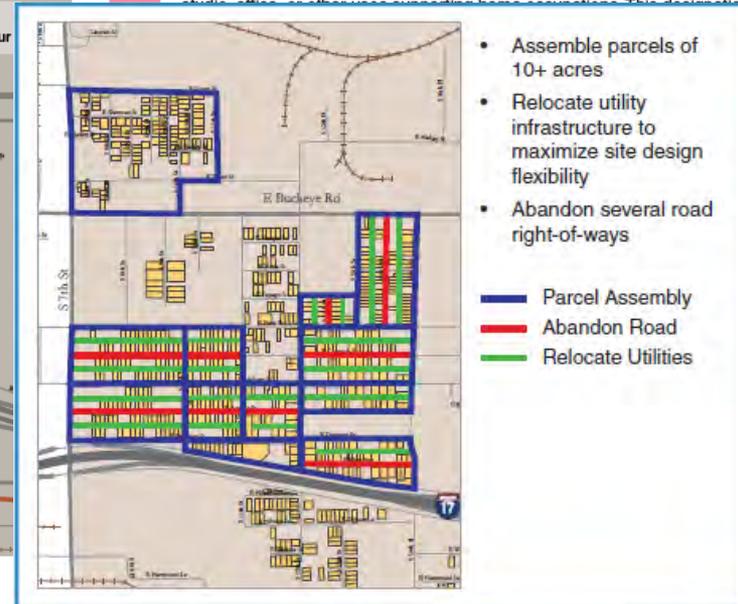


### Definitions

 Study Area Boundary

 **Core Village**—Traditional low-scale residential area (density of 5-10 units per acre). Uses may include single or multi-family dwellings, existing and infill replacement housing, residential live-work, and complimentary community-benefit spaces (i.e. community garden, pocket park, etc.).

 **Mixed Use**—North of Jefferson Street, this designation refers to compatible residential and non-residential uses co-located vertically within a multi-level structure. Elsewhere in the Study Area, this designation may refer to residential properties combined with workshop, studio, office, or other community-based uses. This designation also supports well as communi-



### Development Sites/Infrastructure

Criteria	Frameworks		
	A	B	C
Stakeholder/Community Input			
Local/Community Plans			
Historic/Cultural Considerations			
Sustainable Design			
FAA Guidelines			
City Investment			
Flexibility			
Market Demand, Timing and Characteristics			
Target Sectors			

C-671



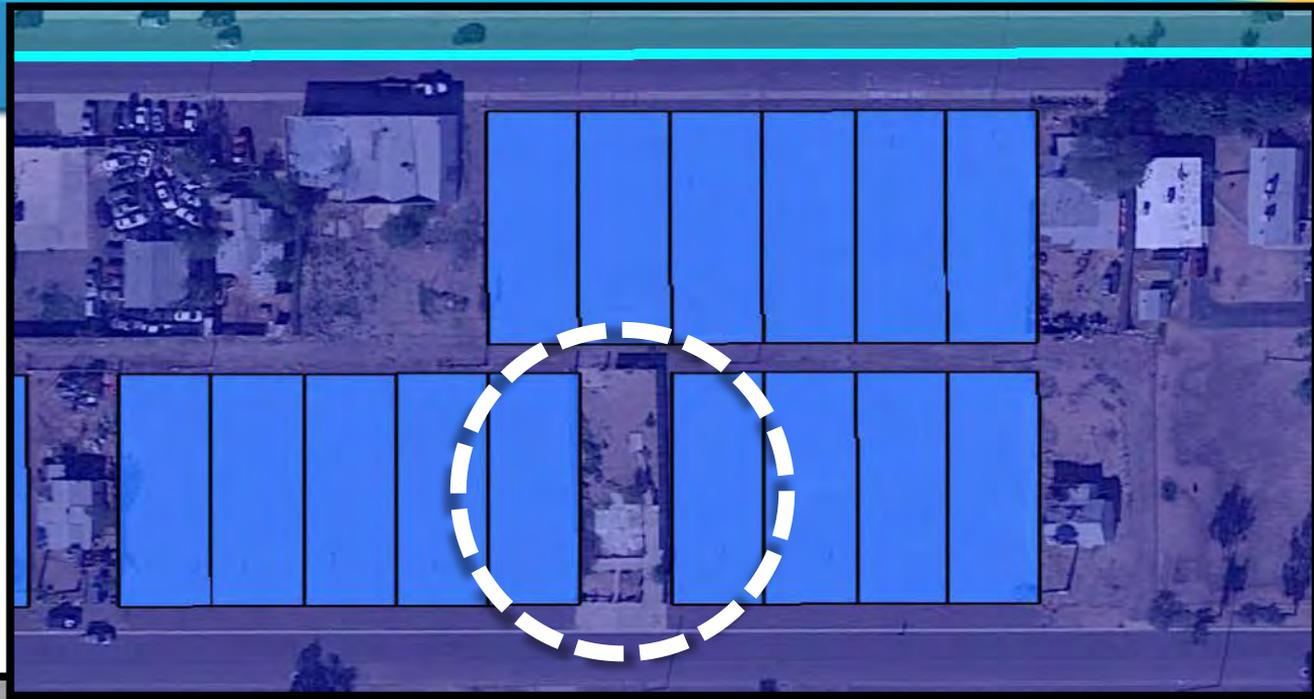
# Time Out

- Are you going to change the zoning on the parcel I own or where I live?  
✓ **NO**
- What about the aviation-parcel next to me?  
✓ **MAYBE**

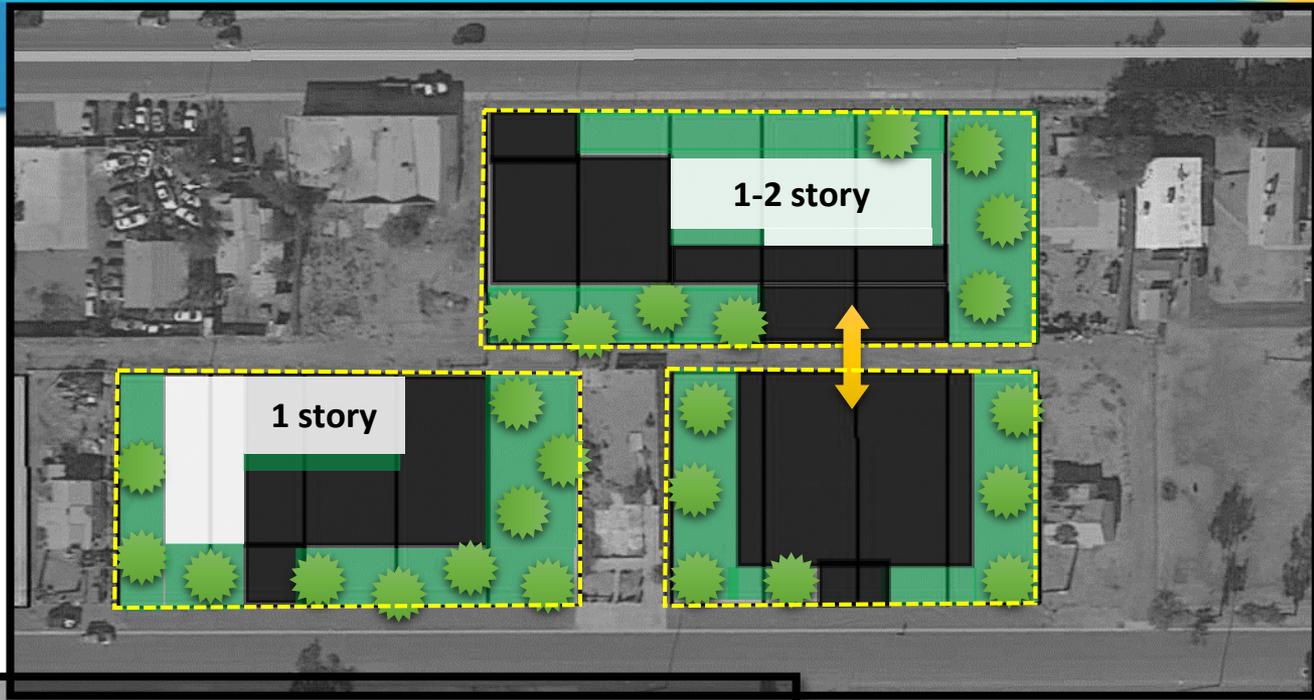
## **NOTE**

There may be instances where non-aviation parcel owners may wish to take advantage of an airport-parcel rezoning and choose to participate (on a voluntary basis)

**EXAMPLES  
FOR  
DISCUSSION  
PURPOSES**



**EXAMPLES  
FOR  
DISCUSSION  
PURPOSES**





# Goal A

## Stabilize and Strengthen Neighborhoods

### Policy A1

Encourage cohesive residential development in identified neighborhood settings to foster a diverse mix of uses and vibrant live-work environment to help reinvigorate area neighborhoods.

### Policy A2

Continue to actively engage community of residents, businesses, and other stakeholders throughout planning and implementation process.

### Policy A3

Employ interim uses to enhance neighborhood quality in locations where development opportunities are limited in the near- and mid-term.

# Policy B1

Create distinct identity for Planning Area neighborhoods and promote as cultural destination within the heart of Phoenix.

Strategy B1a	Strategy B1b	Strategy B1c
<p><b>Actions</b></p> <p>Develop branding strategy to recognize, celebrate and promote the area's historic and cultural significance and reimagined potential as a vibrant urban neighborhood.</p>	<p><b>Actions</b></p> <p>Design and install Cultural Corridor; heritage pathway featuring pedestrian/vehicle wayfinding, gateways, historic markers, interpretive signage, and activity nodes; supported by permanent and temporary programs.</p>	<p><b>Actions</b></p> <p>Identify governance entity/part ner(s) to lead funding; develop ment/maintenance of Cultural Corridor; development/implementation of programming; and promotion.</p>
<p><b>B1a-1</b></p> <p>Public engagement plan to encompass all aspects of branding strategy and Cultural Corridor.</p>	<p><b>B1b-1</b></p> <p>Establish stakeholder committee to inform development comprising current and past residents, organizations (e.g., CPLC, Phoenix Revitalization Corp [PRC], veterans groups), business owners, and city representatives.</p>	<p><b>B1c-1</b></p> <p>Identify funding opportunities and/or establish a capital campaign.</p>
<p><b>B1a-2</b></p> <p>Branding strategy/collateral package with name, logo, tagline, signage standards, etc. <i>Idea: Phoenix: Grow / Started/Rose Here, The Roots of Phoenix. Idea: An example given by one project stakeholder was creating a special historic area for the Central Sabana honoring the late Father Albert Braun, Santa Rita Hall with Great Chavez history and interior. Another example given by project stakeholders was creation of a merchant district (the Mercado) near S. 7th Street and E. Buckeye Road that introduce cultural and heritage specific commercial uses in a development setting reminiscent of the southwest's original mission-derived commerce centers. This could highlight some of the area's iconic restaurants such as Carolina's Mexican Food and others.</i></p>	<p><b>B1b-2</b></p> <p>Determine path, activity nodes, gateways, signage, and public art. <i>Idea: Connect with historic resources (Historic Sacred Heart Church, Santa Rita Center), schools/employment centers (Herrera School, Maricopa Skills Center, Sky Harbor Center) and recreation areas (East Lake Park, Rio Salado Habitat Restoration Area).</i></p> <p><i>Heritage &amp; Culture Destination Best Practices:</i></p> <ul style="list-style-type: none"> <li>• Thai Town in L.A.</li> <li>• Esplanade at Navigation</li> <li>• Opera Street &amp; L.A. Union Station area</li> <li>• Wynwood Walls</li> <li>• Austin Graffiti Park</li> </ul>	<p><b>B1c-2</b></p> <p>Partner with PRC to leverage community programming, including block parties, festivals, and regular tours of the area.</p>
<p><b>B1a-3</b></p> <p>Design guidelines for heritage-themed public spaces (pocket parks, streetscape). <i>Idea: historic markers, interpretive signs, public art: murals/sculpture.</i></p>	<p><b>B1b-3</b></p> <p>Develop construction package and phasing plans (Action B1a-3).</p>	<p><b>B1c-3</b></p> <p>Identify public-private partner(s), e.g. CPLC, to implement catalytic development focused on heritage tourism.</p>
<p><b>B1a-4</b></p> <p>Connect heritage district with existing and identify new opportunities for heritage-focused programming/events. <i>Idea: art walks, permanent/temporary exhibits, jazz concerts, walking map/guided tours, story-collecting.</i></p>		
<p><b>B1a-5</b></p> <p>Review the potential for restaurant retail expansion in the area to provide business/economic opportunity, and potential community garden tied to area restaurants.</p>		

# Policy B2

Improve Planning Area safety and security.

## Cultural Corridor Concept

**Strategy B2a**

**Actions**

Use Crime Prevention through Environmental Design (CPTED) to address safety and security through physical improvements.

**B2a-1**

Include CPTED elements as part of design guidelines (Action B1a-3).

**B2a-2**

Address safety and security in small area plans (Strategy B3a). Include CPTED elements; incorporate City of Phoenix Complete streets where possible to enhance the safety of non-motorized transportation, e.g., pedestrian and bicycle facilities such as sidewalks, bike lanes, signalized intersections, crosswalks, and curb ramps; identify the need for improved lighting.

**Strategy B2b**

**Actions**

Improve community-policing programs within the Study Planning Area.

**B2b-1**

Establish neighborhood watch group(s) for residential areas to enhance connections and communication among residents and law enforcement.

**B2b-2**

Identify resident liaisons to City of Phoenix Police Department to express concerns or raise issues regarding crime or safety.

**Definitions**

- Study Area Boundary
- Core Residential
- Mixed Use & Residential Support
- Commercial
- Industrial
- Light Industrial/Flex
- Education/Institutional
- Parks/Recreation
- Business Park

**Historic Resources**—Includes resources or properties listed on the National and/or Phoenix Register of Historic Places, as well as those not listed but eligible for registry.

**Cultural Corridor**—Designated heritage pathway linking multiple neighborhoods and marked by historic markers, interpretive signage and community branding.



*Potential Heritage Corridor treatments (trail, seating, murals, benches): Looking south down S. 16th St., south of E. Grant St.*



*Potential Heritage Corridor treatments (public park, commemorative street signage): Looking east across S. 16th St. toward the Historic Sacred Heart Church.*



*Potential gateway treatments (intersection paving materials, crosswalks): Intersection of E. Buckeye Rd. and S. 7th Ave., looking east.*



*Potential gateway treatments (murals): S. 16th St., at the I-17 overpass, looking south.*



**Strategy**

Develop and implement branding strategy for a Cultural Corridor to showcase the area's history and contributions to the community.

- Identify and promote the area through branding that highlights the rich history and cultural heritage.
- Use various tools, including design guidelines and incentives, to support the branding and encourage development of heritage-themed public spaces, public assembly, retail, tourism and cultural uses.
- Designated "Cultural Corridor" linking historic and cultural sites. May be combined with a walking map or app.
- Provide historic markers and/or interpretive signage at significant resources
- Develop decorative gateways signifying the entrance into a cultural area
- Consider inclusion of commemorative public art and naming of public spaces
- Engage local artists in mural development and public art installations

*Design Guidelines Best Practices:*

- Provide direction regarding the layout, appearance, signage, use of materials, and landscaping/buffering.
- Be reasonable and flexible given site constraints; careful not to impose a burden that would deter development.
- Identify compliance/maintenance mechanisms, e.g., site development review process, lease agreement structure, development agreement, among others.

# Policy B3

Prioritize value of placemaking to create physical settings that: enhance the quality of life for residents, employees and visitors; foster connections for travelers through the area; and attract new development.

Strategy B3a	Strategy B3b	Strategy B3c
<p><b>Actions</b></p> <p>Develop and implement targeted [small area] plans to address specific needs and improve metrics within specific areas.</p>	<p><b>Actions</b></p> <p>Promote unique location between downtown and airport to encourage economic development.</p>	<p><b>Actions</b></p> <p>Attract Valley residents and visitors to the area by promoting temporary uses and events.</p>
<p><b>B3a-1</b></p> <p>Identify areas of focus to address specific issues at a neighborhood scale.</p>	<p><b>B3b-1</b></p> <p>Amenities of transportation and location.</p>	<p><b>B3c-1</b></p> <p>Identify venue in which licensed pop-up food operations (e.g. food trucks or tents) may operate at little or no cost.</p>
<p><b>B3a-2</b></p> <p>Develop and implement a public engagement plan.</p>	<p><b>B3b-2</b></p> <p>Promote and leverage proximity to Innovation Corridor, (Biomedical, Warehouse District, Downtown).</p>	<p><b>B3c-2</b></p> <p>Provide space for temporary market events such as farmers market, antique or flea market.</p>
<p><b>B3a-3</b></p> <p>Develop plans to address a variety of topics:</p> <ul style="list-style-type: none"> <li>Zoning modifications to support land use recommendations (e.g. temporary use overlay, modification of Rio Salado overlay)</li> <li>Transportation and connectivity, including complete streets</li> <li>Public space and recreation.</li> <li>Safety and security through CPTED (Strategy B2a)</li> <li>Utilities infrastructure</li> <li>Historic preservation</li> <li>Urban design</li> </ul> <p>Design guidelines to promote context-sensitive development (Action B1a-3)</p> <ul style="list-style-type: none"> <li>Explore opportunities to utilize transfer of development or shade tree requirements</li> </ul> <p><i>Design Guidelines Best Practices:</i></p> <ul style="list-style-type: none"> <li>Provide direction regarding the layout, appearance, signage, use of materials, and landscaping/buffering.</li> <li>Be reasonable and flexible given site constraints; careful not to impose a burden that would deter development.</li> <li>Identify compliance/maintenance mechanisms, e.g., site development review process, lease agreement structure, development agreement, among others.</li> </ul>	<p><b>B3b-3</b></p> <p>Link Planning Area locations to ongoing or planned City events such as road races, food or historic tours, etc.</p>	<p><b>B3c-3</b></p> <p>Link Planning Area locations to ongoing or planned City events such as road races, food or historic tours, etc.</p>

## Policy C1

Utilize subject parcels and leverage adjacent City-owned land, where possible, to create employment center(s) in the Planning Area.

Strategy C1a

Evaluate the feasibility of two “catalytic sites” for special development concepts, including planned business park, with a mix of complementary uses and amenities. Catalytic development projects help attract interest and build momentum for redevelopment. Recommended sites are the area north of Buckeye and east of S. 7th Street, and the current Barrios Unidos Park and adjoining lands along S. 16th St.

Strategy C1b

Work with economic development agencies and stakeholders to attract target industries: healthcare, bioscience and biomedical; advanced business services; advanced manufacturing; aerospace and defense; technology and innovation; and sustainable and renewable energy.

Strategy C1c

Explore swap of underutilized Green Valley Park property in South Subarea with subject parcels in Central Subarea near Barrios Unidos Park to open up contiguous land for industrial development in South Subarea and focus recreational amenities in Central Subarea

Strategy C1d

Encourage small business growth and non-traditional employment opportunities in the area, including live/work arrangements, co-working spaces, incubators, etc.

## Policy C2

Create opportunities for non-residential development sites in a range of sizes to meet market preferences.

Strategy C2a

Where it does not preclude identified longer-term objectives, expedite promotion of vacant land for small-scale, context-sensitive development to meet expressed community desire for timely reuse and economic development.

Strategy C2b

Reconfigure subject parcels for more productive use through land swap or purchase of adjacent land

Strategy C2c

Provide access to voluntary property buyout for land owners within Planning Area.

Strategy C2d

Allow private market purchase through release of select subject parcels. Private parties would purchase and develop parcels according to their needs and market conditions.



# Next Steps – Schedule

- Community review and comment

- ✓ Comments by 12/30
- ✓ Small group meetings

Dec/Jan



- Final editing and draft plan

- Public meetings

- ✓ Village Planning Committee
- ✓ Aviation Advisory Board
- ✓ City Council Subcommittee
- ✓ City Council

Feb/Mar



- FAA review

Mar/April

# Next Steps – Immediate Activities

## During FAA review

- Develop small property release process
- Form focus groups
  - ✓ Preliminary block planning and zoning
  - ✓ Heritage/place-making
  - ✓ Identify strategic partners
- Property owner outreach

## Pending FAA review

- Residential areas
- Interim uses
- Leasing strategies



FAA reuse  
plan



Community  
Reuse Plan



## Next Steps

- What happens if FAA does not approve reintroduction of “single family residential”?
  - ✓ The neighborhood infill zones can fallback transitional zones to ensure near-term “interim” development occurs
  - ✓ In the long-term, reevaluate residential as a land use goal, consider reuse plan updates if conditions change

# Next Steps

- What happens after FAA review and the next phase of the project begins?
  - ✓ Project leadership transition to **PHASE-2** (RTKL Callison)
  - ✓ Stakeholders will guide the process of taking policy maps and actions to the market
    - > Develop specific plans
    - > Review rezoning applications development
    - > Help create requests for proposals
    - > Monitor and adjust strategies as development occurs



# NEXT STEPS

- Which framework elements, policies and actions do you like or dislike?
- What is not in the frameworks or policies that should be?
- Do you think the planning concepts reflect the community's goals and ideas for the reuse area?



**PHX**

LAND REUSE  
STRATEGY

# Q&A

## **Courtney Carter**

Land Reuse Strategy Coordinator  
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## **Jordan Feld**

Deputy Aviation Director  
jordan.feld@phoenix.gov  
602-273-4072

**THANK YOU**

Phoenix Sky Harbor International Airport  
 Land Reuse Strategy (LRS)  
 Project Management Committee/Advisory Group Meeting  
 December 6, 2016, 9:00 AM - 12:00 PM  
 HOPE VI Emmett McLoughlin Community Training & Education Center  
 Meeting Summary

<b>City of Phoenix Attendees</b>	
Name	Organization
Dominic Braham	Council District 8
Katherine Coles	Planning & Development Department
Roberto Frietz	Neighborhood Services Department
Richard Russell	Business and Properties
Robyn Sahid	Community and Economic Development Department
Olga Soto	Neighborhood Services Department
Bailey Spears	Housing Department

<b>City of Phoenix Aviation Department Staff</b>	
Name	Organization
Courtney Carter	Planning & Environmental
Jordan Feld	Planning & Environmental
Deborah Ostreicher	Assistant Director

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

**Opening Remarks & Welcome**

*Kate Gallego, Vice Mayor (Vice Mayor Gallego)* welcomed everyone to the meeting and thanked them for their continued participation with the project. She stated that this project was an exciting time for the City, offering the opportunity for Phoenix to be an example to other cities around the country on successfully conducting a community-driven planning process.

*Jordan Feld, City of Phoenix Aviation Department (AVN Rep. Feld)* thanked *Vice Mayor Gallego* for her support and introductions proceeded around the room. *AVN Rep. Feld* continued by saying that the resources and drive from the community is available to make this a successful and exciting planning and development opportunity. He stated that all of the policies were detailed on displays in the back of the room and there would be time after the presentation for people to review those and ask the project team questions.

*AVN Rep. Feld* stated that the project team had put together many case studies and examples, along with a thorough discussion of community comments and concerns. The presentation would cover Working Paper #2, goals and frameworks, evaluation criteria, strategies for implementing those frameworks, and next steps. He explained that this project area offers countless cultural resources while sharing an economic relationship in proximity to the downtown area. He stated that the area is also a central location for social issues, making the planning and development a critical aspect within the City of Phoenix.

### **Process to Date**

*AVN Rep. Feld* stated that the project had started with goal setting. The main goals that were heard repeated throughout the planning process were:

- Preserve neighborhoods – Enhance and preserve what is already there. Community members want quality jobs brought in, more housing, and more pedestrian connection to the downtown area.
- Preserve and integrate history – Use the various cultural resources to develop a Cultural Corridor and help tie the area together. Make sure every decision reflects back the culture and history of the area.
- Ensure process is inclusive and reuse actions are immediate – Develop plans with contingencies built in to ensure plans on paper can be put into action. Don't wait to start the projects.

### **Benchmarking**

*AVN Rep. Feld* stated that this process is unlike any other planning process that has taken place in the past. In other airport planning processes in the country, there was not a strong drive to develop the properties that the airports had acquired. The various land uses and community driven planning process for this project was unique from any other. One commonality of the different plans was figuring out how to navigate the guidelines and restrictions set forth by the FAA, and ensuring that the plans are still able to meet the goals of the communities.

### **Inventory**

*AVN Rep. Feld* stated that many of the stakeholders who have been involved in the process are very knowledgeable of the zoning and regulation guidelines for the area

and provide very valuable insight. The inventory in the North area has a lot of good, recent planning efforts that have taken place or are underway. The Central and South areas do not have a lot of planning efforts that have taken place, and it is a bit more difficult to develop planning that encompasses the different uses and direction of those communities. A lot of the areas are not zoned for any kind of flexible redevelopment. *AVN Rep. Feld* stated that the many good attributes of the area outweighed the negative, and the redevelopment could overcome those drawbacks of the area.

*Deborah Ostreicher, Airport Assistant Director (AVN Rep. Ostreicher)* urged everyone in the meeting to speak up with comments or questions at any point throughout the meeting. This presentation would be presented to the communities and if someone saw something they thought should be changed, they should feel free to give their input.

### **Market Study**

*AVN Rep. Feld* stated that the prospects for the near-term were not very good. The Market Study showed that there are many projects that are currently planned or underway which, in turn, absorbs the market demand for the near-term. For long-term and mid-term planning, the market shows a better advantage for the planning area. One thing to remember, however, for development to occur, 1 ½ - 5 acre parcels are the desired footprint for development to take place on. In the planning area, there are no airport-owned parcels that match that criteria. In the planning process, it will need to be decided how to best assemble some of those parcels to make it attractive to incoming development.

*Lisa Urias, Urias Communications (Consultant Rep. Urias)* commented that as the cultural consultants, they had heard from community members that there are still existing residents within some of the areas that need to, or would like to be relocated. This would free up some of the remaining parcels to be able to assemble them together to achieve the appropriate sized parcels for development. *AVN Rep. Ostreicher* commented that they would need to approach that issue by waiting for a developer to come in, then presenting the option of relocating to the residents, so as not to imply that they have to move. *Consultant Rep. Urias* stated that there were not that many properties left that were directly preventing some sort of development from happening. Those residents that were still remaining could have a great opportunity should they choose to relocate as part of the process.

### **Stakeholder Charrette**

In July, community meetings were held consisting of community-led discussions and brainstorming sessions. The project stakeholders came with the information that had been gathered throughout the process up to that point, and made detailed suggestions on maps for how they would like to see the different areas developed.

Those discussions showed that all of the suggestions and ideas written down by the meeting participants were in line with the goals set forth by the project.

## **Working Paper #2**

*AVN Rep. Feld* stated that all of this previous work has now led to Working Paper #2 and the draft plans being presented. Working Paper #2 takes addresses three different frameworks and the specific steps it would take to carry out the plans within those frameworks. The frameworks each present slightly different views of how the market and the community goals would develop together. Those frameworks were then evaluated on different criteria that were determined early on in the process to be important. *AVN Rep. Feld* stated that they had condensed the schedule. The community had asked for the behind-the-scenes work to be presented to them quicker so as to be able to put the plan into action as soon as possible. Because of this, the project team has created a lot of policy and action items to be incorporated into the different frameworks. The project team also took a considerable amount of time to put together case studies which show examples of similar neighborhoods in cities across the country and what has been successfully developed there.

### **Framework A**

*AVN Rep. Feld* began outlining the frameworks and how they differ from one another. Framework A is essentially taking what the general plan and market trajectory would be without engaging in a community-driven planning process. All of the concepts in the North area address the idea of bringing in mixed use residential development to the Transit Oriented Development (TOD) district because of the market conditions. Included with all the frameworks are functional maps outlining transportation, development, infrastructure, and cultural planning that would need to take place within each individual framework. Framework A also looks to strengthen the major connectors through the Central area and then let the blocks develop on their own based on the market.

### **Framework B**

Framework B begins to get more into incorporates a lot more of the community goals and aspirations. One of the main comments from the public was to not displace residential. If a project were to displace a house, make sure to make up the house somewhere else in the planning area. Because of this, in the area around 7<sup>th</sup> Street and Buckeye, there could be a redevelopment of residential in that area that people could relocate to if needed. The goal would be to attract growth and development in these areas which would then provide the possibility of developing a new residential core concept where new residential could be introduced. *AVN Rep. Feld* stated that one of the catalyst sites looks at trying to reuse Barrios Unidos as a Regional Sports Park/Commerce Center. This plan would present a regional draw to bring people into the area.

*Dominic Braham, District 8 Council (District 8 Rep. Braham)* asked if these ideas had come up from the residents of the area and if they had addressed traffic issues within the areas. *AVN Rep. Feld* stated that yes, the residents were familiar with the issues that come up with industrial use mixed into a residential area regarding traffic. He added that one of the things they encourage community members to do is provide ideas for how to mitigate any problematic traffic patterns or issues that may come up.

*AVN Rep. Feld* stated that the other catalyst site being looked at is located on the northeast corner of 7<sup>th</sup> and Buckeye, where there is a lot of airport land, as well as being close to downtown and many cultural resources. Most would see that area as potential expansion of the railyard. However, the community made it clear that they wanted to capitalize on the historical and cultural resources available to them, as well as the close proximity to the downtown area, and try and build off of the economic growth taking place in downtown Phoenix.

### **Framework C**

Framework C also carries forward the community desires in terms of land uses. Changes in Framework C include a little bit less of a residential area, and keeping any new residential farther away from the 65 DNL boundary. The catalyst site focus is more or less contained to 7<sup>th</sup> Street and Buckeye. In the North, you see the entire corridor designated for mixed use/residential opportunities. Towards the south, instead of limiting the regional industrial development to just the I-17 corridor, that development can be seen expanding out a bit.

*AVN Rep. Feld* concluded talking about the different frameworks by stating that the community was leaning towards a combination of Frameworks B and C. He also stated that when looking at the maps and the different colors that were designating the different zones, it is important to note that the color designation only applies to the Airport-owned parcels. A new color designated zone would not change anything for existing property owners on their privately owned properties. He added that if a property owner decided that they did want to opt into the development plans and take part in the redevelopment, or rezoning, they could do that as well.

*Peggy Neely, Johnson & Neely (Consultant Rep. Neely)* stated that she thought when presenting to the communities, the project team should be mindful of how they present this information. While someone who is the only remaining resident on a block may choose to stay and not change their zoning, development will still happen around them and may drive them out. Telling them they have a choice, when an industrial business may still be able to go in next to them, does not really leave them with much choice.

*AVN Rep. Feld* responded to *Consultant Rep. Neely's* concerns by showing examples of what could possibly happen if there was a block that had remained mostly residential and had only one or two Airport parcels in the midst of it. In this case, those parcels are most likely not big enough to develop any kind of small business on so they would be

used for interim uses such as green space, parks, etc. He then also showed an example of a block with only one or two remaining residential properties, surrounded by Airport-owned properties. In the case of a remaining residential property in mostly Airport-owned parcels, the first option is that they can opt in and agree to take part in the redevelopment and relocate. Most likely, however, the homeowner will want to continue living there and they can choose to stay and have development compatible with their residence take place around them. The area would then be developed with contact-sensitive design in place. Both of these cases are outlined in Working Paper #2.

*Consultant Rep. Neely* commented that if she were the one remaining house on the block, she would want some guidelines in place restricting how close a building could be built, and possibly have an overlay zone put in place that would dictate what kind of development could take place. *AVN Rep. Feld* stated that all of those stipulations were possibilities to be included in the plan.

*Barbie Schalmo, C&S Companies (Consultant Rep. Schalmo)* asked what would happen if a developer comes in and sees one residence in the middle of a block and doesn't want to develop around them. What happens if that residence discourages any development from taking place there? *AVN Rep. Feld* stated that there is a lot of unknown with this process. He stated that they could hopefully update the plans as the project goes, and as they learn more about what works in the different areas. In response to *Consultant Rep. Schalmo's* scenario, development would most likely go from a moderate intensity use to a very small intensity scale use, which would be more compatible with a residence.

*Consultant Rep. Urias* added that from the comments she has heard from community members, she believes they want that industrial use development to take place that will develop properties into nice, aesthetically pleasing buildings. This in turn will improve those neighborhoods and improve the quality of life that has been taken away from those residents. She stated that she believes they are supportive of that kind of development taking place, as long as it is designed properly.

*Consultant Rep. Neely* asked if before submitting an RFP, they would have the owner of the remaining residence in to ask what they would like to do. She stated that she thought a meeting with everyone involved would help to determine what could take place. She added that a "buffer" for these neighborhoods would be good to include. While the guidelines and restrictions are helpful, a buffer would help to protect those that are already there. *AVN Rep. Feld* agreed that using words like buffer, and transition, would help communicate the thought for these development areas.

*Michael Johnson, Johnson & Neely (Consultant Rep. Johnson)* added that he kept hearing the terms contact sensitive design, and quality development, but he wasn't sure that community members would understand what that meant. They would want to know if it means they will have paint stored next to them, or any other hazards, and the more specific you can be in explaining exactly what kind of development is being talked about, the better. *AVN Rep. Feld* stated that a lot of this would come into play in the

implementation phase of the project, especially for the Central area and parts of the North area. During this phase, the team would sit back down with the community and go over specific areas and say these uses are ok, and these uses are not.

*AVN Rep. Feld* then went into explaining some different terminology that might help people understand the different designations and exactly how those areas would be developed. *Consultant Rep. Johnson* suggested flipping the order of these slides and presenting the terminology first, so community members would then have a better understanding of what was being talked about in the different areas. *AVN Rep. Feld* stated that he would change the order before the community presentations. *Consultant Rep. Johnson* then asked if the opportunity for property owners to acquire adjacent, Airport-owned lots could be directly addressed. Many people would like the first offer to buy the adjacent lot to their property to expand their property or business. *AVN Rep. Feld* stated that that was one of the options. Property owners would be the first to know if any of the adjacent lots were to become available.

*Consultant Rep. Schalmo* commented that the residents would probably want to know how that decision would be made. Would it be a case-by-case basis? *AVN Rep. Feld* replied that in the South, this issue doesn't really come up as there aren't residential blocks with just one or two Airport parcels in them. An Airport parcel would most likely be sitting in the middle of industrial development, in which case, it would just have to be decided which industrial business the parcel would go to. In the Central and North area, he didn't see it as being very complicated since a single parcel wouldn't have much of a use on its own. If there is a compatible use that is adjacent to it, the parcel would most likely be combined with that. If there was no compatible use next to it, it would be developed for an interim use.

*AVN Rep. Feld* then quickly went into the Goals and Policies, stating that the policies all followed along with the project's initial goals: Stabilize and strengthen the neighborhoods, Utilize the culture and heritage, and include the community and take action quickly. He also stated that the project team had done a great job of taking the stakeholders' ideas and finding similar projects and development that have successfully taken place around the country. He encouraged everyone to look through the paper and the findings and let the project team know if there was anything they felt was left out or should be changed.

## **Next Steps**

*AVN Rep. Feld* stated that to stick to the current project timeline, they would need to get all comments in by December 30. This strict timeline is to take into account that the FAA review process can take up to six months. After the community review process, the draft plan would be reviewed by the Village Planning Committee, the Aviation Advisory Board, the City Council Subcommittee, and finally to the City Council. Once they had reviewed, the final document would be submitted to the FAA for review in March or April. As far as the review timeline, this plan that the Land Reuse Strategy project will be

submitting to the FAA will be not only a complex policy plan, but a much more detailed description of how the Airport parcels are to be redeveloped.

*AVN Rep. Feld* then talked about what would happen if the FAA were to not approve residential going back into some of these areas. He stated that they had been having informal conversations with the FAA about the residential issue, and the FAA had seemed to be understanding of the possibility of introducing it back to the North area. They were not supportive of redeveloping residential in the Central and South areas. If the FAA does say no to the residential, quality development can still happen with the interim uses the plan outlines as well.

### **Question & Answer**

*AVN Rep. Feld* then closed the formal presentation portion of the meeting and opened it up for questions.

*Consultant Rep. Johnson* suggested making each presentation to the three different project areas, specific to those areas with the information presented. He also stated that somewhere within the timeline presentation, the project team needed to be realistic in how long these plans would take to be put into action. This process is only the very beginning planning stage. It could realistically be 5-10 years before some of this development takes place, and that should be communicated to the community.

*Consultant Rep. Schalmo* added that she agreed that it is very important to acknowledge the hurdles and be honest about some of the issues that the plan might face. This will ultimately help manage everyone's expectations. She stated that the catalyst sites would then help build momentum for the project and get people excited about what was going to happen in the area.

*Consultant Rep. Urias* stated that while this plan was for the FAA, there are many things within the plan that don't involve the FAA at all. There are development and community revitalization concepts that could be started by getting help from the City. These are the things that can begin right away.

*Pete Dimas, El Pueblo Productions (Consultant Rep. Dimas)* commented on the fact that there is a lot of fear within the communities of the development engaging with the market. They are wary of the growth that could take place, which would increase property values, which could then increase their taxes. He stated that he thought having a response to those kinds of attitudes included in the presentation would be beneficial.

*AVN Rep. Feld* replied that the plan introduces this idea of compatible elements. One of the main things that can be taken from this process, is the community developed lists of plan requirements, including better setbacks, better height standards, and better ways to make different uses compatible so as not to force anyone to have to leave.

*Consultant Rep. Johnson* stated that using terms like context sensitive design is fine, as long as it is clearly explained at the beginning of the presentation. Explaining what those terms encompass will also let the community members know that the project team is

listening to them as well, and incorporating their thoughts and ideas. He also stated that in terms of contact sensitive design, it needed to be emphasized how great of an opportunity the City had in the North and Central areas with all of the historical and cultural resources available to them. There is an opportunity that not many other cities in the country have to create a really valuable, historical area to the City of Phoenix.

*AVN Rep. Feld* asked what the group thought about having different presentations specific to the different parts of the project area. Should they have different slides for each, or give the same presentation to everyone? *Michael Hotaling, C&S Companies (Consultant Rep. Hotaling)* stated that he thought it would be best to use the same presentation, with some extra information thrown in for each area. That way no one in the community felt like they weren't getting all the information. *Consultant Rep. Neely* agreed that the same presentation should be used for all the areas and *AVN Rep. Feld* could go into more detail on the information specific to that area. *Consultant Rep. Dimas* added that the presentation needed to be flexible enough to be able to take advantage of the different personalities of each area.

*Consultant Rep. Schalmo* stated that there were many unique ideas that have come from this process, some that push the envelope of what has been done before, and it is important to note that they all do require more research and more time. *AVN Rep. Feld* agreed and added, the planning is not over. This has set up the next implementation phase of the project, where many of the ideas are going to require a lot of detailed analysis and policy planning on how to achieve a successful outcome.

*Olga Soto, City of Phoenix Neighborhood Services Department (COP Rep. Soto)* asked what the timeframe looked like for transitioning the project to RTKL for the next phase. *AVN Rep. Feld* responded that dates had not been locked in yet. He stated that the first meeting might be in February at the Central City Village Planning Committee Meeting and see how that meeting goes to determine outlining the rest of the schedule.

The question was posed asking how the project team would respond to some asking why all of these different concepts were being proposed if the FAA could say no to them. *AVN Rep. Feld* stated that the FAA could say no to all of it. The purpose of this process was to have the community tell the Airport all the things that the Airport doesn't know about these communities. The FAA might say that a lot of it makes sense and they approve it, and they also might say that they don't approve parts of it. *Consultant Rep. Schalmo* added that it was also important to have the planning document be backed by the community. While some of the concepts might not be acceptable to the FAA, it is still important to communicate to the FAA that this is what the community wants.

*Consultant Rep. Hotaling* commented that he thought this plan will also test the FAA and make them think about the language used in their guidelines. It would have been impossible to foresee the way noise contours have been able to shrink today. The FAA states that a compatible use has to go back into these areas, however, those areas are now outside of the 65 DNL contour. This plan will test the issue and be an example for

many other plans throughout the country as well. *AVN Rep. Feld* added that the small sized parcels are also going to present the FAA with a unique situation where the only practical use for them will be to develop them in the interim uses, such as community gardens, parks, and green space.

*Consultant Rep. Neely* asked if the Airport had had any offline discussions with the FAA. *AVN Rep. Feld* stated that they had spoken with them a few weeks ago and they were understanding of residential being the highest and best use for the North Area. However, it didn't seem the FAA would ever be comfortable with reintroducing residential in the Central area.

*Robyn Sahid, City of Phoenix Community & Economic Development Department (COP Rep. Sahid)* stated that she thought the presentation had touched on most of the issues that would come up with her department. The question they also have to manage is timing, and knowing what are realistic expectations. The more information they can present to the community, the better. She added that while there does seem to be red tape and some hurdles in carrying out some of the development outlined in the plan, it is manageable and something that can be achieved. It comes down to making sure everyone is clear on what can be done, and when, and understanding that development takes time.

*COP Rep. Soto* commented that the Eastlake neighborhood has been very involved with every aspect of the plan throughout the process so far. She stated that they wanted the least amount of impact to the communities, while still maintaining that cultural heritage, and they would be very receptive to seeing all the plans.

*Bailey Spears, City of Phoenix Housing Department (COP Rep. Spears)* stated that from a housing perspective, she agreed with *Consultant Rep. Soto* that Eastlake provided a lot of opportunity for housing and was one of their target areas. *AVN Rep. Feld* stated that Eastlake had been very specific that mixed use residential would be fine north of Jefferson, however, single family should go in along 16<sup>th</sup> Street. He stated that the FAA was typically very against single family residential going back in. It was added that most Eastlake residents were ok with affordable, mixed use residential being developed in the area. *Consultant Rep. Urias* commented that she believed many of the residents were very concerned with making sure the housing stayed affordable in that area, as gentrification of the area has happened in the past.

*Katherine Coles, City of Phoenix Planning & Development Department (COP Rep. Coles)* stated that she thought all the plans looked good. They were working to learn about all the different kinds of codes to determine what could go where. She added that the thought the Planning Department was posed to be able to do a lot of good going forward.

*Courtney Carter, Aviation Department (AVN Rep. Carter)* asked if, through this process, the Neighborhood Services Department could focus on the Central area and address issues such as quality of life, safety, lighting and sidewalks.

*COP Rep. Soto* stated that she had heard that there was a big push to do alleyway cleanups, and code enforcement in the Central Area. She asked *Roberto Frietz, City of Phoenix Neighborhood Services Department (COP Rep. Frietz)* if he had any information on those efforts. *COP Rep. Frietz* stated that he thought there was a big focus on the quality of life, and improving the infrastructure of the area.

*Consultant Rep. Neely* stated that a lot of emphasis had been put on things happening in the next phase of the process, seeming to pass the responsibility in some cases. She asked if the expectations could be defined as to what would come out of the next phase of the project. *AVN Rep. Feld* replied that he did not want any more meetings about these concepts until a final ruling had been made by the FAA. It would not be beneficial for more detailed planning to go into some of the concepts that weren't even for sure going to be able to take place, before they knew something more definite from the FAA. *Consultant Rep. Neely* then asked if they would be going into a holding pattern once the plan was submitted. *AVN Rep. Feld* stated that they would be in a holding pattern on the really big items, such as housing development, that they needed a ruling from the FAA on. However, some of the less intensive concepts could go ahead and get started on right away. *Consultant Rep. Neely* stated that she thought the next phase should be clearly defined to everyone on what was to be expected, and what would be accomplished in that phase. *Consultant Rep. Schalmo* added that it was important to note that some of the potential policies and strategies would inform the next phase of the project.

## **Closing**

*AVN Rep. Ostreicher* asked if anyone had any other questions about the presentation or anything else to add before the community meetings started that night.

*AVN Rep. Feld* thanked all the committee members for their work on the project and stated that he hoped they would stay involved through the implementation phase as well. He invited everyone to review the Framework and Policy displays and the meeting ended.

# Roundtable & Community Meetings #3 Materials

**From:** [Amanda Niemann](#)  
**Bcc:**

**Subject:** PHX Land Reuse Strategy December Roundtable Meeting  
**Date:** Monday, November 14, 2016 11:38:00 AM

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Hello Roundtable Members,

Thank you for your continued participation and guidance throughout the PHX Land Reuse Strategy Project! Your input has been crucial in the development of the draft strategies. The public is invited to take an in-depth look at the proposed plans and strategies.

The third round of Roundtable Meetings will be held in conjunction with the Community meetings for each of the three project areas. Each meeting will be focused on presenting information specific to that project area. Meetings will consist of three segments, including providing a detailed overview of the plans and plan development process, an interactive discussion exploring feedback and commentary from participants regarding the different plan frameworks, and a closing group dialogue to share the next steps in the process.

PHX Land Reuse Strategy Roundtable Meeting Times and Locations			
Area	Date	Time	Location
North	Tuesday, December 6, 2016	6:00 PM – 9:00 PM	Eastlake Community Center 1549 E. Jefferson Street Phoenix, AZ 85034
South	Wednesday, December 7, 2016	6:00 PM – 9:00 PM	Broadway Heritage Neighborhood Resource Center 2405 E. Broadway Road Phoenix, AZ 85040
Central	Thursday, December 8, 2016	6:00 PM – 9:00 PM	Wesley Community Center 1300 S. 10 <sup>th</sup> Street Phoenix, AZ 85034

Additional information will be sent to you prior to the meeting for your review. We hope you are able to attend as we move towards the development of a final Land Reuse Strategy. Thank you for your continued support.

If you have any questions or concerns, please feel free to contact:

Trina Harrison

Project Manager

Aviation Department, Planning & Environmental

602-273-3476

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

<http://skyharbor.com/LandReuseStrategy>

**From:** [Amanda Niemann](#)  
**Bcc:**

**Subject:** PHX Land Reuse Strategy December Community Meetings  
**Date:** Monday, November 14, 2016 11:45:00 AM



Thank you for your continued participation and guidance throughout the PHX Land Reuse Strategy Project! Your input has been crucial in the development of the draft strategies. The public is invited to take an in-depth look at the proposed plans and strategies.

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Trina Harrison

Project Manager

Aviation Department, Planning & Environmental

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

<http://skyharbor.com/LandReuseStrategy>

**From:** [Amanda Niemann](#)  
**To:** ["robin.anderson@phoenix.gov"](mailto:robin.anderson@phoenix.gov)  
**Subject:** PHX Land Reuse Strategy December Community Meetings  
**Date:** Monday, November 14, 2016 1:43:00 PM

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Hi Robin,

Could you please help me in distributing the following announcement to the NSD contacts? It is for the Community meetings coming up in December talking about the draft plans which have been developed for the Land Reuse Strategy. Please let me know if you need any other information from me.

Thanks!  
Amanda Niemann



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# Roundtable/Community Meetings

## Mesas redondas / juntas comunitarias programadas

### North Area Discussion

#### Discusión del área Norte

Tuesday, December 6 at 6 P.M.

Martes, 6 de diciembre a las 6 P.M.

Eastlake Park Community Center

1549 E. Jefferson Street

Phoenix, AZ 85034

### South Area Discussion

#### Discusión del área Sur

Wednesday, December 7 at 6 P.M.

Miércoles, 7 de diciembre a las 6 P.M.

Broadway Heritage Neighborhood

Resource Center

2405 E. Broadway Road

Phoenix, AZ 85040

### Central Area Discussion

#### Discusión del área Central

Thursday, December 8 at 6 P.M.

Jueves, 8 de diciembre a las 6 P.M.

Wesley Community Center

1300 S. 10th Street

Phoenix, AZ 85034

# Learn More!

# ¡Aprenda más!

Learn more about the project and sign-up for project 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)

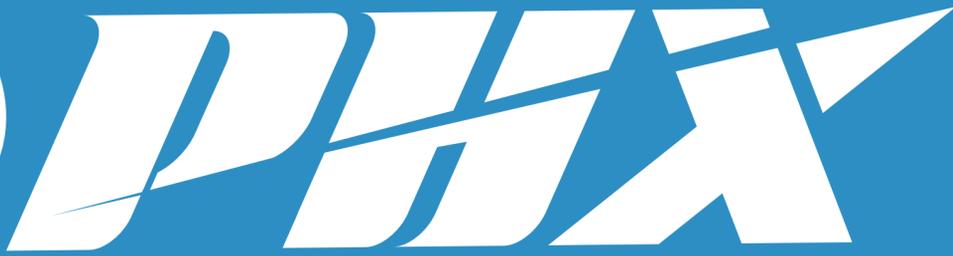
Phone number **602-683-2633** / Teléfono **480-751-5569**

C-705



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# 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 are conducting 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.

Join the conversation and review draft land reuse strategy plans and recommended policies.

## Propósito

El aeropuerto Phoenix Sky Harbor International (Aeropuerto) adquirió terrenos impactados por el ruido como parte de sus esfuerzos de compatibilidad con el uso del suelo del aeropuerto.

Con la guía de la Administración Federal de Aviación (FAA), el Aeropuerto y la Ciudad conducen una estrategia de reutilización del suelo para esta área localizada al oeste del aeropuerto.

La meta del proceso de planificación de la Estrategia de Reutilización del Suelo de PHX es la de desarrollar una visión para futuras oportunidades de reutilización del suelo que ofrezcan beneficios a la comunidad local.

Únase a la conversación y revise el borrador de los planos de la estrategia de reutilización del suelo, así como las políticas recomendadas.



## Get involved!

### ¡Participe!

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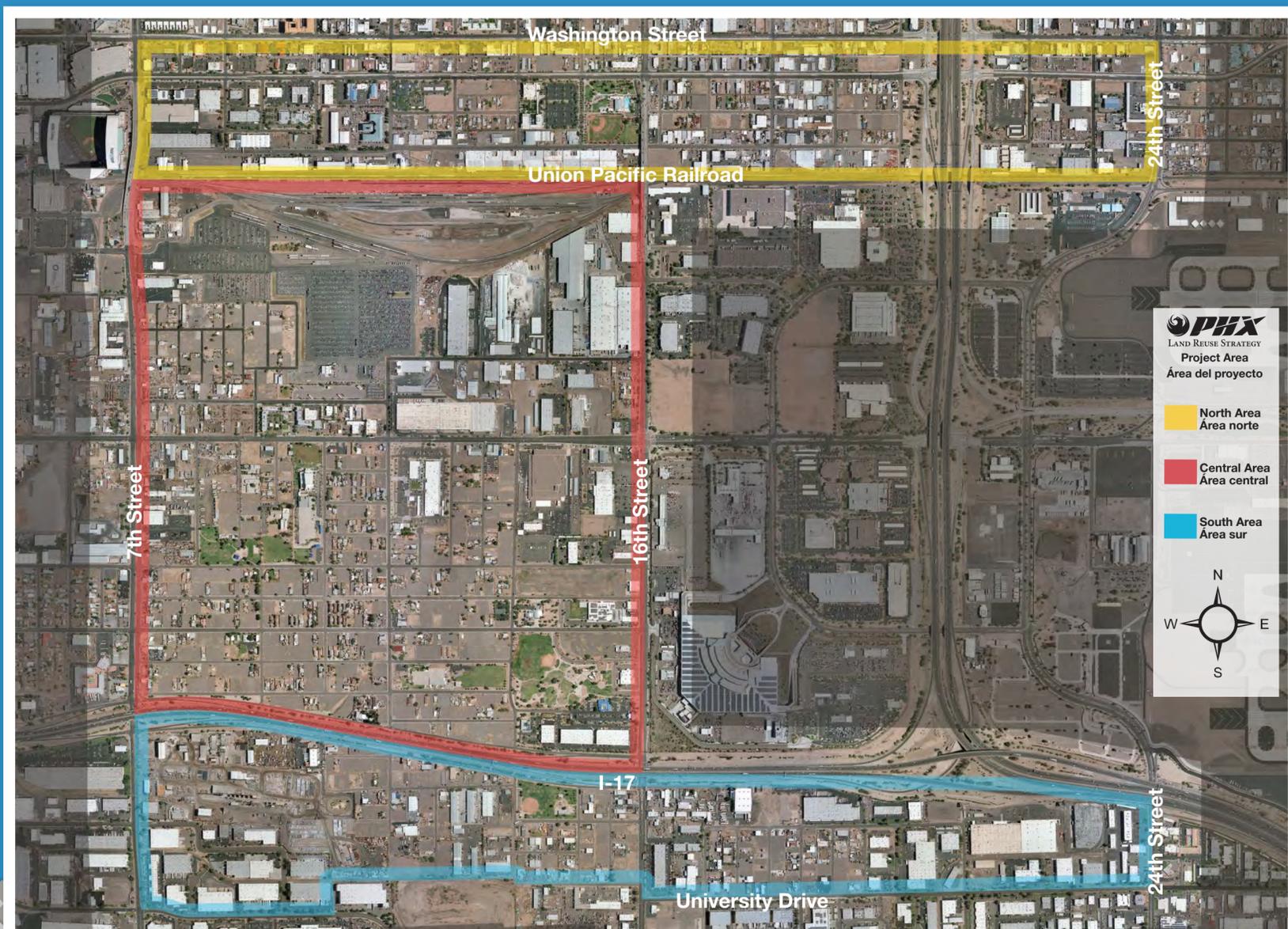
## Scheduled Roundtable/ Community Meetings:

### Mesas redondas / juntas comunitarias programadas:

**North Area Discussion**  
Discusión del área Norte  
Tuesday, December 6 at 6 P.M.  
Martes, 6 de diciembre a las 6 P.M.  
Eastlake Park Community Center  
1549 E. Jefferson Street  
Phoenix, AZ 85034

**South Area Discussion**  
Discusión del área Sur  
Wednesday, December 7 at 6 P.M.  
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Resource Center  
2405 E. Broadway Road  
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**NOTICE OF PUBLIC EVENT  
PHX Sky Harbor International Airport  
Land Reuse Strategy  
Community Meeting**

**THE PHOENIX SKY HARBOR INTERNATIONAL AIRPORT LAND REUSE STRATEGY NORTH AREA COMMUNITY MEETING** will be held on **December 6, 2016 at 6:00 p.m.** Location: **Eastlake Park Community Center, 1549 E. Jefferson Street, Phoenix AZ 85034.**

The **PHX LAND REUSE STRATEGY COMMUNITY** is invited to hear and review draft land use alternatives and implementation policies. Information presented will be specific to the North Area of 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 Courtney Carter, Project Coordinator, Aviation Department at 602-683-2633.

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

November 21, 2016

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

**THE PHOENIX SKY HARBOR INTERNATIONAL AIRPORT LAND REUSE STRATEGY SOUTH AREA COMMUNITY MEETING** will be held on **December 7, 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 draft land use alternatives and implementation policies. Information presented will be specific to the South Area of 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 Courtney Carter, Project Coordinator, Aviation Department at 602-683-2633.

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

November 21, 2016

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

**THE PHOENIX SKY HARBOR INTERNATIONAL AIRPORT LAND REUSE STRATEGY CENTRAL AREA COMMUNITY MEETING** will be held on **December 8, 2016 at 6:00 p.m.** Location: **Wesley Community Center, 1300 S. 10<sup>th</sup> Street, Phoenix, AZ 85034.**

The **PHX LAND REUSE STRATEGY COMMUNITY** is invited to hear and review draft land use alternatives and implementation policies. Information presented will be specific to the Central Area of 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>.

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November 21, 2016

**Learn More! ¡Aprenda más!**

**Learn More! ¡Aprenda más!**

## **Scheduled Community Meetings**

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### **Calendario de reuniones comunitarias**

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1549 E. Jefferson Street  
Phoenix, AZ 85034

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LAND REUSE STRATEGY

Roundtable/Community Meetings
Mesas redondas/juntas comunitarias programadas
December 6 2016 6:00 PM - 9:00 PM
Eastlake Park Community Center

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

Table with 2 columns: Name, Organization. Rows include handwritten entries such as Jose Aspr Habre (COP Park), Jackie Berry (Berry Rec. Hg), Glenn Hammond, Juan Patricia M. Gurule, Carlos Avila, Rosanne Hidalgo (Phoenix Elementary #1), Louise Stark, Laverne White (PESD #1), GILBERT ARVIZU (Booker T. Washington Neigh), and Jose Gartin (COP).



**Roundtable/Community Meetings**  
**Mesas redondas/juntas comunitarias programadas**  
 December 6 2016 6:00 PM – 9:00 PM  
 Eastlake Park Community Center

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

Name	Organization
Nombre	Organización
Rick Ann Norton	Wyn Elementary
Veronyka Lockhart	EPNA
CALVIN C. GOODE	EPNA
George York	owner
JIM WILLIAMS	RESIDENT
ABE ARVIZU JR.	BOHC & CPLC
Aubrey Gonzalez	City of Phoenix-NSD
Michael Schrader	owner

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

Name	Organization
Nombre	Organización
Ken Johnson	Developer
Rebecca Carreras	
Rebecca Carreras O.P.	
Rick Hall	owner
Patsy & Roland Pagan	Property owner
Shelly Smith	RGDT
Chad Kortman	Kortman Electric
WYATT MOORE	BHWA
ARTHUR LUERA	
ALBERTO CHAMBERIAIN	SEL



X mail presentation

**Roundtable/Community Meetings**  
**Mesas redondas/juntas comunitarias programadas**  
 December 8 2016 6:00 PM – 9:00 PM  
 Wesley Community Center

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

Name	Organization
Nombre	Organización
Rev. D. Stuart Wheeler	Gospel Center Church
G. RAJFG SWITER	PORTER BARN WOOD
PETE SPAN	
X MARY RUSSELL	
Juan Patricia M. Grande	
MARY BARRIO	
Susan Moreno	
Rubén Aguado	_____
Vincent Guillen	_____
Carlos Avila	_____
Frances Villa	_____
Nicolas Cortez	Nuestro Barrio



LAND REUSE STRATEGY

Roundtable/Community Meetings  
Mesas redondas/juntas comunitarias programadas  
December 8 2016 6:00 PM – 9:00 PM  
Wesley Community Center

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

Name	Organization
Nombre	Organización
Katie Sprague	Callison RTKL
Jessica Rojas	Callison RTKL
Cesalfo Moreno	
Damian Aranda	Resident
PAUL MORENO	Previous Resident
MARTIN RAMIREZ	
Jonathan Linkus	Callison RTKL
ARMANDO JENKINS	RESIDENT
Paul Lopez	The Endeavor Assoc
Kenda Lee	APS/PRC
ARIE ARMIZO JR.	BSHC + CRC
Angela Hernandez	CMFI





# LAND REUSE STRATEGY

Phoenix Sky Harbor International Airport  
Land Reuse Strategy (LRS)  
North Area Roundtable/Community Meeting  
December 6, 2016, 6:00 PM – 9:00 PM  
Eastlake Park Community Center  
Meeting Summary

A combined Roundtable and Community Meeting was held on December 6 as part of the PHX Land Reuse Strategy. This was the third round of committee and community meetings. The meeting consisted of a presentation of the recently completed Working Paper #2 by members of the Land Reuse Strategy project team, with a Question & Answer session following for meeting attendees. Detailed displays of Frameworks A, B, and C were also available at the meeting for attendees to look at and ask questions about.

## **Presentation**

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### **Welcome & Opening Comments**

*Jordan Feld, City of Phoenix Aviation Department (AVN Rep. Feld)* welcomed attendees and thanked them for their input in developing the draft plans which would be presented during the meeting. He also noted that a concept put forth by Juan and Patricia Gurule had not been properly documented in the draft plans, but the project team would be sure to include the concept in the document. *AVN Rep. Feld* stated that developing a plan for this project area was both challenging and exciting as there were so many different components, including cultural elements as well as multiple different uses for the project area.

### **Process to Date**

*AVN Rep. Feld* stated that the project had started with goal setting. The main goals that were heard repeated throughout the planning process were:

- Preserve neighborhoods – enhance and preserve what is already there.
- Preserve and integrate history – use the various cultures to develop a Cultural Corridor and help tie the area together.
- Don't wait to implement these plans and take action – develop plans with contingencies built in to ensure plans on paper can be put into action.

### **Benchmarking**

*AVN Rep. Feld* stated that this process is unlike any other planning process that has taken place in the past. In other airport planning processes in the country, there was not a strong drive to develop the properties that the airports had acquired. The various land uses and community driven planning process for this project was

unique from any other. One commonality of the different plans was figuring out how to navigate the guidelines and restrictions set forth by the FAA and ensuring that the plans are still able to meet the goals of the communities.

### **Inventory**

The inventory in the North Area of the study area showed strong planning and development opportunity. *AVN Rep. Feld* stated that there were many cultural resources, a good street network, and a close proximity to key drivers, both downtown and the airport.

### **Market Study**

The Market Study showed that there are many projects that are currently planned or underway which, in turn, absorbs the market demand for the near-term. For long-term planning, there is a competitive advantage for the north area because of the location. However, for development to occur, 1 ½ - 5 acre parcels are the desired footprint for development to take place on. In the planning area, there are no airport-owned parcels that match that criteria.

### **Stakeholder Charrette**

In July, community meetings were held consisting of community-led discussions and brainstorming sessions. Those discussions showed that all of the suggestions and ideas written down by the meeting participants were in line with the goals set forth by the project. This showed a consistent trajectory for the project and confirmed that the goals were on the right track for developing a community-driven plan.

### **Working Paper #2**

*AVN Rep. Feld* stated that all of this previous work has now led to Working Paper #2 and the draft plans being presented. Working Paper #2 takes a look at the different frameworks for the project area, potential recommendations, and the specific policies that would need to be put into place to be able to implement those plans. The project team also put together case studies which show examples of similar neighborhoods in cities across the country and what has been successfully developed there.

*AVN Rep. Feld* went on to state that in order to properly communicate the different plan frameworks and ideas, consistent terminology needs to be used to ensure that everyone has the same understanding of all the proposed concepts. Those terms and definitions are outlined in the working paper. *AVN Rep. Feld* also outlined a few of them with examples including Mixed Use Residential, Neighborhood Infill, and Transition Development Zone. He also talked about Small Business Zone and how that will be important in these areas with smaller sites and needing to be compatible with what is already there.

## **Framework A**

*AVN Rep. Feld* began outlining the frameworks and how they differ from one another. Framework A is essentially taking what the general plan and market trajectory would be without engaging in a community-driven planning process. Industrial use starts to cover most of the Central area and all of the South area. Throughout the Land Reuse planning process, the community has expressed that that is not the plan that they want.

## **Framework B**

Framework B incorporates a lot more of the community goals and aspirations. It was expressed that industrial use go in more along the freeway corridor, and that if any new development would have any effect on housing that is currently there, it would be an issue. There is still a strong interest in looking for opportunities to setup up a new residential area which would now be outside of the 65 DNL contours. The goal would be to attract growth and development in these areas which would then provide the possibility of developing residential out from the area. This could then lead to developing a new residential core concept where new residential could be introduced. *AVN Rep. Feld* stated that there were a few catalyst sites being looked at to start bring out these proposed concepts. One of the sites is located on the northeast corner of 7<sup>th</sup> and Buckeye, where there is a lot of airport land, as well as being close to downtown and many cultural resources. The second catalyst site looks at trying to reuse Barrios Unidos as a Regional Sports Park/Commerce Center. This plan would present a regional draw to bring people into the area.

## **Framework C**

Framework C also carries forward the community desires in terms of land uses. Changes in Framework C include a little bit less of a residential area, and keeping any new residential farther away from the 65 DNL boundary. In the North, you see the entire corridor designated for mixed use/residential opportunities. Towards the south, instead of limiting the regional industrial development to just the I-17 corridor, that development can be seen expanding out a bit.

*AVN Rep. Feld* commented that when looking at both framework B or C, it is important to take note of the area as a transitional zone. It contains many vacant Airport lots and has many different possibilities for that transitional development.

The Working Paper #2 provides many different evaluation criteria, including comparing implementation feasibility, policy acceptability and desirability of outcomes. When looking at the frameworks with the project team, it looks like somewhere between B and C is what delivers most of the criteria set forth by the community.

*AVN Rep. Feld* stated that while looking at the different areas on the map which have been designated with multi-colored zones, it does not mean that any zoning is changing for existing residents and property owners. Throughout the planning process, the community made it clear that any development that happens needs to harmonize with what is there today.

*AVN Rep. Feld* then showed examples of what could possibly happen if there was a block with only one or two remaining residential properties, surrounded by Airport-owned properties. He then also showed an example of a block that had remained mostly residential and had only one or two Airport parcels in the midst of it. In the case of a remaining residential property in mostly Airport-owned parcels, a home owner can choose to stay and have development compatible with their residence take place around them. Both of these cases are outlined in Working Paper #2.

*Ruth Anne Marston, PHX Elementary School District #1 (Roundtable Rep. Marston)* asked if there was a way to ensure that any zoning or rezoning decisions would be approved by the community, not by an outside entity. *AVN Rep. Feld* stated that that issue would be addressed later in the presentation. *Roundtable Rep. Marston* then stated that she hoped constant up-zoning would not take place, ultimately affecting the property value. *AVN Rep. Feld* commented that deciding whether to create higher valued zoning on a broad area and letting people choose that zone, or creating zoning based on what people want on individual parcels is an issue that would have to be looked into.

*AVN Rep. Feld* concluded that there are many ways in urban design to get to compatible development of the area, including the scenarios where existing residents want to stay in that area. In the example of only a few Airport parcels in the midst of a mostly privately owned area, interim uses are possible, pocket parks and possibly short-term leases for existing businesses could all be possibilities. *AVN Rep. Feld* then went into more detail regarding the cultural corridor, represented by the green line on Slide 21 of the PowerPoint presentation. He stated that the goal was to develop something that ties all of the cultural components of the area together, making them all easily accessible to visitors as well as creating a more pedestrian-friendly neighborhood. There is also a goal to create a destination trail that would draw people to the area to visit and learn about the different history and cultural aspects represented along the cultural corridor.

*Glenn Hammond (Community Rep. Hammond)* commented that he believed it was very important to connect the area to downtown, and right now, 7<sup>th</sup> Street was acting as a functional barrier to the downtown area. He stated that it would be interesting to consider something like the High Line in New York City. This would not just be a walkway with a chain link fence, but something designed to make a statement and that is branded to the area. *AVN Rep. Feld* stated that other community members had also shared similar ideas.

*AVN Rep. Feld* stated that the different frameworks, the cultural corridor concept, and making sure the right zoning and uses get put in the right locations in the project area, are all supported by very detailed policy statements. The policy statements follow the same project goals to protect, stabilize, and enhance the neighborhoods, as well as carrying forward the cultural tradition and making sure action begins to be taken quickly. These policies are outlined in detail in the working paper document. *AVN Rep. Feld* also mentioned that the project team found great examples of areas that have had the same types of issues and goals for their communities, with examples of how they reached those goals. Those examples are also outlined in the document.

*AVN Rep. Feld* stated that to stay with the current project timeline, the project team would like to begin the FAA approval process as quickly as possible as it can take up to six months for their review. This would put the deadline for public comments on Working Paper #2 at December 30.

*Community Rep. Hammond* asked if the FAA review applied only to the airport lots or if it would apply to all the community lots within the project area. *AVN Rep. Feld* replied that they didn't necessarily know as this was the first community-driven reuse plan to present to the FAA. Typically, the FAA's only concern is if the Airport plans to keep the land, or if they have another use for it. *Community Rep. Hammond* asked if leasing a property technically released it from the Airport program. *AVN Rep. Feld* stated that anything leased for non-aeronautical use would be considered not in use by the Airport. *Community Rep. Hammond* asked if they would be concerned with privately owned property in the planning area and if so, what jurisdiction they would have over it. *AVN Rep. Feld* replied that they would only be concerned if it seemed there could be a compatibility issue with the Airport.

*Deborah Ostreicher, Airport Assistant Director (AVN Rep. Ostreicher)* commented on the December 30 deadline by saying that if the community felt that they needed more time to review the document, there would not be a problem with extending the deadline. The December 30 deadline is only in place to adhere to the current timeline. A later deadline could be put in place; it would just mean the rest of the review process would ultimately take longer.

*Roundtable Rep. Marston* commented that the current Working Paper #2 is not available to people who do not have access to download it, and it is not available in Spanish. *AVN Rep. Feld* replied that the project team would make sure it became available to everyone for review.

## **Next Steps**

*AVN Rep. Feld* stated that while the plan goes to the FAA for review, we want to ensure that the project continues working and moving forward and doesn't simply wait for the FAA decisions. One of the main concerns community members have had is asking how they will continue to be involved with the decision making process and ensure that decisions are not being made which don't align with the project goals. This next stage of

the process is when the detailed planning really begins and looks at how things are actually going to get done. This Land Reuse Strategy plan has now set the stage for the next phase of planning.

*AVN Rep. Feld* then posed the question of what would happen if FAA did not approve single-family residential to take place in the North Area. He stated that they have been informally checking in with them regarding the issue and that they had explained the unique situation of the area and how it is no longer located within the new noise contours. While the FAA did seem receptive to mixed-use/residential, there was less of a chance for single-family residential to be approved. If it would not be approved, that area would not be looked at for industrial and manufacturing development, but for less intensive uses such as interim use, green spaces and things compatible with what is already there.

*AVN Rep. Feld* talked about what happens after the FAA review and the next phase of the project begins. He explained that even before FAA provides their final approval, a new project team, RTKL Callison, will take over phase two of the project and begin holding focus groups to discuss detailed planning for development of the areas in which the FAA will not have any concerns. He stated that during the next steps of the project, stakeholders need to make sure and review the document, ensuring that the policies, goals, and ideas that they want for their community are represented in the plan. He ended the formal presentation portion of the meeting and opened up the rest of the meeting for questions.

## **Question & Answer**

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*Calvin Goode, Eastlake Park Association (Roundtable Rep. Goode)* asked what the timeline was for receiving the review back from the FAA. *AVN Rep. Feld* replied that if comments were received by the end of the month, they could move through the local process of presenting the plans and then submit to the FAA in March. That review by the FAA can take anywhere from 2-6 months.

*Community Rep. Hammond* asked when the first shovel could be put in the ground. *AVN Rep. Feld* replied that for things that don't require FAA approval, action could be taken on those within the next nine months. For the bigger items, such as mixed-use/residential, they would first need to wait for FAA approval and then it would take at least through 2017 for the detailed planning process to take place before anything could be started.

*Jackie Berry, Berry Realty (Roundtable Rep. Berry)* asked how other planning processes, such as Reinvent Phoenix, would also be acted on and incorporated throughout this process. *AVN Rep. Feld* replied that where there are already plans in place, especially in the North Area where a lot of planning processes have already taken place, the FAA typically wants people to still conform to those existing plans. Those planning programs that have already taken place can then be used as examples in what to do in other areas where planning and new overlay zones need to happen.

While new zoning could be put in place on airport parcels, that zoning should not interfere with what is already in place on other properties around it. *Roundtable Rep. Berry* then asked about areas where eminent domain could be possible and if the airport would consider that. *AVN Rep. Feld* answered that eminent domain would not be used, as well as the fact that Prop. 207 now restricts any kind of eminent domain from being used for economic development purposes.

*Sheila Gauff (Community Rep. Gauff)* asked if anyone from the FAA had actually been to the neighborhoods to see the collateral damage, as you can become desensitized to the situation when you don't actually see it. *AVN Rep. Feld* responded that he believes the FAA is aware of what is happening, which is why they tasked the Airport with developing the community-driven plan for development. He added that there are other communities around the country that are facing the same issues and Phoenix has the opportunity to be an example of how to tackle those problems.

*Community Rep. Hammond* asked for reassurance that this development in the North Area would actually happen and that after all the planning, those plans would actually come to fruition. *AVN Rep. Feld* replied that the market is showing a demand for mixed-use/residential so there shouldn't be problems with getting that to take place. Other areas where there are smaller parcels mixed in, those can be good places for pocket parks and interim uses. The examples that the project team found for similar areas in other cities and communities show that the partnership opportunities for the communities exist and are possible to achieve for areas like the ones in the project area. *Community Rep. Hammond* followed up by asking what the motivator was for the Airport to return the parcels to the community. He asked if there was a timeline that the Airport had for wanting to get the parcels in use and not have them sitting vacant. *AVN Rep. Feld* stated that there really isn't any sort of timeline, however there are economic motivators for all parties to develop the land so as not to pay for maintenance of an empty lot. While there is nothing forcing the Airport to have to take any kind of action with the parcels, they made the decision to go through a community planning process and develop the lots into something the community wants and needs.

*Jessie Garcia, City of Phoenix (COP Rep. Garcia)* asked if there was any thought to presenting the plan to the FAA in stages, so as to expedite the approval process and be able to work on one stage while another is being reviewed. *AVN Rep. Feld* stated that something that might happen, for example, is for the FAA to say it approves certain issues and action can go ahead and be taken on them, but they are going to continue looking into others for a bit longer. He stated that they hadn't thought of breaking it into phases like that and it could possibly be looked into.

*COP Rep. Garcia* then asked for further explanation on the short-term lease plan which was mentioned and asked if that would remain strictly as a lease. *AVN Rep. Feld* responded that when they say short-term lease, it really depends on the parcel. Generally speaking, however, they are only talking about short-term leases of anywhere from 5-20 years.

*George York (Community Rep. York)* asked if the City supported single-family residential development or if they supported the FAA and were not in favor of single-family development. *AVN Rep. Feld* responded that the City's position was that the community's plans should represent what the community wants. Historically the FAA has never allowed single-family development to take place where they had acquired properties and taken it out. However, it will stay as part of the plans as the community wants to continue to stress to the FAA how important that issue is to them.

*Community Rep. Hammond* asked why the FAA would be opposed to single-family but not mixed use as they share the same common elements. *AVN Rep. Feld* stated that they will say one use is better at mitigating the sound than others, as well as providing other economic drivers, where single-family does not.

*Carlos Avila (Roundtable Rep. Avila)* asked if the contours shown in the plans had been approved by the FAA. *AVN Rep. Feld* answered that the contours had not been approved, they were conceptually developed for the plan to show where the noise would be an issue today. *Roundtable Rep. Avila* asked if the contours shown were based off the new noise study conducted in 2013. *AVN Rep. Feld* stated they were not from that study as conducting a whole new study would not be necessary for getting fairly accurate current noise levels for the area. *Roundtable Rep. Avila* then asked what control the community had over ensuring that the City would not pass an ordinance preventing future development in the area. *AVN Rep. Feld* replied that *Community Rep. Avila* was correct in that there were not policies in place in a lot of the project area that supported residential development. One way to overcome that would be to make sure to adopt future ordinances that don't similarly restrict future development and encourage people and development to come back to the area.

## **Closing**

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*AVN Rep. Feld* closed the Question & Answer session of the meeting and invited attendees to stay and review the policies and frameworks which were displayed in the back of the room. Project team members would be available to answer any questions. He thanked attendees for their participation and the meeting ended.



# LAND REUSE STRATEGY

Phoenix Sky Harbor International Airport  
Land Reuse Strategy (LRS)  
South Area Roundtable/Community Meeting  
December 7, 2016, 6:00 PM – 9:00 PM  
Broadway Heritage Neighborhood Resource Center  
Meeting Summary

A combined Roundtable and Community Meeting was held on December 7 as part of the PHX Land Reuse Strategy. This was the third round of committee and community meetings. The meeting consisted of a presentation of the recently completed Working Paper #2 by members of the Land Reuse Strategy project team, with a Question & Answer session following for meeting attendees. Detailed displays of Frameworks A, B, and C were also available at the meeting for attendees to look at and ask questions about.

## **Presentation**

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### **Welcome & Opening Comments**

*Courtney Carter, City of Phoenix Aviation Department (AVN Rep. Carter)* welcomed attendees and thanked them for their input in developing the draft plans which would be presented during the meeting. He explained that the meeting would focus on Working Paper #2 and then go into what the next steps are once the document has been submitted to the FAA.

### **Process to Date**

*AVN Rep. Carter* stated that the project had started with goal setting. The main goals that were heard repeated throughout the planning process were:

- Preserve neighborhoods – enhance and preserve what is already there. The South Area has some different circumstances in terms of development, but the Central and North Areas made it clear that development that takes place must be compatible with the residents that chose to stay.
- Preserve and integrate history – use the various cultures to develop a Cultural Corridor and help tie the area together.
- Don't wait to implement these plans and take action – develop plans with contingencies built in to ensure plans on paper can be put into action.

### **Benchmarking**

*AVN Rep. Carter* stated that this process is unlike any other planning process that has taken place in the past and it was difficult to find other cities which were similar to Phoenix with relation to the Airport's location in the City. In other airport planning processes in the country, there was not a strong drive to develop the properties that

the airports had acquired. The various land uses and community driven planning process for this project was unique from any other. The similarities that the project team was able to find, however, were other cities with a “patchwork” of parcels throughout a project area, the need for flexible outcomes, and agency coordination.

### **Inventory**

*AVN Rep. Carter* again mentioned that the South Area faced some different circumstances than the North and Central. While there are not as many cultural resources in the South Area, there were still cultural concepts that the community wanted to see incorporated into the final plan. He stated that the area was well situated in terms of connectivity to other areas of the community, but unlike the North area, the Central and South areas don't have any strong planning processes that have already been done, allowing development to build off of those plans already in place.

### **Market Study**

The Market Study showed that there is not a lot of interest in the South Area, based on how the lots are currently sitting. The Market shows that for development to occur, 1 ½ - 5 acre parcels are the desired footprint. However, in the entire study area, the average size of the parcels is 0.15 acre.

### **Stakeholder Charrette**

In July, community meetings were held consisting of community-led discussions and brainstorming sessions. Those discussions showed that all of the suggestions and ideas written down by the meeting participants were in line with the goals set forth by the project. This showed a consistent trajectory for the project and confirmed that the goals were on the right track for developing a community-driven plan.

### **Working Paper #2**

*Jordan Feld, City of Phoenix Aviation Department (AVN Rep. Feld)* stated that all of this previous work has now led to Working Paper #2 and the draft plans being presented. He began by stating that through this process, one of the main comments heard from the community was to do something about the vacant lots. There are existing businesses that can benefit from the lots that are currently vacant and available and they want to ensure that the plan will find a way to put those vacant lots back to use. Working Paper #2 takes a look at the different frameworks for the project area, it outlines an evaluation matrix, potential recommendations, and the specific policies that would need to be put into place to be able to implement those plans. The project team also put together case studies which show examples of similar neighborhoods in cities across the country and what has been successfully developed there.

*AVN Rep. Feld* went on to state that in order to properly communicate the different plan frameworks and ideas, consistent terminology needs to be used to ensure that everyone has the same understanding of all the proposed concepts. Those terms and definitions are outlined in the working paper. *AVN Rep. Feld* also outlined a few of them with examples including Mixed Use Residential, bring back housing and doing Neighborhood Infill in the Central Area, and Transition Development Zone. He also talked about Small Business Zone and how that will be important in these areas with smaller sites and needing to be compatible with what is already there.

### **Framework A**

*AVN Rep. Feld* began outlining the frameworks and how they differ from one another. Framework A is essentially taking what the general plan and market trajectory would be without engaging in a community-driven planning process. This includes focusing on mixed-use/residential in the North, applying a very light small business/industrial land use framework in the Central Area, while recognizing that there are still many residents and the development needs to be compatible. The market direction of the South Area has essentially already been decided, so the focus is on continuing that direction while acknowledging the need for the smaller available lots to be accessible to existing businesses.

### **Framework B**

Framework B incorporates a lot more of the community goals and aspirations. It was expressed that industrial use go in more along the freeway corridor, and that if any new development would have any effect on housing that is currently there, it would be an issue. *AVN Rep. Feld* stated that there were a few catalyst sites being looked at to start bring out these proposed concepts. One of the sites is located on the northeast corner of 7<sup>th</sup> and Buckeye, where there is a lot of airport land, as well as being close to downtown and many cultural resources. The second catalyst site looks at trying to reuse Barrios Unidos as a Regional Sports Park/Commerce Center. This plan would present a regional draw to bring people into the area. It was also stressed by the community that there should be the same amount, or more, of residential in the project area at the end of the process as there was at the beginning. *AVN Rep. Feld* explained that there was the possibility of locating an area that is outside of the 65 DNL boundary and making it available for residents from neighborhoods that are mainly vacant lots now, to voluntarily move to. This would then make the neighborhood they are moving to a stronger, more cohesive neighborhood, while allowing their previous residential parcels to be assembled into larger lots and attract commercial market development.

### **Framework C**

Framework C also carries forward the community desires in terms of land uses. Changes in Framework C include a little bit less of a residential area, and keeping any new residential farther away from the 65 DNL boundary. In the North, you see

the entire corridor designated for mixed use/residential opportunities. Towards the south, instead of limiting the regional industrial development to just the I-17 corridor, that development can be seen expanding out and wrapping around the area.

*AVN Rep. Feld* commented that when looking at both framework B or C, it is important to take note of the area as a transitional zone. It contains many vacant Airport lots and has many different possibilities for that transitional development.

The Working Paper #2 provides many different evaluation criteria, including comparing implementation feasibility, policy acceptability and desirability of outcomes. When looking at the frameworks with the project team, it looks like somewhere between B and C is what delivers most of the criteria set forth by the community.

*AVN Rep. Feld* stated that while looking at the different areas on the map which have been designated with multi-colored zones, the zone designation does not mean that any zoning is changing for existing residents and property owners. However, it will be necessary for zoning to change on some of the Airport parcels so as to ensure that any development that happens will be compatible with what is there today.

*AVN Rep. Feld* then showed examples of what could possibly happen if there was a block with only one or two remaining residential properties, surrounded by Airport-owned properties. He then also showed an example of a block that had remained mostly residential and had only one or two Airport parcels in the midst of it. In the case of a remaining residential property in mostly Airport-owned parcels, a home owner can choose to stay and have development compatible with their residence take place around them. Both of these cases are outlined in Working Paper #2.

*AVN Rep. Feld* concluded that there are many ways in urban design to get to compatible development of the area, including the scenarios where existing residents want to stay in that area. In the example of only a few Airport parcels in the midst of a mostly privately owned area, interim uses are possible, pocket parks and possibly short-term leases for existing businesses could all be possibilities. *AVN Rep. Feld* then went into more detail regarding the cultural corridor, represented by the green line on Slide 21 of the PowerPoint presentation. He stated that the goal was to develop something that ties all of the cultural components of the area together, making them all easily accessible to visitors as well as creating a more pedestrian-friendly neighborhood. There is also a goal to create a destination trail that would draw people to the area to visit and learn about the different history and cultural aspects represented along the cultural corridor.

## **Policies**

*AVN Rep. Carter* stated that the different frameworks, the cultural corridor concept, and making sure the right zoning and uses get put in the right locations, are all supported by very detailed policy statements. The policy statements follow the same project goals to protect, stabilize, and enhance the neighborhoods, as well as carrying forward the

cultural tradition and making sure action begins to be taken quickly. These policies are outlined in detail in the working paper document. The detailed explanations are also available for people to review after the presentation. *AVN Rep. Carter* urged everyone to look at the different policies and make sure their ideas and concepts were correctly integrated into the different policies.

*Arthur Luera, Goldstein & Luera (Community Rep. Luera)* commented that he had been a representative for the area in the late 1990's and early 2000's when they had created a planning document for the area. He asked if that plan was still in place. He had worked on plans for each side of the river, including Rio Solado from Mohave to Broadway, as well as the Central Village and didn't see any of those plans incorporated into the Reuse Strategy. He also mentioned that there were multiple schools and churches within the area that wanted and needed visibility and asked what was being done to address those issues. *AVN Rep. Feld* commented that the plan that *Community Rep. Luera* was referring to was the Voluntary Acquisition and Relocation Program which included residents voluntarily relocating as well as sound mitigation services. *AVN Rep. Feld* also commented that there were very detailed looks at all of the different neighborhoods within the project area, including Rio Solado and Central City, documented in Working Paper #2. He also stated that many community members had also voiced concerns about the preservation of schools and churches within the project area. *AVN Rep. Feld* stated that we were at the point in the process now of developing the plan for how these concepts and ideas are going to be put in place. He encouraged meeting attendees to look at the displays detailing the frameworks and policies and let the project team know if there were ideas that they didn't see represented in them.

*Community Rep. Luera* commented that the area should be thought of as the Gateway to Phoenix, and right now as you drive down Buckeye, it does not represent the area well. He stated that whatever plans get passed, he would like to beautify the area as it could bring pride to people that still live there, as well as those that are no longer in the area as well.

*Alberto Chamberlain, Goldstein & Luera (Community Rep. Chamberlain)* commented that the business on 16<sup>th</sup> Street and Buckeye was a great example of how parcels were successfully put together to develop a business.

*AVN Rep. Carter* mentioned that the project team found great case studies of successful development that has taken place in other cities which might be compatible with parts of the project area here. Those examples are also outlined in the document.

## **Next Steps**

*AVN Rep. Carter* stated that the project would now move into a comment period and the Working Paper was available online for members of the public to review. He encouraged people to review and submit comments and feedback to the project team.

*Community Rep. Luera* stated that he had served as part of the Central City Noise Committee. He asked if this process had been shared with the Central City Village Committee. *AVN Rep. Carter* confirmed that they have been kept informed throughout the entire process.

*AVN Rep. Carter* stated that once all comments are received, they will conduct final edits and incorporate all those comments as the document is still in draft form. Once they have the final document, they will present it to the Village Planning Committee, the Aviation Advisory Board, the City Council Subcommittee, and finally to the City Council. Once the City Council has approved it, it will move to the FAA for review and approval which can take to 2-6 months.

*Patsy Baran (Community Rep. P. Baran)* asked if the City Council can change the plans the community has put forth while going through the Council's review process. If they can change it, will the community get a chance to see the changes and the final document before it goes to the FAA? *AVN Rep. Feld* replied that there is always the possibility that they could make changes. However, throughout this whole process, the focus has been on developing a community-driven plan, not just what the City or the FAA wants. The FAA will then be able to say whether certain parts of the plan are approved while other parts of the plan are not, or they need more time to review those specific aspects.

*Peggy Neely, Johnson & Neely (Consultant Rep. Neely)* asked if *AVN Rep. Feld* could identify the approval process. *AVN Rep. Feld* stated the City Council would review the plan in the coming months and likely "forward" the plan for FAA review. He stated he did not expect the Council to approve the draft plan by ordinance or resolution. Once the plan is forwarded to the FAA, *AVN Rep. Feld* stated their review could take approximately six months or longer.

*A meeting attendee* voiced a concern about the fact that since the area is now made up of the "patchwork" of parcels, once the Airport parcels get rezoned for commercial uses, it could present hazards to the existing residents. He stated that with certain commercial zoning, there could be paint or compressed gases stored in a commercial zoned area next to a homeowner. *AVN Rep. Feld* stated that one of the outcomes of this process has been the community's identification of the need for new overlay zones that would allow for neighborhood-level, compatible, commercial development that would not negatively impact existing residential uses.

*Community Rep. Luera* stated that he was concerned that once the City started changing the zoning in these areas, they would then begin taxing those properties at a higher rate. *AVN Rep. Feld* replied that the zoning would not be changing on the private parcels, as well as the use most likely not changing on the private parcels.

## Immediate Actions

*AVN Rep. Carter* stated again that this process and experience that this project has gone through is quite different than the usual type of plan that the FAA carries out. Throughout the process, the community has been involved and has contributed valuable comments and raised good questions. Some of those questions can't be answered right now because nothing like this has been done in the past. However, some of the concerns from the community that can begin to be addressed right away are things like safety concerns, and lighting.

*Community Rep. Luera* commented that traffic as well as billboards and advertising for the sports arenas were causing a problem with too much light, which is bothersome in a residential area.

*AVN Rep. Carter* stated that throughout the process, they have relayed the concerns that community members shared with the City departments so as to see what kind of action could begin to be taken on some of the issues.

*AVN Rep. Carter* stated that in the next phase of the project, and during the FAA review, action would be taken to develop a small property release process. During the next phase of the project, there would also be smaller focus groups formed so people could remain involved with issues that affected them, rather than bringing everyone together for general, overall meetings. The next phase will also focus on heritage and placemaking, identifying strategic partners, and reaching out to property owners.

*Community Rep. P. Baran* asked if purchasing parcels was going to be an option. *AVN Rep. Feld* responded that the FAA generally prefers that the Airport retain the title to the property, even if that means doing a 100-year lease. He added that the South Area, however, does have different circumstances from the North and Central areas, as there are no concerns such as height or compatibility with surrounding properties that are already used for industrial use. *AVN Rep. Feld* added that they do understand that while a 100-year lease is one solution, they recognize that it would be more beneficial for existing businesses to have the option of combining those vacant parcels with their own. He stated that they will continue to try and push this issue forward with the FAA.

*AVN Rep. Carter* then posed the question of what would happen if the FAA did not approve single-family residential to take place in the area. While this doesn't directly affect the South Area, it would have implications for the North and Central areas. He stated that they have been informally checking in with them regarding the issue and that they had explained the unique situation of the area and how it is no longer located within the new noise contours. While the FAA did seem receptive to mixed-use/residential, there was less of a chance for single-family residential to be approved. If it would not be approved, that area would not be looked at for industrial and manufacturing development, but for less intensive uses such as interim use, green spaces and things compatible with what is already there.

*AVN Rep. Carter* talked about what happens after the FAA review and the next phase of the project begins. He explained that even before FAA provides their final approval, a new project team, RTKL Callison, will take over phase two of the project and begin holding focus groups to continue the community-driven planning process. He ended the formal presentation portion of the meeting and opened up the rest of the meeting for questions.

## **Question & Answer**

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*Ken Johnson (Community Rep. Johnson)* stated that he had conducted a survey regarding the area from 24<sup>th</sup> Street to 16<sup>th</sup> Street. At one time, there were 350 residential lots in that area. There are now eight remaining residences within that area. He stated that while he sympathized with the remaining home owners, he disagrees with the premise of basing the entire planning concepts around those eight residential lots when they are no longer the majority type of property within that area. He added that there are also 35 City-owned lots in that same area. He stated that he thought it would be beneficial for the current property owners to just be able to acquire those vacant City-owned lots and then be able to eliminate that portion of the project area and not spend unnecessary time and money debating about the development. *AVN Rep. Carter* responded that there was not any expectation from the project to carve out any section of the project area. As far as being able to purchase properties, he referenced *AVN Rep. Feld's* previous comments about continuing to look into that issue with the FAA. *AVN Rep. Feld* also added that releasing those properties would not be beneficial to the project since the FAA needs to see the plan that shows how those parcels can be returned to the market and help the industrial drivers in the area. The planning process will hopefully help the FAA reach the same conclusion about the South planning area.

*Community Rep. P. Baran* asked if any of the project team had visited the project area. *AVN Rep. Carter* replied that the project team had visited the entire project area.

*Rowland Baran (Community Rep. R. Baran)* stated that he was concerned someone else would happen upon the available properties if they were to become available for purchase, and buy the properties in the area before the existing property owners had a chance. *AVN Rep. Feld* replied that this planning process will ensure that existing property owners, and people who have been involved with the process and shown interest in specific lots, will be given priority when the time comes to actually release those properties. In the implementation phase of the project, those property owners will be contacted directly regarding lots they have previously shown interest in. *AVN Rep. Feld* added, in regards to some of the bigger parcels, this plan has put protections in place to ensure that if someone acquires a parcel and doesn't develop it in time or in the way the plan originally outlined, the parcel will be returned to the Airport to find the proper outlet for compatible development of that parcel.

*Barbie Schalmo, C&S Companies (Consultant Rep. Schalmo)* commented that as part of the implementation strategy, there can be a policy with a right of first refusal available to a vested land owner that is adjacent to an available parcel. She stated that that could

be a policy that they suggest as part of the implementation strategy so as to protect the interests of the adjacent land owners.

*Community Rep. Luera* asked if there were any plans in this process for eminent domain in the project area. *AVN Rep. Carter* responded that there are not any plans for eminent domain. He added that Prop. 207 now also makes it illegal for eminent domain to be used for economic development.

## **Closing**

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*AVN Rep. Carter* closed the Question & Answer session of the meeting and invited attendees to stay and review the policies and frameworks which were displayed in the back of the room. He encouraged people to submit their comments to the project team to be able to incorporate into the plans. Project team members would also be available to answer any questions. He thanked attendees for their participation and the meeting ended.



# LAND REUSE STRATEGY

Phoenix Sky Harbor International Airport  
Land Reuse Strategy (LRS)  
Central Area Roundtable/Community Meeting  
December 8, 2016, 6:00 PM – 9:00 PM  
Wesley Community Center  
Meeting Summary

A combined Roundtable and Community Meeting was held on December 8 as part of the PHX Land Reuse Strategy. This was the third round of committee and community meetings. The meeting consisted of a presentation of the recently completed Working Paper #2 by members of the Land Reuse Strategy project team, with a Question & Answer session following for meeting attendees. Detailed displays of Frameworks A, B, and C were also available at the meeting for attendees to look at and ask questions about.

## **Presentation**

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### **Welcome & Opening Comments**

*Jordan Feld, City of Phoenix Aviation Department (AVN Rep. Feld)* welcomed attendees and thanked them for their input in developing the draft plans which would be presented during the meeting. He also noted that a concept put forth by Juan and Patricia Gurule had not been properly documented in the draft plans, but the project team would be sure to include the concept in the document. *AVN Rep. Feld* stated that developing a plan for this project area was both challenging and exciting as there were so many different components, including cultural elements as well as multiple different uses for the project area. He stated that this planning area is rich in resources, both cultural and in its proximity to downtown and the transportation hub of the City.

### **Process to Date**

*AVN Rep. Feld* stated that the project had started with goal setting. The main goals that were heard repeated throughout the planning process were:

- Preserve neighborhoods – enhance, sustain and preserve what is already there, as well as bringing back housing into the area.
- Preserve and integrate history – use the various cultures to develop a Cultural Corridor and help tie the area together. Brand the area as a destination to draw people to the area.
- Don't wait to implement these plans and take action – develop plans with contingencies built in to ensure plans on paper can be put into action. Get rid of vacant parcels while keeping the community involved in the process.

## **Benchmarking**

*AVN Rep. Feld* stated that this process is unlike any other planning process that has taken place in the past. In other airport planning processes throughout the country, there was not a strong drive to develop the properties that airports had acquired. The various land uses and community driven planning process for this project was unique from any other. Phoenix has the opportunity to be an example to the rest of the country on how to deal with these community issues and be a model for community-driven planning. One commonality of the different plans was figuring out how to navigate the guidelines and restrictions set forth by the FAA and ensuring that the plans are still able to meet the goals of the communities.

## **Inventory**

The significant cultural and historical resources are great foundations for this planning process. The inventory in the Central Area of the study area showed good natural marketing attributes providing, including a good street network, and a close proximity to key drivers, both downtown and the airport. The North Area has multiple planning efforts that have already taken place, providing a great development framework. These previous planning efforts can also serve as the model for what can be done in the Central Area as well.

## **Market Study**

The Market Study showed that the market demand for the area is not extremely high. This is because of the many projects that are currently planned or underway which, in turn, absorbs the market demand for the near-term. For development to occur, 1 ½ - 5 acre parcels are the desired footprint for development to take place on. In the planning area, there are no airport-owned parcels that match that criteria so parcel assembly will be an issue that will be focused on.

## **Stakeholder Charrette**

In July, community meetings were held consisting of community-led discussions and brainstorming sessions. Those discussions showed that all of the suggestions and ideas written down by the meeting participants were in line with the goals set forth by the project. This showed a consistent trajectory for the project and confirmed that the goals were on the right track for developing a community-driven plan.

## **Working Paper #2**

*AVN Rep. Feld* stated that all of this previous work has now led to Working Paper #2 and the draft plans being presented. Working Paper #2 takes a look at the different frameworks for the project area, potential recommendations, and the specific policies that would need to be put into place to be able to implement those plans. The project

team also put together case studies which show examples of similar neighborhoods in cities across the country and what has been successfully developed there.

*AVN Rep. Feld* went on to state that a lot of the terminology that had been used in the general plan was not conducive to this planning area. In order to properly communicate the different plan frameworks and ideas, consistent terminology needs to be used to ensure that everyone has the same understanding of all the proposed concepts. Those terms and definitions are outlined in the working paper and he encouraged people to take a close look at those terms to ensure they adequately explained the different kinds of land uses that had been described by the community. *AVN Rep. Feld* also outlined a few of them with examples including Mixed Use Residential, which was recommended in the North Area. Transition Development Zone is a term that really describes this planning area as it is made up of that “patchwork” of parcels and has small pockets of properties in the midst of many different kinds of uses. It will be important to include overlay zones on the Airport parcels to ensure that the minimum design elements are met to have compatible development take place. He also talked about Small Business Zone and how that will be important in these areas with smaller sites and needing to be compatible with what is already there.

### **Framework A**

*AVN Rep. Feld* began outlining the frameworks and how they differ from one another. Framework A is essentially taking what the general plan and market trajectory would be without engaging in a community-driven planning process. Lighter industrial use starts to cover most of the Central area and industrial use covers all of the South area south of the interstate. He also explained that to correctly label the different frameworks, they needed to see what the noise contours of the area are today. From a planning perspective, the current noise contours are very beneficial as they do not interfere with areas where there is a strong desire for more housing. However, he reminded everyone that the FAA has never approved housing to come back.

*A meeting attendee* asked what could be done to allow residents and property owners to become shareholders of the project, allowing them to benefit from the area’s development. He was concerned that the plan would only benefit the Airport and he would eventually be pushed out of his current home. *AVN Rep. Feld* responded that *the meeting attendee* was correct that the plan would not be successful if current residents did not also benefit in their quality of life in the area. He stated that he wanted to finish explaining the different frameworks and the plans for the area to be able to adequately answer the question, as there was a slide that addresses the issue of benefiting back to the community.

*A meeting attendee* asked if the FAA decisions were ever influenced by the individual FAA members or if their decision-making was pretty consistent across the board. *AVN Rep. Feld* stated that that could impact some decisions, however, no one from the FAA has ever agreed to put residential housing back into an area.

## Framework B

*AVN Rep. Feld* stated that each of these frameworks comes with a detailed list of cultural resource plans, a transportation network plan, and how to prep for certain infrastructure development within the area. Framework B incorporates a lot more of the community goals and aspirations. It was expressed that industrial use go in more along the freeway corridor, and that if any new development would have any effect on housing that is currently there, it would be an issue. There is still a strong interest in looking for opportunities to setup up a new residential area which would now be outside of the 65 DNL contours. The goal would be to attract growth and development in these areas which would then provide the possibility of developing residential out from the area. This could then lead to developing a new residential core concept where new residential could be introduced.

*Juan Gurule (Roundtable Rep. Gurule)* asked how private homeowners would be dealt with that remained in the planning area and were inside the 65 DNL noise contours. Would they still be unaffected by the new zoning that will most likely put in place inside the 65 DNL contour? *AVN Rep. Feld* stated that a concept that would hopefully come out of this plan would be one that would make it easier for the people outside of the DNL 65 to increase the residential density and housing market. He stated that there are a lot of obstacles in the way now that obstruct housing from being developed in the area. For instance, some areas may have good zoning, but the overlay districts that are also in place aren't conducive to housing development. So while most of the focus is on the Airport parcels throughout this process, it is also recognized that there are other policies that need to be changed throughout the entire project area to help in reaching the final vision for the reuse plan.

*A meeting attendee* asked if it was true that an existing resident, who lives in an older home within the 65 DNL contour, could make a trade to move into a newer home, in a more densely populated neighborhood with more amenities. *Roundtable Rep. Gurule* commented that he thought there would be economic considerations with that scenario, where a resident would be moving into a home that is more expensive than the one they were leaving. *AVN Rep. Feld* stated that yes, a trade would be possible, but as nothing like this had ever been done before, the concerns that *Roundtable Rep. Gurule* pointed out would also have to be addressed.

*AVN Rep. Feld* stated that there were a few catalyst sites being looked at to start to bring out these proposed concepts. One of the sites looks at trying to redevelop Barrios Unidos as a Regional Sports Park/Commerce Center. This plan would present a regional draw to bring people into the area. *AVN Rep. Feld* added that he believed PHX Elementary School District shared similar goals in creating some type of recreational facility. The second catalyst site is located on the northeast corner of 7<sup>th</sup> and Buckeye, where there is a lot of airport land, as well as being close to downtown and many cultural resources.

*AVN Rep. Feld* added that Framework B begins to add in more Mixed Use development into the plan, where Framework A had been more Light Industrial zoning.

### **Framework C**

Framework C also carries forward the community desires in terms of land uses. Changes in Framework C include a little bit less of a residential area, and keeping any new residential farther away from the 65 DNL boundary. In the North, you see the entire corridor designated for mixed use/residential opportunities. Towards the south, instead of limiting the regional industrial development to just the I-17 corridor, that development can be seen expanding out a bit. This also condenses the residential area to just the Sacred Heart and Herrera neighborhoods.

The Working Paper #2 provides many different evaluation criteria, including comparing implementation feasibility, policy acceptability and desirability of outcomes. When looking at the frameworks with the project team, it looks like somewhere between B and C is what delivers most of the criteria set forth by the community. *AVN Rep. Feld* encouraged community members to review the evaluation criteria to see if they agreed with the evaluation findings of the project team.

*AVN Rep. Feld* stated that while looking at the different areas on the map which have been designated with multi-colored zones, it does not mean that any zoning is changing for existing residents and property owners. Throughout the planning process, the community made it clear that any development that happens needs to harmonize with what is there today.

*A meeting attendee* stated again that they wanted the opportunity to become shareholders of the area to where they can benefit from the development that takes place. He stated that the Airport has taken control of a lot of the area along Buckeye Road from 16<sup>th</sup> Street years ago, but they still have yet to see any progress take place. Instead, the number of vacant lots has increased and the neighborhoods are gone. *AVN Rep. Feld* stated that that was the reason they were there holding these meetings. They have heard the concerns about the area and how bad it has become and this plan is now being developed to turn the area around and encourage development to take place. *The meeting attendee* stated that he did not believe this plan would help, but only push him, as an existing resident, out once development begins to take place.

*AVN Rep. Feld* replied to the concern about being pushed out of the area by showing examples of what could possibly happen if there was a block with only one or two remaining residential properties, surrounded by Airport-owned properties. He then also showed an example of a block that had remained mostly residential and had only one or two Airport parcels in the midst of it. In the case of a remaining residential property in mostly Airport-owned parcels, a home owner can choose to stay and have development compatible with their residence take place around them. Both of these cases are outlined in Working Paper #2.

A meeting attendee stated that once that development takes place around a single remaining property on a block, no matter the kind of development, the property values would go up, which would then increase taxes making it unaffordable to him.

Abe Arvizu (*Roundtable Rep. Arvizu*) commented that it seemed there were some new attendees at the meeting and it would be important for them to know that community meetings had been held almost a year discussing these issues. The plans being presented now are the result of those discussions and offer the option of moving to a more developed neighborhood. *The meeting attendee* stated that the remaining community members didn't want to move and only wanted the chance to benefit off of the new development that would take place. *AVN Rep. Feld* replied to *the meeting attendee* and stated that this was the first time in the process that they had heard the idea of residents pooling money into the project as shareholders. Because he was just hearing it, he did not have a plan or answer for how to accomplish that. However, after the mapping and planning process, the implementation phase would start where a team would come in to lay out options for a plan detailing how residents would be able to invest in the area and directly benefit back to them.

*AVN Rep. Feld* continued explaining options for privately owned lots surrounded by Airport-owned properties by stating that if they did not want the development to occur, they could also offer adjacent small lots to the private land owners with the option to lease the Airport-owned lot. *The meeting attendee* stated he had no interest in leasing from the Airport.

*Sheila Gauff (Community Rep. Gauff)* commented that it might be better to explain why it is not possible for community members to buy the lots with leasing as the only option. *AVN Rep. Feld* explained that in most cases, selling the lots would not be an option.

*Carlos Avila (Roundtable Rep. Avila)* stated that many good concerns had been brought up. The Airport now only allowing the option of leasing would have many domino effects on all parties involved. He stated that offering people the option to lease, where they would then have to pay the taxes on the Airport-owned lot, was not a fair deal to the community. He also stated that he had concerns about the claim that areas would not be subject to rezoning. He stated that rezoning requires a public hearing, and if people at these meetings were opposed to this action, an attempt to rezone some of these areas in a way that might not be beneficial to remaining residents, the zoning would never pass a public hearing.

*Roundtable Rep. Avila* continued by saying that while the project pushed the goal of wanting what was best for the community, in the Central area, he did not believe this was what was best for the community. He went on to state that almost 500 of the parcels acquired through the VARS program did not receive sound mitigation prior to the acquisition program. This poses the question of whether those individuals were voluntarily forced out when offered such a higher quality of life in a different area. He stated that City officials had also said that sound mitigation funds that were not used

were to be reallocated to relocation efforts, which he had not heard addressed from any City official throughout this process. He commented on the fact that the City had removed trees, saying that it wasn't in the budget to be able to keep them, which shows they were doing what was best for the City, not what was best for the community. He also questioned why housing could not be put back in.

*Roundtable Rep. Arvizu* commented that the FAA had never allowed housing to be put back in. To continue focusing on putting housing back would be a waste of their time and effort since they knew what the FAA is most likely going to say. However, in the areas outside of the 65 DNL contour, the plans were showing zoning for mixed use/residential, so housing would be put in the plans in the appropriate areas.

*AVN Rep. Feld* recapped that they want more housing and they want people to be able to invest. *A meeting attendee* stated that he wanted this program to be in the best interest of the community. As a shareholder, community members would be willing to invest money to ensure that they would be able to update their properties as the community around them was updated.

*Roundtable Rep. Gurule* asked why no one from the FAA had been approached about this topic before now. He asked if there was any way to get some kind of answer from the FAA so that throughout the planning process, more concrete plans could be put on paper to present to the FAA that the community knew for sure would be able to be carried out. He also commented that he believed the shareholder idea was something that would be very interesting to look into and see if any other community in the country had done something like that.

*A meeting attendee* stated that she owned a business north of Buckeye and at previous meetings she had heard that the Airport would be able to release the properties. She asked why they were now saying leasing was the only option. *AVN Rep. Feld* replied that the FAA would almost always prefer a 100-year lease over a sale of the property. *The meeting attendee* asked why any business would want to move in and build and start a business on leased land. *AVN Rep. Feld* replied that a business can get a 50-year lease, which would take care of the loan and satisfy the bank, and it would be less capital up front. There is also more opportunity for the Airport to make the lease attractive to potential businesses. *The meeting attendee* asked again if businesses would be able to buy adjacent vacant lots. *AVN Rep. Feld* responded no.

*Community Rep. Gauff* stated that the FAA was treating residents like a business. She voiced her concerns about why a resident would not be able to buy a residential lot next to them, that was no longer within the 65 DNL contours. *AVN Rep. Feld* stated that while the FAA has historically never allowed housing to go back in after it has been taken out, selling adjacent lots to homeowners, as opposed to leasing, could be something that was formally included in the proposed plans to the FAA. *Community Rep. Gauff* also stated that the Working Paper stated that the FAA would sell lots for fair market value, but they were determining the value of the parcels, which was not fair.

*AVN Rep. Feld* stated that that was a very good point and the FAA would need to be upfront on how it was determining value.

*A meeting attendee* commented that from the Working Paper, it seemed that the FAA did not have any problems with selling the properties with deed restrictions in place. He asked if it was the Airport who did not want to sell the properties. *AVN Rep. Feld* stated that that was not the case.

*AVN Rep. Feld* then addressed the previous question about why there hadn't been any review with the FAA about the housing issue. He stated that the FAA doesn't do formal check-ins regarding planning processes. Until the FAA has a formal document, they won't issue a formal ruling or decision. *AVN Rep. Feld* stated that they have checked in informally and the FAA has responded that they could understand mixed use residential in the North area, but still not giving any kind of approval for single-family residential. However, the FAA does not have the full document and argument for those uses. *Roundtable Rep. Gurule* stated he would still like for the FAA to comment on the plan in its draft form to let people know if parts of the plan are even likely to be approved.

*A meeting attendee* asked why no one from the FAA had ever been to any of the meetings. Going through the whole process and making a detailed development plan, to then have the FAA say it's not approved, does not seem like an efficient process. *AVN Rep. Feld* stated that because this process was putting forth an innovative plan, all the details needed to be worked out before being presented to the FAA, otherwise they would not have a full understanding of it and just say no. *The meeting attendee* stated that she still had concerns about how the process would be handled as she felt that the community had been mistreated through past City projects.

*AVN Rep. Feld* stated that the way to prevent people's fears with the project from happening is to go through this planning process. People may be apprehensive about rezoning, but new zoning will only put more restrictions on those Airport properties, ensuring that they don't encroach on the existing communities in ways that are not beneficial to those communities.

*Community Rep. Gauff* stated that the community would simply like to invite the FAA to a meeting so they could ask questions, and develop a relationship with them and the FAA would see that it is people they are dealing with, not just plots of land. *AVN Rep. Feld* replied that he had been having informal conversations with the FAA throughout the process, relaying what had been happening at the meetings to the FAA. He had asked if the FAA would like to participate in the meetings, and the stated that they would rather just react to the draft plan.

*AVN Rep. Feld* concluded that there are many ways in urban design to get to compatible development of the area, including the scenarios where existing residents want to stay in that area. He recapped the different topics that were discussed during the presentation. *AVN Rep. Feld* stated that the project team would like to begin the FAA approval process as quickly as possible as it can take up to six months for their

review. If public comments on Working Paper #2 were received by December 30, they would then be able to submit the document to the FAA in March.

*A meeting attendee* stated that the community may not want to submit by March, but have longer to review the Working Paper. *AVN Rep. Feld* replied that they could definitely extend the comment period and wait a little longer to submit to the FAA.

*A meeting attendee* stated that he had suggested FAA attendance at the last meeting and he would once again like to reiterate that point. He also commented on the deadline stating that it was not enough time for people to review the full document. He stated that he also knew of a lot of community members that did not want to attend the meetings so he asked if it would be available for review at locations around the community. *AVN Rep. Feld* stated that copies of the document would be available in both English and Spanish at locations throughout the community. He also stated that the project team would not push forward if people expressed that they needed more time to review.

*Roundtable Rep. Gurule* stated that because the document was not yet available in Spanish, and because the project team was going to research the new idea of finding a way for residents to become shareholders in the community, he would like to make a formal request to extend the deadline for public review and comment. *AVN Rep. Feld* stated that they could extend the deadline, but he also wanted to manage expectations about the FAA rulings on some of the issues.

*A meeting attendee* asked if a lot of it was rulings from the FAA, or if it was controlled by the City of Phoenix. She believed it was the City that was now saying they wanted to lease all the properties. *AVN Rep. Feld* stated that it was the FAA. He explained that once the Airport buys land, that land then becomes obligated to the Federal government. So while the Airport makes the day-to-day decisions, it all has to go back to the FAA for approval.

*Advisory Rep. Olivas* stated that Federal money was used to acquire the properties. Now they were going to lease the properties. She asked if the money made from leasing the properties could be reinvested in the communities. *AVN Rep. Feld* replied yes, on the plans there was green space and parks, and markers for the historical locations. *Advisory Rep. Olivas* stated that those were things for people coming in. What were they going to do to invest in the people who had stayed in the communities? How was the City going to invest in the homes of the people who still lived there through the deterioration of the neighborhoods? *AVN Rep. Feld* stated that the FAA did not allow the funds to be used in that way.

*A meeting attendee* asked if the properties had been bought with City of Phoenix money. *AVN Rep. Feld* stated that all of the properties had been acquired with some sort of federal funding. *The meeting attendee* then asked if that meant that none of those parcels could ever be sold under the current conditions. *AVN Rep. Feld* replied that the FAA does allow the land to be sold in some cases, it is just not the preference. *The meeting attendee* asked if the money could be refunded to the FAA so that the City

would be the owner of the properties. *AVN Rep. Feld* replied that it would not make a difference because once a parcel is part of an Airport plan, no matter the payback of funding, the land is obligated to the FAA.

*A meeting attendee* asked if it was possible for the FAA to come in later and enforce eminent domain, even though the City has assured them that they can stay in their current residence. *AVN Rep. Feld* stated that that would absolutely not happen. Eminent domain also becomes a state issue and is now illegal in cases of economic development.

*A meeting attendee* asked who was defined as a stakeholder and what was their role. *AVN Rep. Feld* replied that right now, as a stakeholder, because the project is still in the conceptual planning stage, stakeholders should react to the plans and provide feedback.

*A meeting attendee* asked if a house-for-house option could be added into the plans, where someone who might want to move out of the area could relocate to another neighborhood. He added that maybe there could be a grandfather clause added in to where the resident would not have to pay the higher property tax on the new home. *AVN Rep. Feld* stated that there might be ways to achieve this and others had brought up the same point throughout the process.

*A meeting attendee* asked if there could be some sort of community land trust to build affordable housing to ensure that community members were still able to afford to live in the area and weren't forced out through the new development. *AVN Rep. Feld* stated that that had been done in other communities. He stated that it was more of a topic to look at in the implementation phase of the project to really get into the details of how to make it happen.

## **Closing**

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*AVN Rep. Feld* ended the formal presentation portion of the meeting to leave time for people to review the displays and talk to project team members. He stated that the project team members were more than happy to meet with people at their homes, at community meetings, and other locations to talk about the strategy if a community member had specific issues to talk about. He thanked everyone for providing all the different ideas and feedback and the meeting ended.



# LAND REUSE STRATEGY

## Public Meeting Advertising Plan

Roundtable/Community Meetings		
Three Roundtable/community meetings will be held in each project area.		
Area	Dates	Location
North Area	December 6, 2016	Eastlake Community Center 1549 E. Jefferson Street Phoenix, AZ 85003
South Area	December 7, 2016	Broadway Heritage Neighborhood Resource Center 2405 E. Broadway Road Phoenix, AZ 85040
Central Area	December 8, 2016	Wesley Community Center 1300 S. 10 <sup>th</sup> Street Phoenix, AZ 85034

Email Notifications	
Distribution	Status
Existing Email Distribution Lists of: <ul style="list-style-type: none"> <li>• Sky Harbor Airport</li> <li>• PMC, Advisory Group, Roundtables</li> <li>• Sign-ups for Email Notifications</li> <li>• VARS list</li> <li>• NSD List (through Robyn Anderson)</li> <li>• District 8 subscribers</li> <li>• Central City Village Planning Committee (through Tamra Ingersol)</li> <li>• TOD Steering Committee (through Katherine Coles)</li> </ul>	Emailed week of 11/14/16
Public Meeting Attendees from sign-in sheets, acquired after first meeting	Emailed week of 11/14/16

Land Reuse Strategy Project Webpage	
<a href="http://www.skyharbor.com/landreusestrategy">www.skyharbor.com/landreusestrategy</a>	
Project Information	Status
Notice of PIMs	Posted to website
Project Collateral	Submitted for posting

Postings – Newsletters/Event Calendars/Social Media/Blogs	
Organization/Outlet	Status
Sky Harbor social media (Twitter, Facebook, Google+)	<i>Social media posts week of 11/21, 11/28, and 12/5</i>
City of Phoenix Public Meeting Notices - <a href="https://skyharbor.com/LandReuseStrategy">https://skyharbor.com/LandReuseStrategy</a>	Submitted by Courtney
Community Newsletters: <ul style="list-style-type: none"> <li>• Central City Planning Committee</li> </ul>	Submitted week of 11/21/16



# LAND REUSE STRATEGY

<ul style="list-style-type: none"> <li>• Phoenix Revitalization Newsletter</li> <li>• Gateway Employee Newsletter</li> <li>• Gateway Student Newsletter</li> <li>• District 8 Newsletter</li> </ul>	
Eastlake Park Neighborhood Association <b>Sent</b>	Contact Locations for Posting Week of 11/14/16
Thunderdome Neighborhood Association for Non-Auto Mobility <b>Sent</b>	
Greater Phoenix Chamber of Commerce <b>Sent</b>	
Puente Movement <b>Sent</b>	
Black Chamber Event Calendar	
Hispanic Chamber Event Calendar <b>Sent</b>	
City of Phoenix Event Calendar (send to Heather Lisner) <b>Submitted by Heather 11/21</b>	

Posters	
Location	Status
Posters in identified locations: <ul style="list-style-type: none"> <li>• Chicanos Por La Causa</li> <li>• Friendly House &amp; Elem. School (2)</li> <li>• Gateway Community College</li> <li>• Silvestre S. Herrera Elementary School</li> <li>• City of Phoenix Fire Dept. Admin. Bldg.</li> <li>• Maricopa Skill Center</li> <li>• Eastlake Community Center</li> <li>• Carolina's Mexican Food</li> <li>• Sacred Heart Church</li> <li>• Lowell School</li> <li>• Pilgrim Rest Baptist Church</li> <li>• HOPE VI</li> <li>• Broadway Heritage Center</li> <li>• Verde Park Recreation Center</li> <li>• Wesley Community Center</li> <li>• Central Park Rec. Center</li> <li>• City Hall – P&amp;D, District 8, NSD, CEDD</li> <li>• Garfield Elementary School</li> <li>• St. Anthony's Catholic Church</li> <li>• Harmon Library</li> <li>• First Institutional Baptist Church</li> </ul>	

Postcards	
Recipient	Status
Area Landowner (1014)	<b>Mailed out 11/28</b>
Lowell, Herrera, Garfield Elementary	Deliver 500 flyers each, week of 11/28/16

# Central Subarea Follow-up Meeting



**Central Subarea Follow-up Meeting**  
**Wesley Community Center**  
**January 17, 2017**  
**4:00pm-6:00pm**

**Neighborhood Attendees:** Nicolas Cortez, Eva Olivas, Damien Aranda, Victor Cortez, Manuel Rodriguez, Sr., Manuel Rodriguez, Jr., Ruben Aranda, Rafael Moreno, Paul Moreno, Carlos Avila, Robert Hernandez, Frances Villa, R. Gurule, Juan & Patricia Gurule

C&S Team: Michael Johnson, Peggy Neely, Pete Dimas, Lisa Urias and Courtney Carter (City of Phoenix Sky Harbor)

**Overview:** The intent of the meeting was to update members of the Land Reuse Central Area and to answer specific questions that arose during the last larger public meeting, including: Tax Abatement, Community Land Trust, Revenue Sharing, and address other issues of concern.

**The Challenge**

From the start, those who attended made it clear that this community remains frustrated about what they see as a lack of respect from the city toward their neighborhood. While many recognize that we may have good intentions as cultural consultants, they emphasized that for years, community members have suffered from the implementation and consequences of WALA, the VARS program, and the more recent cost cutting behavior of the airport with the removal of trees and the demolition of their historically relevant structures. One community member stated the first time he saw his father cry was when he had to leave the home he had built in the WALA, while another related the story of people he knew who accepted a new home from the VARS program only to end up with nothing once temporary support was terminated. The current concerns brought up included:

- “There is a need for infrastructure improvement in the area.” Sidewalks, streets, lighting, and landscaping are all in states of neglect and “no city dollars have been invested” to address the area’s basic quality of life. “The only street that has been repaired is Mohave” - where Carolina’s Restaurant is. The impression is that this was done for those who come in to the area from outside (businesses, politicians) who don’t want their cars adversely impacted. “Nothing has been done to improve streets for the rest of the neighborhood.”
- Currently, there are very few recreational resources for area families. There is a need for more parks and recreation areas and the existing locations lack programing and improvements that would attract children and families that still live in the area.
- The property tax base has diminished significantly because of VARS, and thus adversely impacting area schools.
- The existing homeowners and businesses are living in conditions that are cost-prohibitive to improve their properties. There are building permit and impact fees of \$6,000-7,000, and more, that make it insurmountable to do even basic improvements.
- New development that comes out of the community’s land reuse strategy could take another 5-10 years. This community should not have to wait that long to see quality of life improvements. “We need basic improvements now.”
- The new development is going to price existing neighbors out of the area. Many limited income people still live here and don't want to move. How will new development impact property taxes and will it force them out?
- There is no mechanism in place for giving the community economic benefit for the new development coming in. They would like to somehow share in the benefit and not be impacted negatively.
- Community members feel their voices are not being heard. There have been too many promises and plans and no action whatsoever. “The FAA is too far removed from the process.”

- The community does not want a new team to work with. They feel that there is no consistency with who they interact with. They want to work with a cultural team (like this one), the city Neighborhood Services Department or council members to resolve the issues of concern.
- Neighborhood Services and other city departments don't think about this area any longer. "We are completely forgotten."
- The community have not gotten substantive responses from their city council members or staff when they call regarding area challenges.

### **Proposed Solutions:**

The Central Area community members want to have input into what happens in their area. Various productive solutions coming from this particular group include:

- Create a Community Land Bank or Community Land Trust among the community members who would like to participate to allow them to participate in the economic opportunities that arise. This was discussed and Aviation staff reminded the group that this was one of the areas that had been researched by the project team.
  - The results of that work will be made available along with other final project documents. Staff also emailed land bank information to one of the community members and project roundtable member, Eva Olivas, to look into further.
- Use Passenger Facility Charges (PFC) from Sky Harbor. A small percentage of the money that's being generated from Sky Harbor can be used to help with our infrastructure: such as upgrading streets, creating walkable sidewalks, installing street lights and landscaping. Funds of at least \$500,000 per year over the next 3-5 years to improve our area. Let us form a committee (like this one) to be a part of the conversation around our priorities.
  - Aviation staff are researching the feasibility of PFCs being used in this way. Historically, FAA has prohibited such uses. However, staff will investigate whether there are other resources that can be tapped to respond to the community's underlying infrastructure and quality of life concerns.
  - Phase 2 of the reuse project will include committees formed by community members that will focus on finding solutions to many of the issues raised during the meeting.
  - Aviation staff is engaging other city departments to create a city services action plan for the area. The other departments include: Neighborhood Services, Parks, Housing, Public Works.
- Ensure that developers who come in are assessed impact fees that are used to help improve the area. The fees can go to open space, street and lighting improvements, water improvements, and landscaping.
- Look for other city funds to improve our area. For example, streets in the area could be improved with the recent transportation bond that was passed in the City of Phoenix.
- Protect the community that's still here. Create a new Affordable Housing project based on this community's ability to pay (not on federal poverty levels) and move them into a new, more cohesive neighborhood in the area that gives them the ability to reconnect.
- Perhaps we can work with HUD or Habitat for Humanity.
- Perhaps we can also create things in sustainable building practices like culturally relevant adobe construction.
- Create Real Estate Investment Cooperatives (REIC) to assist with the affordability component. There is an example of a non-profit Real Estate cooperative in Tempe we can reference. This was another area of research completed by the project team and Aviation staff.
  - The results of that work will be made available along with other final project documents. Staff also emailed land bank information to one of the community members and project roundtable member, Eva Olivas, to look into further.
- Provide a point person or cultural liaisons from the city who will be our liaison to answer our calls and questions and respond. We do not want new rotating teams of people to meet with us over

continuing and long term issues.

- Staff agrees that this should be implemented and have reached out to the Neighborhood Services Department to see if they will take the lead on this effort.
- Can we improve existing homes and businesses now with funds or grants? They need basic infrastructure improvements.
  - Aviation staff have asked the city's Housing and Neighborhood Services departments to investigate this and report back.
- What ordinances can be passed to ease the restrictions on local residents participating in development? Can we apply adaptive reuse programs like we did on Roosevelt Row?
- Noise contours and abatement studies need to be done every 5 years not every 10-15.

**Conclusion:**

While, we, the cultural consultants have been retained for the purposes of an airport-owned land reuse strategy, it is clear to us that community members see this as a continuing city process that transcends the more limited airport land reuse parameters. We further see that the VARS program, and its aftermath, has been frustrating and, to many, a decimation of this community. They want to see a substantial, immediate, and extended city commitment for basic infrastructure that benefits and improves the community directly. They want a viable means of influencing the direction of development of the area and further want to participate in some of the benefits of that development. They perceive that the FAA is being used as a foil to their aspirations and that many improvements can be implemented in concert with, but also outside of, FAA purview.

We recommend that the city work immediately to find resources to implement the identified improvements to the area, with an established Community Committee to identify top priorities. Perhaps, as suggested, funds can be identified year over year for 3-5 years from the Sky Harbor Passenger Facility Charges (PFC), the Neighborhood Services Department, or from the City's Transportation 2050 Bond program. From there, the Community Committee would work with the city on identifying short term needs with associated budgets set to start on basic improvements, including roads, sidewalks, landscaping and perhaps home improvements for those still living in the area. A more extensive long-term plan can be developed with the Community working group to identify other needs such as recreational facilities for area families and potentially, moving residents into a more cohesive, affordable housing neighborhood.

This approach will improve the conditions for the remaining residents, and will serve to enhance the ultimate development of this area for the benefit of these residents and the City as a whole. The area residents are tired and need action.