

Organizational Oversight Entity Focus Group Meeting September 30, 2019

Draft Meeting Memo

September 30, 2019

5:30 PM to 7:30 PM

Porter Barnwood

901 S 7th St

Phoenix, AZ, 85034

Meeting Objectives & Themes

The intent of this small group meeting was to assess the value of creating an organization or process that could perform long-range oversight of redevelopment efforts and revitalization resources. Key discussion topics from the agenda included:

- Redevelopment oversight entity examples from other cities
- Formation committee
- Organizational leadership & membership
- Organizational mission & objectives
- Legal requirements
- Potential funding sources (start-up and on-going funding)
- Relationship to City resources
- Action steps and assignments leading to formation of a non-profit or other entity

Thirteen (13) stakeholders along with ten (10) project team members participated in the evening's presentations and discussions. A list of attendees is provided below:

Focus Group Stakeholders:

- Vanessa Jenkins, Booker T. Washington Neighborhood Association
- Richard Yarbough, Pilgrim Rest Foundation
- Kimber Lanning, Local First Arizona
- Craig Suiter, Porter Barn Wood
- Prince Twumasi, Chicanos Por La Causa
- Nick Smith, Chicanos Por La Causa
- Gilbert Arvizu, Booker T. Washington Neighborhood Association
- Dan Klocke, Downtown Phoenix Partnership
- Cymone Bolding, Council District 8
- Adriana Garcia Maximilliano, Council District 8
- Spencer Self, City of Phoenix Neighborhood Services Department
- Sheila Gauff, Nuestro Barrio Unidos Neighborhood Association
- Carlos Avila, Nuestro Barrio Unidos Neighborhood Association

PHX Land Reuse Strategy (LRS) Implementation Team Members:

- Courtney Carter, City of Phoenix Aviation Department
- Jazmine (Hayes) Lewis, City of Phoenix Aviation Department
- Katie Sprague, CRTKL
- Kurt Nagle, CRTKL
- Jasmine Williams, CRTKL
- Teresa Makinen, Makpro
- Leslie Dornfeld, Plan-et
- Chris LeTourneur, MXD
- Eva Olivas, Phoenix Revitalization Corporation
- Jessica Bueno, Phoenix Revitalization Corporation

Observers:

- Thomas Porter, Porter Barnwood

LRS Project Overview and April Community Meeting Recap

Mr. Courtney Carter, Project Manager, City of Phoenix Aviation welcomed the group and opened the meeting by briefly introducing the intent of the Focus Group and the goals for the meeting. Mr. Carter emphasized the need to take the long-range vision and tools developed throughout the LRS process and move into a stage of actualization and revitalization. Ms. Katie Sprague, Senior Vice President, CRTKL provided a 10-minute overview of the LRS, the current stage of the planning process and the ideas, strategies and deliverables pertaining to the Implementation Phase of the LRS. Following the overview, Mr. Chris LeTourneur, President & CEO, MXD provided a twenty-minute presentation of three (3) progressive airport-related organizational structure case studies from across the nation. The three national case studies included:

1. Colorado Aerotropolis Regional Committee; Denver, Colorado

- The Aerotropolis Regional Committee (ARC) unifies Metro Denver’s jurisdictions under a single entity aiming to accelerate economic growth, employment and improvements.

2. Greater Gaston Development Corporation (GGDC); Gaston, North Carolina

- The Greater Gaston Development Corporation (GGDC) is a non-profit organization that coordinates governments, private and non-profit organizations across Gaston County to drive strategic county-wide initiatives, work with partners, attract investment, stimulate economic development and grow the employment base.

3. Aerotropolis Atlanta Alliance; Atlanta, Georgia

- Aerotropolis Atlanta unites various stakeholders under a joint vision and strategy to leverage Hartsfield-Jackson Atlanta International Airport as an economic engine to stimulate investment through strategic development and growth of target industries in a noise land area.

Following Mr. LeTourneur’s presentation was a ten-minute presentation of four (4) local organization case studies which was presented by Ms. Leslie Dornfeld, Owner & Planner, Plan-et. The local case studies included:

1. Sky Harbor Coalition

2. Downtown Phoenix Inc. (DPI)

3. Phoenix Community Alliance (PCA)

4. Downtown Phoenix Partnership (DPP)

Forum Discussions

Following the formal presentations, a forum discussion kicked-off at 6:20pm and was conducted in a format that allowed for each of the participants to share their experience with implementing organizational oversight structures. Eva Olivas, Executive Director/CEO of Phoenix Revitalization Corporation, with the support of Jessica Bueno, Director of Community Programs at Phoenix Revitalization Corporation helped facilitate the forum discussion. The attendees were asked to face the direction of the two exercise boards where they were asked to explore topics, including:

- The feasibility and sustainability of an oversight entity for the LRS project area
- The formation of a new entity or integration into an existing organization
- An oversight entity mission statement
- Key players and roles of the oversight entity
- Available funding sources

The intent of the forum discussions was to create a casual and comfortable setting that encouraged attendees to speak freely, listen, and interact with others. Throughout the discussion, participants were asked specific questions and encouraged to provide additional comments and insights as appropriate.

A summary of the ideas shared during the forum discussions is provided on the following pages:

WHAT IS THE MISSION?

- The mission needs to be decided before an oversight entity is formed
- This mission must be focused on the LRS planning area and should not be the second or third mission of an existing organization
- Consider how the community is supported and engaged in the longer process to make sure the community voice is not overshadowed by the oversight entity
- Preserve, enhance and strengthen the identity of the community and existing neighborhoods
- Preserve Sky Harbor Airport and off-airport operations
- The mission can be the basis of a pitch to take to potential investors, partners, and organizations that establishes what is being asked and why their investment and/or support would benefit them and the community
- Create a sustainable community where all the parts function together:
 - » Strengthen the community
 - » Attract new neighbors
 - » Promote economic development
 - » Plan for a sustainable community
 - » Support local business
 - » Enhance existing infrastructure



Focus group stakeholders discussing the content of the meeting

WHO ARE THE KEY PLAYERS?

- The oversight entity will need to evolve and adapt because many of the key players haven't arrived at the area yet
- Current organizations include:
 - » City of Phoenix Departments
 - Community & Economic Development
 - Planning & Development
 - Aviation
 - Parks and Recreation
 - Housing
 - Neighborhood Services
 - All other relevant departments
 - » Phoenix Revitalization Corporation (PRC)
 - » Educational Institutions
 - K-12 Education
 - Gateway Community College
 - Support with K-20 prep
 - Workforce training
 - Phoenix Elementary
 - Phoenix Charter
 - Phoenix Union
 - Arizona State University (ASU)
 - Murphy Elementary School District #21
 - All local school districts
 - » Rio Reimagined
 - » Airlines
 - » Arizona Public Service Electric (APS)
 - » Utility companies
 - » Craig Suiter
 - » Support Sky Harbor Coalition
 - » Private developers
 - » Chicanos Por La Causa (CPLC)
 - » Local Realtors (Committee or group)



Stakeholders engaged in the national case study presentation which showed structure and funding mechanisms



Stakeholder and community consultant discussing organization structures and key players

WHAT ARE THE FUNDING SOURCES?

- CPLC
- Educational institutions
 - » Phoenix Elementary
 - » Gateway Community College
- City Funding (seed money)
- Opportunity Zones
- APS
- PRC (currently applying for funding)
- City assessment for city-owned properties
 - » Existing Precedent: The Downtown Phoenix Partnership received seed funding from city properties because the value of downtown is high
 - » The potential value for the LRS area is also high
- Self-sustaining money through land leases
- Levy new development sites (Spark Areas) to create seed money for the new oversight entity
 - » This takes the burden away from current residents and business owners
 - » It would require the creation of a tool or mechanism to make this happen



Post-meeting discussion between community members and city representatives

WHAT SHOULD THE OVERSIGHT ENTITY STRUCTURE LOOK LIKE?

New Organization (Majority Agreement):

- The City should lead this effort and be the leaders, not the community
- Hire one person whose job is to lead this effort while living and breathing the mission every day
- Should focus on a target area without getting too large
- Long-haul commitment
- Establish a board and staff support that will drive it
- The neighborhood should have a voice on the board and/or its own place within the oversight entity
- Keep the organization authentic and only involve those who are truly interested in developing the area

Existing Organization or Formation of an Umbrella Organization (Opinion of One Stakeholder):

- This could be one umbrella entity that connects this area with the Rio Reimagined project
 - » The Rio Reimagined project is similarly committed to the broader area and in a position of looking for implementers
 - » The Rio Reimagined project has received media attention and was also highlighted by Mayor Gallego
 - » The Rio Reimagined project coordination is being headed by ASU
 - » The Rio Reimagined project is in an opportunity zone that incentivises private capital investments in disadvantaged communities
 - » The key players are already formed
- It could mimic Tempe Town Lake's organizational structure

WHAT IS THE RESPONSIBILITY OF AN OVERSIGHT ENTITY?

- Facilitate the transition from homeowner to new development
- Ask for and understand the community needs
- Ensure that economic development doesn't overshadow the needs of the community
- Keep development true to the neighborhood
- Preserve the voice of the community
- Highlight education and employment opportunities where the community can contribute to the area in which they live
- Understand the different neighborhood needs and views regarding redevelopment while establishing a cohesive approach
- Identify funding opportunities, secure those funds, and determine where those funds are used
- Create revenue-generating development for Sky Harbor
- Make sure all the small players have a voice
- Support sound mitigation efforts for remaining residents

ADDITIONAL TAKEAWAYS

- The LRS is one of the most unique projects in the country and is not comparable to anything else; this will be a case study for future development across the country
- This area is the connection between downtown and the airport and is in the middle of major development happening all around the city
- The organization should continue to carefully plan which should result in a vibrant, unparalleled and true urban neighborhood. The successful urban neighborhood will integrate commercial intensity and residential intensity where allowed - not just a sprawled suburb
- Community Improvement Districts (CIDs) may not be valuable in this area because there currently aren't enough businesses to support one
- The City should be motivated to lease these properties because it stands to benefit financially from the dense redevelopment of the LRS planning area
 - » Involvement from City Council, the Mayor or a Council Member is key for others to step forward
- The LRS should leverage the opportunity zones that blanket the planning area and tap into City Council's effort to market these areas
- The community voice can get lost if this entity becomes a part of an existing organization
- Most case studies show a government entity assisting with funding

Immediate Actions

The LRS Consultant consolidated the information from the Focus Group into a summarized strategy to help the LRS project move forward in preparation for revitalization and development. There are three (3) main areas of focus:

1. PROVIDE BASIC TALKING POINTS FOR IMPLEMENTATION NEXT STEPS

Before an Implementation Entity can be established, the consultant team will provide basic communication tools to encourage participation.

- Provide an **"elevator speech"** summary of the LRS area and its potential for development and revitalization
- Provide **simple talking points** regarding next steps following Phase 2 Implementation

2. PROVIDE BASIC TALKING POINTS FOR THE POTENTIAL OVERSIGHT ENTITY

Through the Focus Group discussion with the stakeholders, it became clear to the group that there is a need to establish clear communication that supports any potential requests to funders, partners, and others interested in being involved with the establishment of an oversight entity. Based on the feedback received during the meeting, the team can move forward with the following:

- Provide simple talking points regarding the Oversight Entity responsibilities
- Define **"The Ask"** for involvement in the Oversight Entity
- Provide a sample mission statement; build on ideas shared at the meeting
- Identify additional partners and potential funding sources
- Propose two (2) organizational chart alternatives, if appropriate

3. SEEK ADDITIONAL STAKEHOLDER INPUT

At the conclusion of the Focus Group meeting, Mr. Carter communicated that he and the team may be reaching out to the attendees for additional information and/or clarification on comments that were made during the meeting. To support a fruitful discussion at the final Focus Group meeting the team suggested the following:

- Courtney Carter and Jazmine Hayes with the City of Phoenix Aviation Department will reach out to the stakeholders who attended the event for additional information via one-on-one phone calls.
- Depending on stakeholder interest, additional Focus Group meetings may be held before the next meeting scheduled for November 7th.

LRS NEXT STEPS

Mr. Kurt Nagle, Senior Associate Vice President, CRTKL closed the evening meeting by making an announcement of project next steps. Kurt highlighted the two remaining meetings before the project closes at the end of November:

1. November 7th Focus Group Meeting (Arizona Flower Market, 5:30-7:30pm):

Discuss specific actions that will support transition from the LRS Implementation Phase project to a potential long-range Oversight Entity beginning in Q1 2020. Topics will include:

- Follow-up transition steps based on Focus Group feedback
- LRS in-progress programs and initiatives
 - » Quick Hits & Lot Activations (Implementation Handbook)
 - » RFP Template, Development and Design Guidelines
 - » Cultural Corridor Framework
 - » Block Planning and Block Design Guidelines
- Immediate action steps for successful transition

2. October 23rd Community Meeting (George Washington Carver Museum & Cultural Center, 5:30-7:30pm):

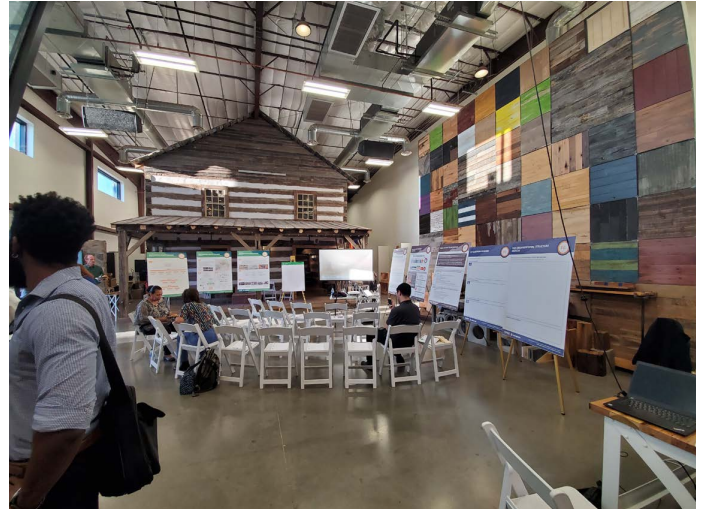
The LRS community and team will review and celebrate the results of our two-year long partnership. For each of the focus areas, we will share what the community requested, how that influenced the planning efforts, and what the next steps to implement the requests will be. We will also focus on the transition from the LRS project to a process of long-term oversight where LRS implementation tools may be used to accelerate redevelopment and revitalization efforts toward tangible outcomes.

MEETING CONCLUSION

Upon highlighting the two final project meetings, Mr. Nagle thanked the Focus Group participants for their attendance and Porter Barnwood for providing their space for the meeting. The Focus Group session formally adjourned at 7:30pm while participants were encouraged to informally mingle and review the content featured around the room.

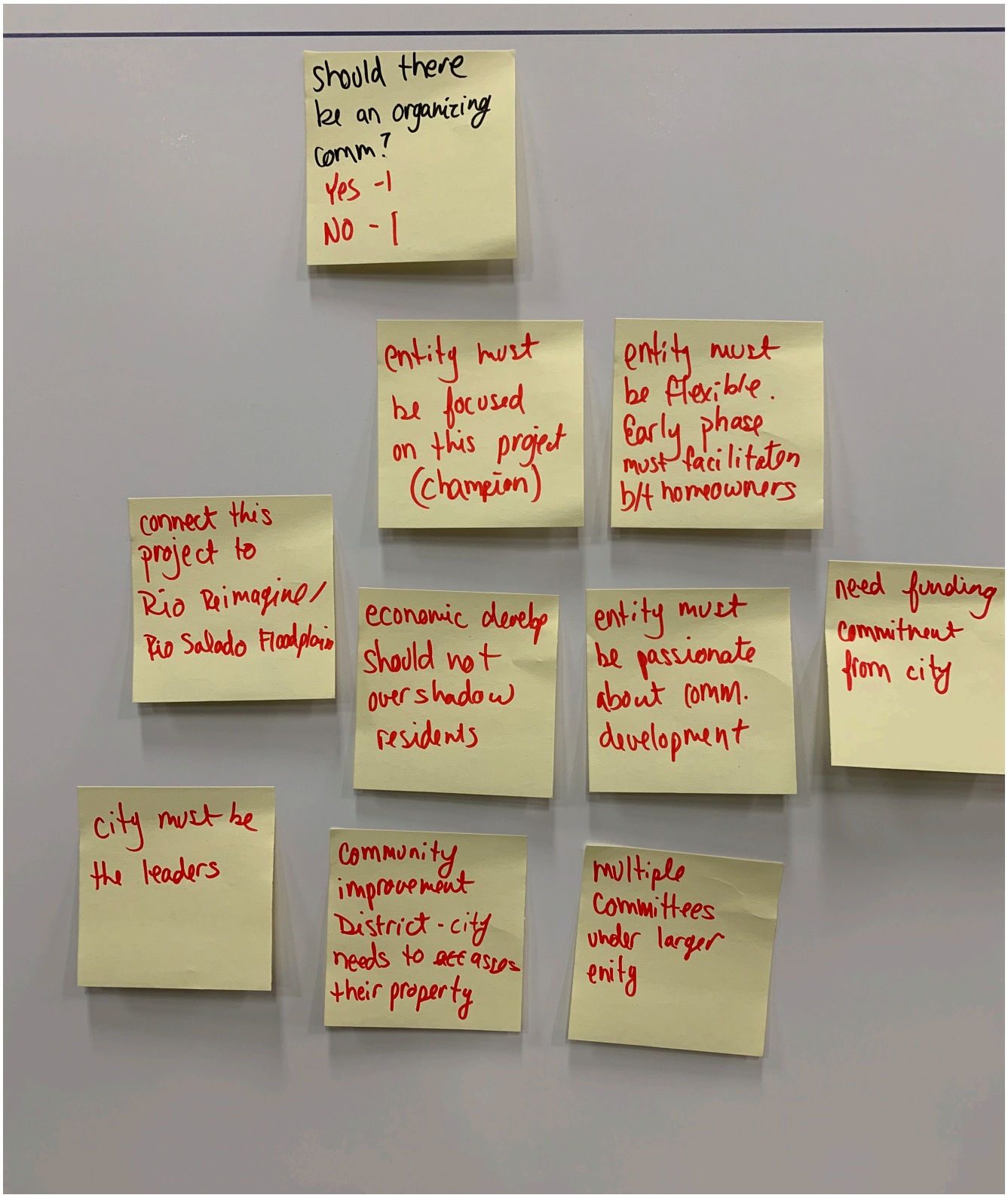
APPENDIX: Organizational Oversight Focus Group Forum Discussion Notes

PRE-MEETING GATHERING:



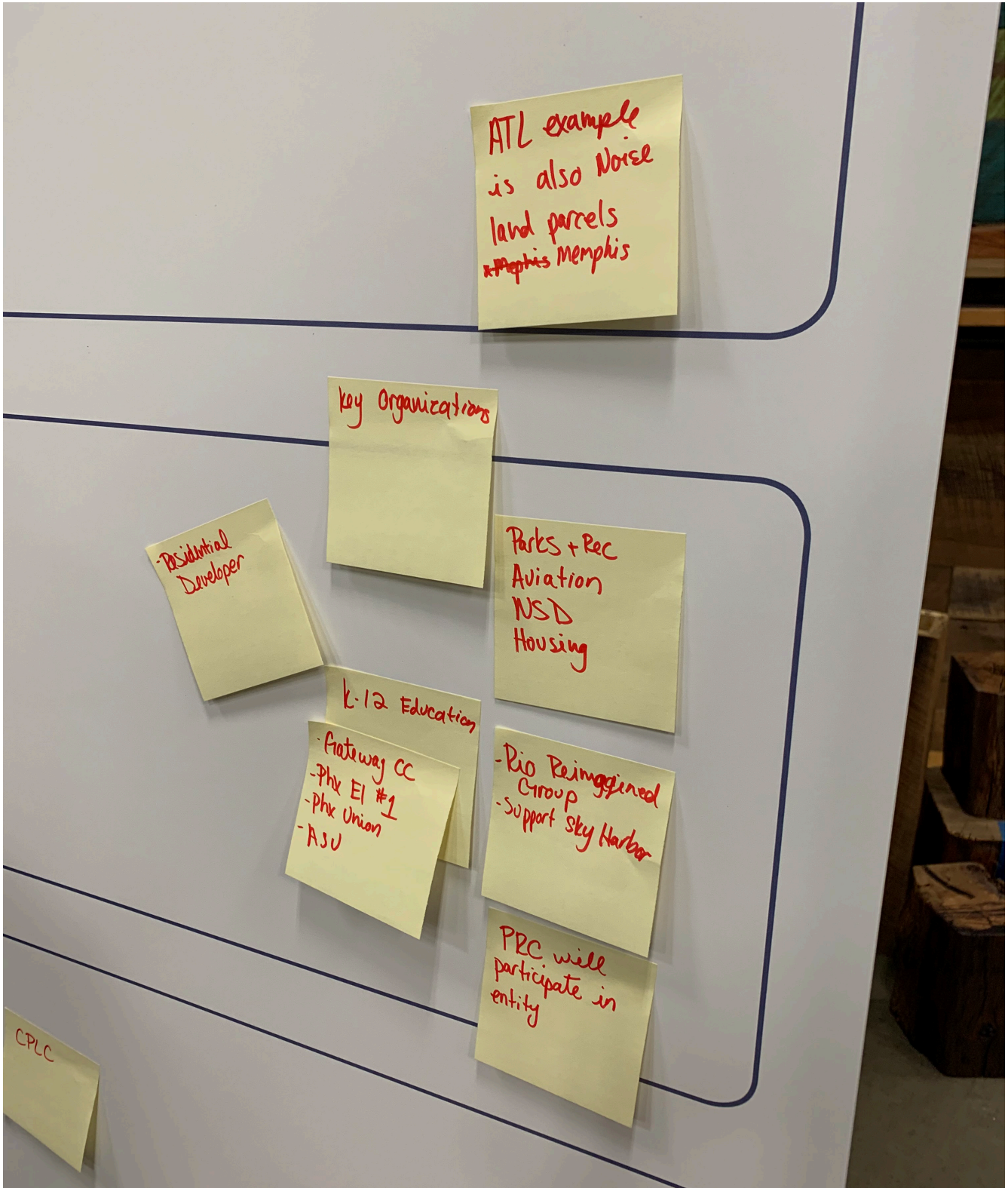
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ORGANIZATIONAL STRUCTURE:



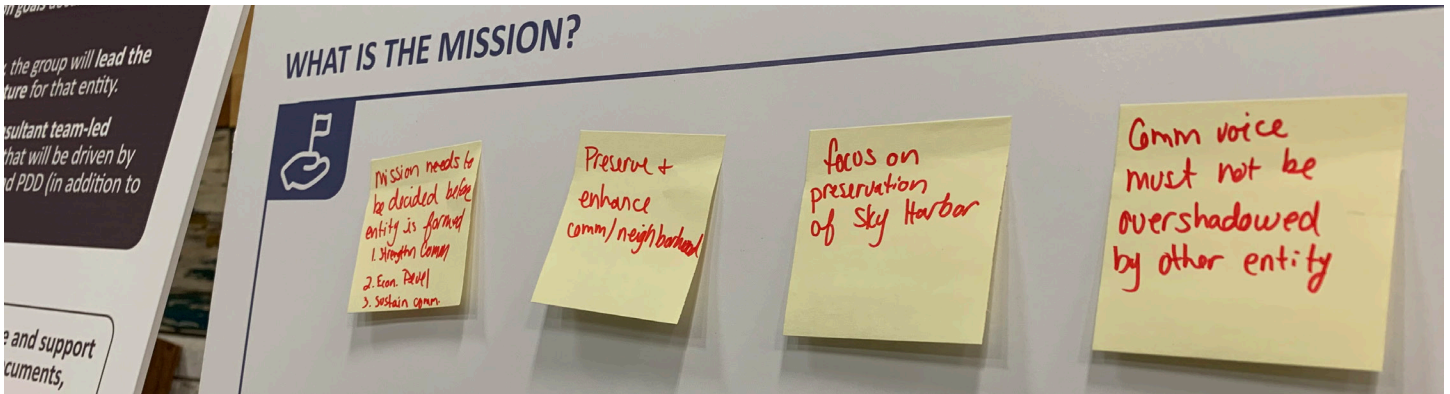
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KEY PLAYERS:

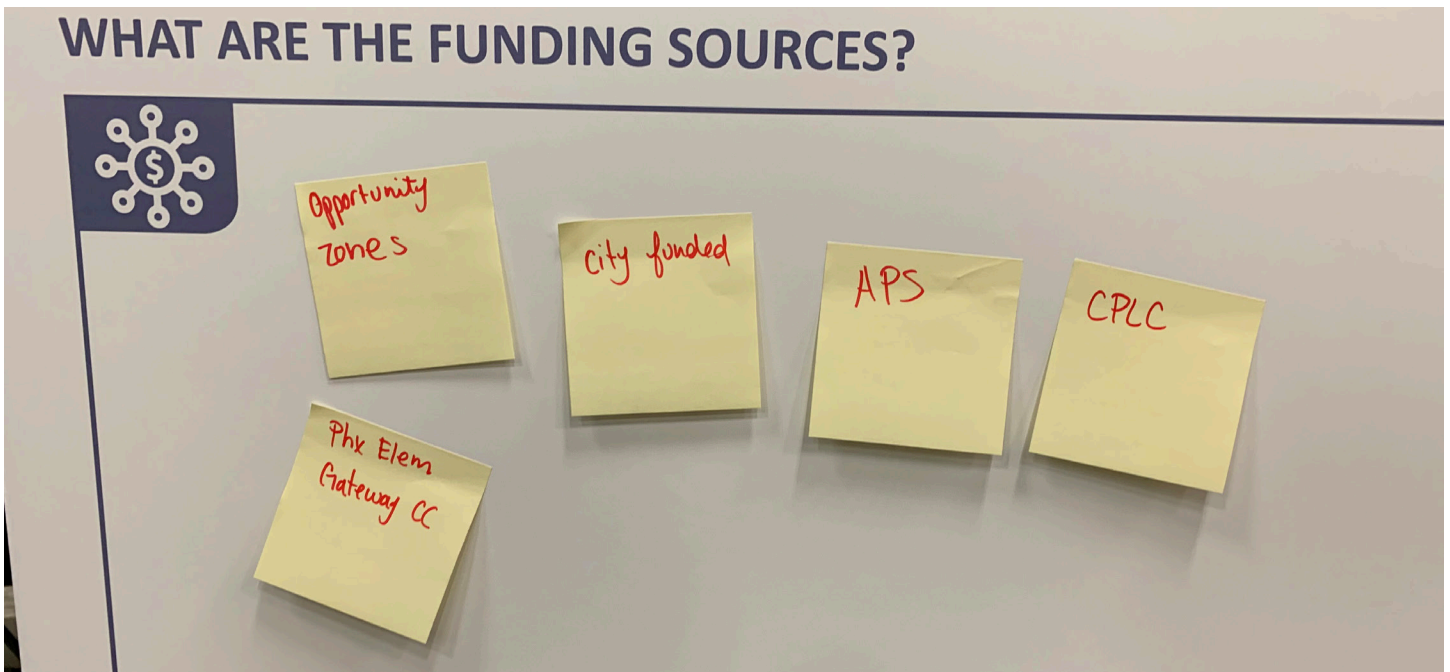


APPENDIX: Organizational Oversight Focus Group Forum Discussion Notes

THE MISSION:



FUNDING:



APPENDIX: Organizational Oversight Focus Group Meeting

FACILITATED FORUM DISCUSSION



APPENDIX: Organizational Oversight Focus Group Forum Discussion Notes

POST-MEETING GATHERING:

