



**CITY OF SCOTTSDALE
TOURISM ADVISORY TASK FORCE
REGULAR MEETING**

Wednesday, April 27, 2016

**Community Design Studio
7506 E. Indian School Road
Scottsdale, Arizona 85251
APPROVED MINUTES**

PRESENT: John Holdsworth, Chairman
Andrew Chippindall (left at 9:54 a.m.)
Kathy Duley
Scott Eubanks
Richard Hayslip
Allan Henderson
Susan Potje
Sandy Schenkat
Fred Unger

ABSENT: Kate Birchler, Vice Chair
Taryl O'Shea

STAFF: Karen Churchard
Steve Geiogamah
Brent Stockwell

GUESTS: Rachel Sacco, SCVB
Diane Jacobs, Holly Street Studio
Michael Jacobs, Holly Street Studio
Valeri LeBlanc, PLACES Consulting

1. Call to Order/Roll Call

Noting the presence of a quorum, Chairman Holdsworth called the regular meeting of the Scottsdale Tourism Advisory Task Force to order at 8:09 a.m.

2. Public Comment

There were no public comments.

3. Approval of Minutes

Chairman Holdsworth noted a correction to page two, paragraph three.

TASK FORCE MEMBER UNGER MOVED TO APPROVE THE MINUTES OF THE MARCH 23, 2016 REGULAR MEETING AS AMENDED. TASK FORCE MEMBER HAYSLIP SECONDED. THE MOTION CARRIED BY A VOTE OF NINE (9) TO ZERO (0). MEMBERS BIRCHLER AND O'SHEA WERE ABSENT.

4. Downtown Public Space Master Plan

Diane Jacobs explained that the Downtown Public Space Master Plan takes an inclusive look at public spaces and what they mean to Scottsdale residents, business owners and visitors. The City has several open space assets available in downtown and this plan considers how they can be used to benefit all. Holly Street was tasked with analyzing the virtues of each place and conceptualizing a plan for their best use. The result of that effort is a series of nodes and linking corridors that can tie together downtown's various assets in the form of an emerald necklace. Downtown's amenities are all within easy walking distance of each other, but the corridors between them have not reached their fullest potential. This plan proposes a way to take those amenities that are already working in downtown and make them better, and aims to take advantage of an ongoing societal shift in the U.S. to live and nourish within the downtown cores.

Ms. Jacobs stated that the plan addresses several questions:

- How can we collectively create great public spaces for citizens, visitors, and businesses?
- How can we preserve assets?
- How can we build connections to already wonderful things?
- How can we plan for the future?
- How can we infuse energy and vitality into downtown?

The plan offers several suggestions. The first is to develop or improve a series of public spaces, which create energy and vitality whether they are activated or left alone. Creative placemaking is the act of people coming together to change overlooked and undervalued public and shared spaces into welcoming places where the community gathers to support one another and thrive. Since Scottsdale already has wonderful places, it is important to look at what is left over and determine how they can be improved. Creative spaces can consist of temporary activities or permanent installations, but are really about human interactions within them. Examples in Scottsdale include: Indian Bend Wash, the Civic Center, and the Waterfront.

Ms. Jacobs said several projects are already underway that must be recognized and embraced when considering how to develop this concept, including the Scottsdale Stadium, Fashion Square, the Honor Healthcare Campus, and several hospitality projects. Scottsdale already has a diversity of project types within a small radius, including residential development that other Valley cities do not. Walkability is an effective way to measure success in vibrant cities. Walkability means that spaces within the city have four key ingredients: they must be useful, safe, comfortable, and

interesting. A city must do many different things to create the kind of spaces in which people will want to visit and stay.

Ms. Jacobs explained that the energy of downtown could easily connect with Scottsdale Fashion Square and the neighborhoods to the north. Indian School Road is an important byway through the city, but the heavy traffic it carries tends to form a barrier between the northern and southern parts of downtown. Loloma Park is an asset that envelope several amenities including: the Museum of the West, a theater, residential development, and the Valley Ho area. The Civic Center is an important asset that symbolizes Scottsdale but is in need of some attention. An open space in the northeast corner of downtown would balance out the other amenities; Scottsdale should consider creating open space in that area.

Kristina Floor pointed out that even though people perceive the distance between Fashion Square and Loloma as being too far to walk, it is essentially the same as walking from one end of the shopping center to the other, which people do readily. Ms. Jacobs explained that the reason people do not make that walk to Fashion Square and the south of Scottsdale is because the path itself is lacking the four key ingredients of walkability. Adding them should be a priority when evaluating how to develop this area further.

Ms. Jacobs said Holly Street decided to look at four sites: Civic Center, Loloma, the Arizona Central Canal site, and the Marshall Way Pocket Park south of Indian School Road. For each of these sites, the team created a comprehensive site plan. The actual design of the sites was a secondary consideration to the idea of how these sites might be used and what happens when someone walks from one to the other. The main theme is that public space in a thriving city like Scottsdale needs to be championed. As density increases, setting aside open space as part of the public realm is important.

Ms. Jacobs explained that the canal site is bordered by Goldwater Boulevard on the west, and the Marshall Way Bridge on the east. A vibrant waterfront development already exists here on both sides of the canal. The concept is to cut a small opening where Marshall Way ends at 5th Avenue to create an event space that directly connects the canal to the city itself. There could be a pavilion here for performances catering to audiences no larger than 1,500 people, but generally it would be a big, open plaza.

The Marshall Way Pocket Park is small but particularly important, and since the City already owns most of the parcel, it presents a great opportunity. It sits directly to the west of an existing asset called Horseshoe Falls. This asset has gone unnoticed, in part because the four qualities of walkability are absent. A next layer of development is needed in order for this area to become populated. Holly Street suggests that the City partner with a private developer with an interest in using the space for retail to create a pocket park directly related to the open outdoor spaces to the east. An alleyway along the back of this site links directly to another alleyway that extends all the way to the gallery district and the Museum of the West. The idea would be to create a small green space that provides a comfortable, welcoming place to spend time. It would be a vibrant space at an important intersection in the city that could become a meeting place for people looking to explore Scottsdale. Kic Park in Shanghai is one inspirational example.

Ms. Jacobs said the next important site is Loloma, which lies to the south of the proposed Marshall Park site, adjacent to the Museum of the West and the galleries, and linked to the canal bank by Marshall Way. The park is bordered by the Goldwater Boulevard curve and sits at a spot that could be turned into a distinctive gateway on the west side of downtown. There are many opportunities here for activities that require large open spaces. The strategy would be to create a tree-lined street with running trails, bike trails, and a landmark. It could be a public amenity for families, an active place for regular programming, and showcase Scottsdale's quality of life. Klyde Warren Park in Dallas is a relevant example.

Ms. Jacobs noted that to the east of Loloma is the Civic Center. The existing space already works well, but needs more visibility so that it feels better connected with the surrounding areas. There are many ways to do this, one way would be to relocate the parking garage underground so that the view from the city to the Civic Center would be uninterrupted. Tongva Park in Santa Monica is one relevant example of how a park like this could work.

A well-streetscaped Second Street would make a perfect connection between the open spaces at Loloma and Civic Center. Parallel to Second Street is Main Street. By working in partnership with the existing businesses here, the City could create enticing, comfortable spaces along these corridors in which people will want to spend time. The idea behind opening up Civic Center would be to create an inviting transition. As an example, people attending games at the stadium would feel inclined to visit that space and then from there continue to the gallery district, then Loloma, and up Marshall Way to the shops on 5th Avenue. This plan establishes a holistic vision for all of downtown instead of treating it as distinct pieces and parts.

Ms. Jacobs said the only way that this plan could be implemented is through supportive feedback from citizens, staff and all stakeholders. Once all voices have been heard, the details can be added and a master plan developed. The City has engaged with an economic feasibility team that can make the vision a reality. Holly Street recommends that Scottsdale complete the Civic Center Master Plan and begin to establish the next phase, which would be linking it with the other open spaces.

Ms. Jacobs said people often erroneously assume that distance is what makes cities unwalkable, but truly walkable cities invite people to walk for hours without tiring because the key ingredients are present. On average, the proposed and existing public open spaces in Scottsdale are only 0.4 miles away from each other.

Chairman Holdsworth said the proposal is an exciting one. It will be a massive project. If progress is to be made, it has to be done in pieces. Some of it will be tourism related, some not. Ultimately, residents, visitors, and businesses will benefit from the plan, and it is way beyond what a tourism initiative could achieve on its own.

Task Force Member Unger emphasized the importance of getting something started immediately and felt that enhancing the Main Street connection would be one of the least expensive options. The galleries are certainly looking for ideas to rejuvenate the street. Chairman Holdsworth inquired whether Holly Street saw a logical path of progression for the projects. Ms. Jacobs explained that the Holly Street team identified Scottsdale's core values by studying several existing plans, including the Economic

Development Plan, the Tourism Strategic Plan, and the Downtown Character Area Plan. Their recommendation is to first create an open space that can attract all the factions that tie into each of these values, either Loloma or Marshall Way. Main Street, while important, is a connector. Before any project is started, it is essential to get community buy-in. City leadership must first establish the importance of the plan before it can be developed.

In response to an inquiry from Task Force Member Eubanks, Ms. Jacobs said Scottsdale should first collectively determine if it wants to build one open space and one connector as a basic start. It would be up to the community, not the design team, to determine which site is most in need of preserving. Chairman Holdsworth suggested that the Task Force communicate with all community stakeholders to get a feel for what they think is most important. Once the support becomes clear, a presentation can be made to City Council. Ms. Jacobs said Holly Street formulated this plan only after talking to thousands of people in Scottsdale, and 95% of them were in complete agreement that they wanted this to happen. They view these particular pieces as part of a growing city.

Task Force Member Potje inquired whether the analysis suggests a ratio for the public and private investment at each site. Ms. Jacobs explained that this question will be answered in the economic feasibility stage, which is coming up next. There are many successful examples of this model already in Scottsdale and around the world. One option would be to adopt the entire plan in a holistic fashion and then use public feedback to determine the priorities. The first phase should be done as soon as possible to build momentum for the rest. The three sites on the west side are vacant, and the potential exists to make something out of nothing, but the Civic Center needs immediate attention.

Chairman Holdsworth agreed with the proposed outline, but stressed the importance of getting formal approval from City Council for the finalized concept. A couple of early wins will help convince people that the idea is worth carrying through to completion. He agreed that more than enough research has already been done to prove that this is what the community would like to see. The main question now is deciding what project to do first.

Task Force Member Henderson said a critical connection in terms of walkability is the canal bank area between Camelback and Chaparral. Task Force Member Eubanks asked whether the plan included parking considerations. Ms. Jacobs responded that it does contain conceptual notions of parking and street connections.

Rachel Sacco said Holly Street's plan captures the spirit of what the SCVB has wanted to see. This will benefit not only tourists, but also residents and anyone else who wants to have an enjoyable experience in Scottsdale. It is time for the community to think big. To adopt this plan as a unified vision would be inspirational.

TASK FORCE MEMBER POTJE MOVED TO RECOMMEND THAT CITY COUNCIL FULLY ADOPT AND SUPPORT THE CONCEPT PUT FORWARD BY HOLLY STREET STUDIOS. SECONDED BY MEMBER EUBANKS, THE MOTION CARRIED BY A VOTE OF 7-0. MEMBERS UNGER AND HENDERSON ABSTAINED, WHILE MEMBERS BIRCHLER AND O'SHEA WERE ABSENT.

Chairman Holdsworth noted that City Council intends to hold a work study session on May 10, but that the agenda for that meeting is full. Staff indicated they will get a revised date for the Task Force's presentation.

Ms. Jacobs stated that Scottsdale has been audacious before, and should be again. She encouraged the community to consider this proposal the same way that Indian Bend Wash and the McDowell Sonoran Preserve were considered in the past. This vision is ambitious, but entirely possible.

5. Downtown Tourism Related Economic Feasibility Study

Chairman Holdsworth addressed questions of whether the selection process for this feasibility study included representation from the tourist industry. He clarified for the record that it is standard City practice to exclude outside parties from participating in the RFP selection process.

Karen Churchard, Tourism and Events Director, noted that the Task Force recommended the feasibility study, which is now being called Downtown Scottsdale 2.0. It was put out to bid a couple of months ago. The goal is to develop a vision, based on extensive public outreach, for how to move forward on downtown. CSL International has accepted the offer, and work has already begun. The study is expected to take nine to 12 months.

Ms. Churchard said the focus of the study is on downtown, because the heart of any great city is a prosperous and diverse downtown core. This study is designed for action. It will build upon previous plans and strategies, review current best practices, and culminate with a vision for downtown and a corresponding funding plan. The public outreach effort will be extensive.

Phase I is the analysis, in which the data from previous studies will be analyzed in light of local and national trends, insight on competitive cities, and with input from local leaders and stakeholders. The result will be a written economic analysis report. Phase II covers the growth scenarios for downtown, addressing what is possible and creating realistic examples. Phase III will be to engage the public so that they can choose how to best move the city forward. Phase IV addresses the feasibility of the vision and recommends ways to pay for it. Phase V establishes the delivery structures.

Ms. Churchard emphasized that everyone will have a voice. The City's downtown page will include much of this information and provide a method for people to express their viewpoints and opinions. CSL International has extensive experience helping destinations grow, primarily with the visitor industry. They have more than 25 years of experience and have worked with a multitude of cities throughout the country. One example is Palm Springs, which has been facing many of the same issues that Scottsdale has. CSL has a subcontractor named Populous, which is known globally for their expertise in connectivity, especially for huge events such as the Olympics and the Super Bowl. They have also built stadiums, convention centers, and worked with downtown master planning.

Chairman Holdsworth requested that the Task Force receive regular updates throughout the process. Ms. Churchard agreed, and requested in turn that the Task Force select a representative to provide continued input. Task Force Member Eubanks said the characteristics of Scottsdale are unique and he hopes the study will recognize that the market needs here are totally different.

6. Staff Updates

Ms. Churchard highlighted some key recent activities. The Special Events Ordinance goes into effect on July 1, 2016, and staff has been making changes necessary to complement it. The Special Event User Guide is a work in progress and will be continuously updated over time. Information for special event rates and fees have been forwarded to City Council for their approval. Monthly downtown internal meetings have been held since January to identify issues as they arise and implement fixes. The goal is to also establish an external group to support the effort. About \$5 million has been budgeted for downtown.

Mr. Geiogamah said staff has begun working on implementing the TDC's five recently stated objectives, and Chairman Scholefield has invited Task Force participation in that effort. Chairman Holdsworth said he would like to see Task Force representation on each of their five initiatives.

Task Force Member Hayslip requested a status update on the establishment of a tourism contingency fund. Mr. Geiogamah responded that the TDC has allocated the funds in their proforma, but it has not yet gone to City Council. That will require a change in financial policy; staff is awaiting direction from the Treasurer's Office. Ms. Churchard noted that there is not full City Council support for the contingency fund at this time.

7. Identification of Future Agenda Items

The next scheduled meeting is June 15, 2016. The Task Force identified the following items for future discussion: the SCVB's visitor study, the budget for the next 12 months, and an update on the downtown economic feasibility study.

11. Adjournment

The meeting adjourned at 10:07 p.m.

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