



PHOENIXIDA

Item 2

Phoenix IDA

Concept Paper Guidelines

Please provide a concept paper to assist in understanding the components of the program, project, or initiative currently in discussion. Following the specific format will generate clarity during this exploration phase. The concept paper should include the following information and attachments (where indicated):

- **Mission/Vision:** Provide a general description of the organization's mission and vision statements.

The City of Phoenix's Community and Economic Development Department's (CEDD) mission is to attract and retain companies to generate new quality jobs for Phoenix residents, increase capital investment in the community, collaborate within the public and private sectors to attract reinvestment to areas of the community that need revitalization, generating quality jobs for and providing needed services to the community's residents. CEDD is seeking a \$30,000 grant to engage master planning design services for an envisioned bioscience research and healthcare employment hub for the Edison-Eastlake Community.

- **Project Description:** Provide a general description of the conceptualized project. Include the expected duration and whether this is a new or existing effort.

The Phoenix Housing Department was awarded a \$30 million Choice Neighborhoods Implementation (CNI) Grant from the U.S. Department of Housing and Urban Development (HUD) in July 2018. The grant, Community Development Block Grant Funds (CDBG), and additional City and private funding, total approximately \$190 million of capital investment to date for the revitalization of public housing, the surrounding neighborhood, and parks in the Edison-Eastlake Community (EEC).

As a key part of the CNI plan to benefit the EEC, Phoenix envisioned the area as an employment hub for the purposeful growth of its healthcare, research, and higher education sectors to transform the area with the creation of quality job opportunities and centers of health innovations for Phoenix residents. The St. Luke's Medical Center was identified as a key anchor institution located in the geographic center of the EEC. Unfortunately, St. Luke's Medical Center permanently closed in October 2019. The State of Arizona then leased the St. Luke's Medical Center until July 2021 with the option to continue depending on the uncertain need of its use during the pandemic. With St. Luke's sale of the property and the State's lease termination, the City no longer has a partner in the property's ownership, Medical Properties Trust (MPT), to realize Phoenix's vision for the neighborhood. There is a heightened need for employment and private investment in the area. The community's vision of a thriving employment hub is at great risk if a comprehensive plan is not presented to the owners to market the site to attract and realize this vision.

• **Need for the Project:** Identify the community indicators that demonstrate the need for the project. Share how the need was determined.

The Choice Neighborhoods area of the Edison-East Lake Community has long been identified as an underserved area in need of reinvestment. The Choice Neighborhoods process fully engaged community residents to address their current and future needs. During that process, it was determined that increased access to quality jobs, health, education, critical services, and activation of approximately 20+ acres of vacant lots and revitalization or replacement of aging structures was needed. As a result, Phoenix's Community and Economic Development Department identified this area as a future bioscience research, health, and education employment hub. It would complement the existing medical center, rehab hospital, behavioral health center and progressive autism research occurring in the area. The proximity to Downtown Phoenix's Phoenix Biomedical Campus is a natural extension of the growth of the area, and Phoenix's recent recognition of being nationally ranked 5th in the nation among emerging life science markets and 1st in life science job growth further solidifies the opportunity this area presents to contribute to the growth of quality jobs for Phoenix residents, the transformation of this underserved neighborhood and access to quality jobs and services need for its residents.

• **Population to Be Served:** The population to be served includes those who will be directly involved in the conceptualized activities. Describe the characteristics of the population including age or age range, gender, race, disability, and any unique characteristics such as needs, risk factors, barriers, etc. Include projections of the number to be served. Where applicable, and if it lends greater understanding to the concept, similar information may be included regarding the indirect population—those impacted by the project even though not directly engaged.

During the preparation of the Choice Neighborhoods grant submittal, there was extensive engagement with its residents to gain insight into their needs and vision for the future of their community. Some of their wish list items for their neighborhood that are related to this project include: access to quality jobs, job training, health services, healthy food, and education.

The profile of this community is that of an underserved one. The EEC population is 3,076 with a total of 1,023 households. The percentage of EEC families living in poverty is 66.8% which means that 683 of these families are living in poverty. This is a significantly higher percentage of families living in poverty than overall in the City of Phoenix (18.4%) and Maricopa County (12.6%). In 2016 the federal poverty level was an income of \$12,228 for a single-person household or an income of \$24,563 for a household of 4 people. People living in low-income neighborhoods are less likely to have access to healthy food and safe places to be physically active. The median income of the EEC is \$16,519.

Of the total EEC population, 13.5% (452) of the residents classify themselves as black (compared to 6.5% in the City of Phoenix, and 79% (2,638) classify themselves as Hispanic, compared to 40.8% in the City of Phoenix. A significant percentage have difficulty with English.

The EEC has a slightly higher comparable percentage of family households than the City of Phoenix, but a much higher percentage of these families, 450 or 62.7% have female heads of household with no husband present, and the overall population of the area is young with 48% or 1,604 under the age of 18. This is much higher than the 28% in the City of Phoenix overall.

This employment and education hub will serve to accelerate the positive impact of the new residential and infrastructure investment including improved parks and associated amenities. It will create job and learning opportunities within walking distance for the EEC residents. It will create access to quality jobs in the health, education and research sectors. Recruitment of health, education, job training organizations and associated amenities to support the needs of the EEC's residents will be targeted.

• **Goals, Objectives and Strategies:** Outline the goals, objectives and key strategies for engaging, retaining and impacting the population that will be served.

Through extensive community engagement of EEC residents, the CNI Plan envisioned the area as an employment and higher education hub for bioscience research and healthcare. The master planning of this area is needed to assist the Community and Economic Development Department (CEDD) to effectively communicate the detailed vision to the EEC community, the Medical Property Trust organization that owns a large portion of the property and to market the area to developers and prospective companies who will partner with the City of Phoenix to realize this vision. It is a high priority to do this expeditiously, since the St. Luke's Medical Center closed in late 2019, and they are not actively engaged or committed to the success of the community.

The master plan is critical to visually communicating the potential of this property that has historically been underutilized and not supporting the economic and physical health of the neighborhood and its residents. With the visualization complete, CEDD will be able to meet with the majority owner of the area to propose options for them to partner with a prospective developer or sell the property to a developer. Simultaneously, CEDD will be recruiting a developer to attract private investment to the EEC neighborhood generating quality jobs, education opportunities, workforce training and providing needed services and goods for residents.

This employment hub will be integrated into the Phoenix Bioscience Healthcare Strategic Initiative (BHSI). The BHSI will promote the area to the private sector along with higher education research and medical institutions as an ideal location for their growth. With the growing demand of medical education, the higher education institutions CEDD works with already, such as University of Arizona, Arizona State University, Northern Arizona University, Creighton University, Tufts University and Grand Canyon University will be made aware of the opportunity this location provides.

The Phoenix Workforce Development team and its training provider partners will be integrated into the EEC to connect its residents with the private sector companies who locate here. The

full breadth of Phoenix's Workforce Training Programs, Services and Grants will be provided for skill development and training in partnership with Phoenix's education partners to respond to the skill needs of the companies and prepare EEC residents for these job opportunities.

The site is positioned less than 1 mile from the Phoenix Biomedical Campus in Downtown Phoenix to the west and to the east 1 mile to Valleywise Hospital and 2 miles to the new, Phoenix VA Clinic. It is home to the national leader in autism research and family support services - the Southwest Autism Research and Resource Center – Sybil B. Harrington Campus for Exceptional Children. GateWay Community College recently expanded their nursing program to the site along with their Health at United GateWay (HUG) Clinic. Steward Healthcare has a behavioral health center on site, and there are two specialty rehabilitation hospitals, Allegiant and the newly opened Reunion Phoenix Rehab Hospital. These organizations provide an industry sector base of research, medical education and care delivery from which to build and leverage for attraction of others.

• **Projected Outcomes and Related Indicators:** Detail the intended outcomes of the conceptualized project. Identify the indicators that will point to the degree that the outcomes have been attained. Explain the evaluation methodology envisioned including a description of who will conduct evaluation activities.

The master plan of this site will enable the visualization of a critical component of the future of the EEC residents and build on the already \$190 million of capital investment by the Choice Neighborhood initiative. The Choice Neighborhood Implementation Plan cannot be truly successful without the master planning of this area. It will provide a communications piece to attract needed reinvestment in an area that has historically lacked the availability of integrated basic economic, service and goods within the neighborhood. The master plan will be the tool utilized in successfully attracting private investment that generates quality jobs for the residents of the EEC neighborhood along with opportunities to attract talent from the region to this employment hub.

• **Collaborative Partners:** Describe the role, relationship and value-added of other organizations key to the success of the concept.

The masterplan is the key to the launch of partnership engagement. The masterplan design is dependent upon and will build on the community's work to develop the Choice Neighborhood's Implementation Plan. This engagement, partnership and relationships was vital to the work that is being done in the transformation of the parks, neighborhood connectivity, new public housing and programming that is taking place to connect and activate the neighborhood.

The City of Phoenix and CEDD will be engaging with leadership at Reunion Phoenix Rehab Hospital who invested in this area, opening their hospital, because of the vision that was outlined in the CNI prior to the closure of St. Luke's Medical Center. CEDD is working with GateWay Community College as they continue to expand their health training programs in the EEC in a building adjacent to the now closed St. Luke's Medical Center. CEDD will work with the

Workforce Development Team and job training partners such as CEI's LabForce training program to support skill training of residents to support companies who locate here. CEDD envisions partnership and collaboration with SARRC will continue as we work to attract organizations to expand on their impact in their integrated approach to autism research and quality of life for individuals and their families living with autism.

• **Implementation Plan:** Describe the conceptualized implementation including associated timelines, contingencies and deadlines. Note key staff roles and explain the expertise that qualifies the organization to address the described needs.

The goal is to have a master plan completed before the end of May 2022, so that Phoenix Community and Economic Development can meet with Steward Healthcare and Medical Properties Trust to gain their buy-in for the vision of the redevelopment and revitalization of this area. The goal is to gain a commitment from them as to their working with Phoenix as a partner with a prospective developer for the sale of the property. Community and Economic Development will also be meeting with developers to attract them to the opportunity of private investment in this area, while working to promote the area to attract bioscience and healthcare organizations and education institutions to the site.

This project will have the full support and expertise of the Phoenix Community and Economic Development Department dedicated to the success of this project.

• **Sustainability:** Explain the plans for sustaining the conceptualized project and/or impact beyond the timeline associated with supported planning and/or implementation activities.

The design and development of this master plan will be the tool that will be used to market this area. The goal of which is to attract private investment to the area, creating quality jobs in a high growth and critical economic sector for both EEC residents and those outside its borders. The attraction of these organizations, the jobs and investment will serve to increase the economic activity of an extremely underutilized area of the City of Phoenix. This new investment will serve to stabilize the area, improve both the economic and physical health of the community leading to sustainability and a more resilient area of the City of Phoenix. The master plan will serve to provide data and insight into the ultimate build-out and capacity of the economic impact that can be realized by attracting new investment and opportunity into this underutilized area within Phoenix. The master plan will be building upon the neighborhood elements and plans of the community to respect the history and community character as outlined in the Choice Neighborhood Implementation Plan. The goal is to have an economically thriving, active and healthy community.

These expansions could come in the form of physical expansions and/or expansions of programs that support individual and community health. CEDD will also work with others in the community who may want to locate within the EEC to provide care, programs and health education to this area will be targeted. CEDD will work with health partners in the community such as Equality Health, Mountain Park Health Center, Bayless Health Centers to explore opportunities for them to expand their reach within the community and transformation of health and job access to EEC residents.

CEDD will work with its state and regional economic development partners, the Arizona Commerce Authority, and the Greater Phoenix Economic Council to promote this area. CEDD will be proactively recruiting companies from outside the region to attract new investment into Phoenix and the EEC neighborhood to create quality jobs and upward mobility for the community.



*Aerial map of Phoenix Choice Neighborhood Employment Hub
Located just west of Interstate 10*

Budget Scope of Choice Neighborhood's Employment Site Assessment

1. **Site Context Plan** – Develop an overall plan of surrounding areas, showing connectivity, access, pedestrian circulation opportunities and relationships to similar campus development in Downtown Phoenix. \$3,000
2. **Master Site Blocking Plans** – Develop up to 3 alternatives showing potential building locations, areas for parking and defining basic vehicular and pedestrian circulation corridors. These options will be reviewed and refined to allow for selection of one to be further developed to the next level of detail. \$5,000
3. **Site Development Plan**- Based on the selected Site Blocking Plan, further develop the site plan to show more specific building plans, parking layouts, open space areas and more defined circulation corridors. Once approved, this plan will be colored to utilize for City communications and promotions. \$10,000
4. **Massing Studies**- Based on the developed site plan, create 3-dimensional, digital massing blocks that will be dropped into several aerial drone photos (included) to further communicate how the campus core concept integrates into the surrounding context. \$5,000
5. **Character Rendering**- Provide a single rendered image that communicates potential character for the revitalization of the existing hospital and surrounding vehicular and pedestrian plaza. This includes an initial level of exterior building and site design only to a level necessary to populate the rendering. \$5,000
6. **Reimbursable costs** – printing, etc.

Cost not to exceed \$30,000



City of Phoenix
OFFICE OF THE CITY COUNCIL

March 3rd, 2022

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Phoenix Community Development and Investment Corporation
Phoenix Industrial Development Authority
PO Box 10439,
Phoenix, AZ 85064
Attn: Juan Salgado

Re: Letter of Support for Request for Funding of Masterplan Design for Choice Neighborhood Employment Hub

Dear Juan Salgado:

On behalf of the City of Phoenix Council District 8, this letter is submitted to indicate full support for the Community and Economic Development Department's (CEDD) request for \$30,000 for the development and design of a masterplan of the employment hub envisioned for the Choice Neighborhood Edison-Eastlake Community (EEC).

The residents of the EEC were very engaged in the development of the vision for the Choice Neighborhood Implementation (CNI) Plan. The masterplan design will provide CEDD the tool to communicate the vision of the EEC residents and the City of Phoenix to attract new investment to the area to realize the vision of a life science, healthcare, and higher education employment hub.

A \$30 million grant from HUD supported the vision for the investment into the replacement of new public housing. The City of Phoenix and other partners continue to build upon the grant with an additional \$190 million of investment into the area. This masterplan will enable CEDD to proactively recruit private sector investment and companies that will create quality jobs, higher education and workforce training opportunities for EEC residents that will improve their quality of life.

Sincerely,

A handwritten signature in black ink, appearing to read 'CG' followed by a stylized flourish.

Carlos Garcia
District 8 Councilmember