



LAND REUSE STRATEGY

Phoenix Sky Harbor International Airport
Land Use Strategy (LRS)
Technical Forum
April 21, 2016, 6:00 PM
Silvestre S. Herrera Elementary School
Meeting Summary

A Technical Forum was held April 21 as part of the PHX Land Reuse Strategy. The meeting was held to address stakeholder requests for additional meetings and the opportunity to hear technical presentations from local subject matter experts on policies and programs affecting the project planning area.

Presentation

Welcome & Opening Comments

Michael Hotaling, C&S Companies (Consultant Rep. Hotaling) welcomed everyone to the Technical Forum and introduced and provided contact information for *Trina Harrison, Aviation Department (AVN Rep. Harrison)*, Land Reuse Strategy project manager. He then introduced the presenters for the evening including City of Phoenix staff, technical reports by representatives from Ricondo & Associates, and cultural and historical project component presenters.

City Department Presentations

Aviation

Jordan Feld, Aviation Department (AVN Rep. Feld) began the presentations by providing the perspective of the Aviation Department. *AVN Rep. Feld* explained that the purpose of the Reuse Plan is for planning the acquired parcels in a way that is conducive to the future of the neighborhoods. A deliberate planning process has been put in place to allow for a transparent and inclusive process that allows the community to drive the plans for the area. *AVN Rep. Feld* stated that a common question asked is, "What will the plans look like?" It is hard to answer at this point as it is still early in the process and all input has not been received, however, the community will ultimately determine what the final plan looks like. Two points that have consistently been made by the community is to put residential back in and to embrace the rich, cultural history of the area. The Aviation Department met with the FAA in January 2016 regarding residential going back in and the FAA agreed that it may be possible for "mixed-use residential" to be developed in the North planning area. However, FAA indicated they would not support residential returning to Central or South areas. *AVN Rep. Feld* went on to talk about how the Reuse Plan can be used to benefit businesses, schools, non-profits, and other established uses that are already in the area. Extensive planning will go into ensuring that future development is harmonious with existing neighborhoods,

including finding uses for the vacant lots which are detracting from the current neighborhoods.

AVN Rep. Feld explained that one of the main reasons for this meeting was to meet the requests of the community to hear from City staff and to answer the specific questions that community members may have. He stated that the last Airport Master Plan Update had been conducted in 1989 and they usually get updated every 7-10 years. There had also been previous plans that considered adding a fourth runway, however, he emphasized that a fourth runway would not be added. A new Master Plan Update will be started in the fall. *AVN Rep. Feld* stated that the airport is growing as they had the largest passenger year ever last year. The new Master Plan will be looking at how to refine what is already in place.

A meeting attendee asked what the boundaries are for the Reuse Plan. *AVN Rep. Feld* responded that the boundaries are Washington Street on the North, 24th Street and 16th Street on the East, University Drive to the South, and 7th Street on the West. It was then asked how many people owned property in the project area. *AVN Rep. Feld* asked for a show of hands that showed approximately 10-12 attendees owned a home in the area, approximately 6 attendees owned a business in the area, and 1 person was a renter in the project area.

A meeting attendee asked for the definition of “we” and “you” when talking about the planning process. *AVN Rep. Feld* explained that “you” are the project participants who are going to live and interact within the project area and drive the process. The “we” are the property owners and facilitators for the project, including the airport.

A meeting attendee asked if through this process, it was the Airport’s intention to acquire more property. Also, would this result in eminent domain? *AVN Rep. Feld* responded that eminent domain would never be used throughout the process. In regards to acquiring more property, if there was an instance where 99% of a block was airport-owned, with just one residence, there could be a possibility of attempting to acquire that parcel voluntarily. The *meeting attendee* then asked in the case of the alternative, where 99% of an area was residential and only one airport-owned parcel, then what would the option be. *AVN Rep. Feld* responded that in that case, they could look at what the surrounding area looks like, and determine what the best use for that parcel would be. With no further questions for *AVN Rep. Feld*, he concluded his part of the presentation.

Planning & Development

Katherine Coles, City of Phoenix Planning & Development (COP Rep. Coles) began by explaining that she is a long-range planner, as well as the village planner for the project area. She explained some of the planning work that has previously happened in the project area. In the North area, there has been some redevelopment in the Booker T. Washington corridor resulting in a mix of office and housing development. In Eastlake Park, residents were very focused on making sure the land uses were compatible with

one another, they wanted vacant lots to be taken care of, a solution for the need for affordable housing, skills training, and an improved and upgraded visual image. In parts of the North area, an Interim Transit Oriented Zoning Overlay District was implemented, addressing setbacks, street and sidewalk regulations, signage, and parking and loading regulations. Reinvent Phoenix included two policy plans in this area, one for Eastlake-Garfield and one for Gateway, which covers all of the North area. This was a community based vision for the future which then identified investment strategies based off that vision.

In both the Central and South areas, there is a Noise Impact Zone Overlay which prohibits off-site constructed dwelling units as well as requiring a special permit for homeless shelters, recording a notice with the County, and requiring residential design review. In the Central and South areas, there is the Black Canyon/Maricopa Freeway Specific Plan which includes recommendations for enhancements to the 12th Street pedestrian tunnel, identifying additional public use parcels, and freeway noise mitigation for new development.

In the South area, *COP Rep. Coles* explained that they had developed the Rio Salado Beyond the Banks Area Plan which addresses a variety of issues including land use, recreation, economic development, safety and stronger code enforcement. The corresponding Rio Salado Interim Overlay District in the Zoning Ordinance requires development standards for commerce park zoning rather than industrial zoning.

COP Rep. Coles gave an update on what is happening now in the project area, including development of high density residential near the light rail in the North area, development at Buckeye Road in the Central area, and development of industrial parks with manufacturing and distribution in the South area.

COP Rep. Coles went on to give her thoughts on what would be taking place in the future for these areas. She explained that in the North, the main focus was on working to designate the Airport-owned parcels for residential use. In the Central area, there is the possibility of investigating the crafting of an overlay district to allow flexibility with certain uses and development standards, as well as identifying interim and long-term development strategies. In the South area, she would like to enhance connections to the Rio Salado Habitat Restoration area, and enhance connections to the north at I-17.

A meeting attendee commented that the City of Phoenix (COP) is installing a sidewalk from Central Avenue to 16th Street but the area is still very isolated. When will work take place to make improvements to Buckeye Road with medians and landscaping? *COP Rep. Coles* responded that she did not have the answer right then but she would be happy to find out and get back to them.

A meeting attendee commented that there was some disagreement within the community that the plans being made and carried out did not come from community members. Specifically, the Eastlake and Washington plans did not come from within the community.

Community and Economic Development

Lori Quan, City of Phoenix Community and Economic Development Department (COP Rep. Quan) was the next presenter to speak on how Community and Economic Development impact the City and what their department does to encourage that development. She explained that they work to facilitate job creation, to attract and develop a talented workforce, improve the entrepreneurial landscape, enhance economic vitality, and focus on international trade/export opportunities. The department has a long-term, multi-faceted marketing approach that utilizes a variety of communication venues. *COP Rep. Quan* explained that while they are working to attract businesses to the Phoenix area, they focus on their core economic strengths including a large, diverse employment base, established higher education institutions, efficient transportation systems, pro-business climate, a vibrant downtown and growth potential. She stated that they have found the single greatest factor for a company considering site location is what kind of workforce is available in that area. Phoenix has targeted industries that they focus on which include Healthcare & Biomedical, Advanced Business Services, Manufacturing & Logistics, Mission Critical, Aerospace & Aviation, Emerging Technologies, and Software. There are also a variety of ways their department helps businesses in the community, a few of which include New Market Tax Credits, recruitment assistance, and access to small business networks and resources. *COP Rep. Quan* pointed out the South area in the study area where most business interest has been taking place in the form of a large amount of industrial development.

A meeting attendee commented that the COP still owns Sky Harbor Center which can house many businesses. The *meeting attendee* asked what the Community and Economic Development Department could do to offer help to private land owners who are working to attract business development and are competing with a government entity in attracting those businesses. *COP Rep. Quan* responded that it is a balance they work toward every day. Their department is working closely with Aviation regarding the particular area and property that is being referred to, and they have taken a step back and are waiting for the outcome of the Land Reuse Strategy process to be able to see what needs to be done in that area before taking any action.

A meeting attendee asked if any services were offered to non-profits that want to startup in the project area as a small business, specifically in the Central project area. *COP Rep. Quan* responded that yes, they work with any company to offer access to small business resources which provide guidance during that startup time, or help expanding networks with more established businesses.

A meeting attendee commented that the mayor had recently mentioned the creation of an Innovation District. He asked if that district would include any parts of the Central project area. *COP Rep. Quan* replied that they don't know yet. The mayor set a very long-term vision so there is still the question of where the best place for that district will be.

A *meeting attendee* commented that part of the scope of this project was to offer help to the residents and businesses already established within the project area. The *meeting attendee* asked what the Community and Economic Development Department has specifically done to offer help to those businesses within the project area to not only stay, but grow and not be driven out of business. *COP Rep. Quan* replied that they rely on help from other City departments as they don't have the resources to focus on every small business. However, some things they do look at is to ensure there is solid employment opportunities around those small businesses to help bolster what people are able to spend in that area, as well as the density of the employment within that area, both in the daytime and the evening time operations.

Housing Department

Angela Duncan, City of Phoenix Housing Department (COP Rep. Duncan) began by overviewing what the Housing Department provides, which include Public Housing Communities, Section 8 Housing Choice Vouchers, and Resident Supportive Services. There are 18 affordable housing complexes offered across Phoenix. One project that was recently completed was a major rehab of the public housing near Buckeye and Central. This rehab included making the property more energy efficient, new cabinets and flooring, and improved amenities for residents. Many of the public housing units that they own are in the Eastlake-Garfield TOD District. *COP Rep. Duncan* also explained the Choice Neighborhoods Program which provides funding to public housing to plan for the redevelopment of those communities. There are two different portions to the program which are planning grants and implementation grants. The COP applied for a \$500,000 planning grant to help create a community driven transformation plan for the area around the Edison-Eastlake public housing communities. The grant was applied for in February and awards will be announced in June or July. If awarded, that project will kick off in the fall of 2016.

COP Rep. Duncan reviewed a few other programs including the Rental Assistance Demonstration (RAD) Program which converts a public housing subsidy to a Section 8 project-based voucher housing subsidy. Their focus is on the Krohn East and Foothills Village communities. Another program is the Global Green USA Sustainable Assessment which provides a no cost technical assistance. This will provide recommendations for the Eastlake-Garfield District Reinvent Phoenix area for infrastructure and policy changes.

A *meeting attendee* asked if *COP Rep. Duncan* could come to the next Eastlake Park meeting to explain these plans as it seems like more development is happening in the Garfield area and not Eastlake. *COP Rep. Duncan* said she would be able to attend the next meeting.

A *meeting attendee* commented that he had heard some of the newer public housing was no longer classified as public housing but was owned by a company. *COP Rep. Duncan* explained that it has to do with Low Income Housing Tax Credits and while they maintain some ownership structures of some properties, others they don't as it allows

them to gain the financial accessibility to redevelop those properties. *The meeting attendee* asked if that means then that a certain percentage will be public housing through the city and the rest will be affordable housing through an investor. *COP Rep. Duncan* replied that they try to make the properties mixed income as it makes them more sustainable but every property has different requirements depending on who is involved.

Neighborhood Services

The last City Department presenter was *Lynda Dodd, City of Phoenix Neighborhood Services Department (COP Rep. Dodd)*. She began by explaining that every other department that had presented, Neighborhood Services works with and is involved in as everything they do impacts the communities. Neighborhood Engagement is their main focus throughout this project. They do this through their Neighborhood Specialists who work out in the communities and are charged with knowing what is going on within those communities. They also offer volunteer coordination and youth engagement to make sure they are reaching the next generation. Community is key as they work with many different outside organizations, as well as the staff support for the project area which include *Olga Soto, Neighborhood Specialist, Roberto Friez, Neighborhood Specialist, and Robin Anderson, Project Management Assistant*. The Neighborhood Organizations within the project area are Eastlake Park, Nuestro Barrio, and Renaissance Park Block Watch.

A meeting attendee asked who was in charge of the Nuestro Barrio. *COP Rep. Dodd* responded that the President of that organization is Nicolas Cortez.

COP Rep. Dodd stated that two other areas that Neighborhood Services is responsible for is Preservation and Revitalization. Through preservation, they oversee code enforcement and graffiti removal, and Neighborhood Revitalization is responsible for housing rehabilitation and Community Development and Neighborhood Economic Development.

A meeting attendee commented that Neighborhood Services used to oversee both the front of properties and alley services but they have since turned over the alley services to Public Works which does not have the customer service of Neighborhood Services. What is the reasoning for this change as it has become a problem in some areas? *COP Rep. Dodd* replied that they have reached out to Public Works and it is an issue they are looking to address.

A meeting attendee commented on something he did not want to see happen again which was when Neighborhood Services was citing residents for things leftover from prior development and work such as leftover tree trimmings and yard waste. He added that a lot of the area has elderly residents who were cited and it caused a lot of heartache. *COP Rep. Dodd* responded that she would work with her counterpart to try and ensure that would not happen again. She also mentioned the Volunteer Assistance Program for residents who are low to moderate income or disabled and need some

extra help with things around their property. She ended her presentation by encouraging people to call Neighborhood Services with any issue that might need fixing.

Community Leader Input

Consultant Rep. Hotaling then opened up the floor for any community members to share thoughts or ideas on issues they thought important to share with the group.

Mary Dolores Guerra, Homeowner (Community Rep. Guerra) shared some ideas for features to put in the area including a water park, or something that is a draw for families to come into the area, as well as a Heritage Center or museum to ensure that the rich cultural history is conveyed.

Carlos Avila, Community Member (Community Rep. Avila) commented regarding the Maricopa freeways and stated that there had been funding sources approved by Council for all the areas from 7th Street to 16th Street to have sound barriers, however nothing had ever come of that. He stated that he thought that issue was one that needed to be addressed. He also stated that noise overlay ordinances had been put in place during a previous program. That program has since ended and the noise ordinance still has not been lifted even though there is no reason for it to still be in place. *Community Rep. Avila* also brought up that in 2005, flight path changes were made that significantly changed the noise impact areas. While it alleviated some areas, the noise impact areas resulting from that flight path changes had never been addressed. He emphasized that there is a community still there and these are issues that need to be addressed that so far, have not been.

Fran D'Antonio, NARF LLC. (Community Rep. D'Antonio) asked a question regarding how the second phase of the project was going to be funded. He also asked if residential would be a possibility in the Central area with flight paths having been changed. *AVN Rep. Feld* responded to the first question about funding stating that that program is a pilot program that was offered all over the country and is being funded by the FAA. In regards to residential in the Central area, nothing had been done previously because it is hard to effectively apply city resources when you don't know what the outcome of that area will be. Now that they know that they want the area to be built back up in an economically effective way, they know how to apply resources accordingly. However, in the Central area, the FAA will not allow residential to be put back in where it was previously taken out.

Barry Wong, Land Owner (Community Rep. Wong) asked a question regarding economic development in the area and what will be done to assure there will not be disadvantages for private property owners with so much government/City controlled property. *AVN Rep. Feld* responded that from a City standpoint, it would not make sense to only concentrate resources into Airport-owned parcels and not make an effort to build up anything around those. He added that the policies that are in place, along with this Land Reuse Plan, will benefit everyone involved in stabilizing both the residents and businesses, as well as future development of the areas.

Juan Gurule, Land Owner (Community Rep. Gurule) stated that it should not be forgotten that people have been displaced along with the history of the area. Businesses and education are suffering in these areas and there should be a concentrated effort to invest in them so that they don't go under. *Community Rep. Gurule* also added that the area has an extremely rich cultural history that should not be overlooked. The history will aid in the revitalization efforts and attract businesses back to the area. He stated that for the people that are still in the area, their services, such as grocery stores, have been taken away, and it should not be forgotten that they still have lives there in those communities.

Cultural Context

Michael Johnson, Johnson & Neely (Consultant Rep. Johnson) introduced himself as part of the project team helping with the cultural aspect. He stated that they found there are three different areas of concern. In the North area, there is a high intensity of looking at options for affordable housing. In the Central area, there is a focus on not only incorporating the historical attributes of the area, but also remembering what went on with Golden Gate and making sure that history is not forgotten. In the South area, with light industrial development going in, there are concerns with public and environmental safety. The other issue in the south area is that some residents have light industrial businesses and are interested in acquiring parcels adjacent to them.

Pete Dimas, El Pueblo Productions (Consultant Rep. Dimas) gave a brief overview of his background to tell about his involvement with the historical and cultural component. He received his PhD from ASU in History with a minor in Social Theory and also taught history for many years. He stated that from previous processes, specifically some that *Community Rep. Gurule* commented on, the COP lost a tremendous amount of trust from the residents through those processes. He added that throughout this process, there has been a strong focus on making sure nothing like that happens again. He stated that people need to continue to stay involved and not be afraid to speak up. His function throughout the process is to enable honest dialogue and he added that the Strategy team is looking for the same thing. *Consultant Rep. Dimas* stated for anyone interested, he had developed a booklet of interviews taken from families in the Central area during the time they were fighting the demolition of the church in that area. This is part of the project area and that booklet is available for anyone who might want to see it.

Inventory & Market Data

Consultant Rep. Hotaling reviewed the Study Elements with everyone as they began talking about the Inventory & Market Data. Those elements include Community Engagement, Inventory, Market Analysis, and Strategy Development. He stated that the Land Use Changes deals with three important elements – the environment, the input of the stakeholders, and what the market can support. The management strategies that

are the result of this Land Reuse process is what ties all those other elements together and will lead into the second phase of the project.

Barbie Schalmo, C&S Companies (Consultant Rep. Schalmo) stated that the information used in the inventory and market data reports have come from many different sources. They conducted a number of stakeholder interviews as well as many different meetings to hear what uses are of interest. She then stated that the analysis methodology was a two sided approach consisting of a historical trend analysis, and then projections of employment and population. Throughout Stakeholder Engagement, they asked what program success would look like. Answers included a coherent development plan, flexibility between a conceptual and detailed strategy, land assembly, historical and cultural considerations being taken, and continuing to be context sensitive to remaining residential and the transition. *Consultant Rep. Schalmo* stated that some potential strategies that they have gathered include zoning to address concerns moving forward as well as acquiring parcels for both residential and underused parcels in the areas. Business owners have also asked about a parcel acquisition program moving forward. For desired uses, she stated that they heard a variety of options from stakeholders which include industrial/flex use, commercial for office and retail, and making historical/cultural destinations.

Consultant Rep. Schalmo moved on to talk about projection and the market demand. They have defined a market impact area that is projected to have an impact on the market over time. Using that market area, they looked to see where the highest employment density areas were, as well as where the highest population density areas were. She then explained that they looked at Industrial demand by looking at the market impact for a 10-year period, divided into two five-year segments consisting of the near-term, and the mid-term. There is 2.3 million square feet of proposed, under construction or newly delivered industrial space that was looked at in this projection. There are multiple opportunities for industrial development in this area. In contrast, some of the constraints include limited availability of desired parcel sizes and competitive land inventory in or nearby the market area.

The same two-sided approach was used to look at Office space. There is currently approximately 750,000 square feet of proposed office space with the majority being Class B office space, followed by Class A. The difference between the two classes is the level of finishes and investment that went into that space with Class B being a lower, more approachable price point. Again, there were a number of opportunities for office development in the area. The top constraint showed that the area is not traditionally viewed as somewhere for office space, but more for residential, transitional, or even industrial. Another constraint is the fact that there are other regional centers of gravity for office space.

Consultant Rep. Schalmo talked about some Land Use Benchmarking and stated that they had looked at Research & Development Parks that may have opportunities for University affiliations. They also looked into Urban Agriculture to support the local food movement and an opportunity for food industry entrepreneurs as well as Artisan/Maker

Space. Some Strategy Benchmarking showed some informal uses as dog parks and pop-up cities for programmed events and temporary venues as well as looking into Vacant Lot Programs that have been successful in other cities.

Consultant Rep. Schalmo stated that the next steps would be to continue in community engagement to find out the known parcels of interest, land use preferences and the strategy preferences. In the meantime, her team will continue with the Market Analysis to look at the possibility for retail and hotel and to begin looking at a demand allocation strategy.

Closing

Consultant Rep. Hotaling brought the formal part of the meeting to a close. He stated that while time prevented an actual presentation, there was a representative available for people to speak with after about the second phase of the project. He informed everyone that a handout was available that reviewed all the different types of documents that project information was gathered from for the market analysis and added that the presentation slides will be available on the website. He thanked everyone for coming and the meeting came to an end.