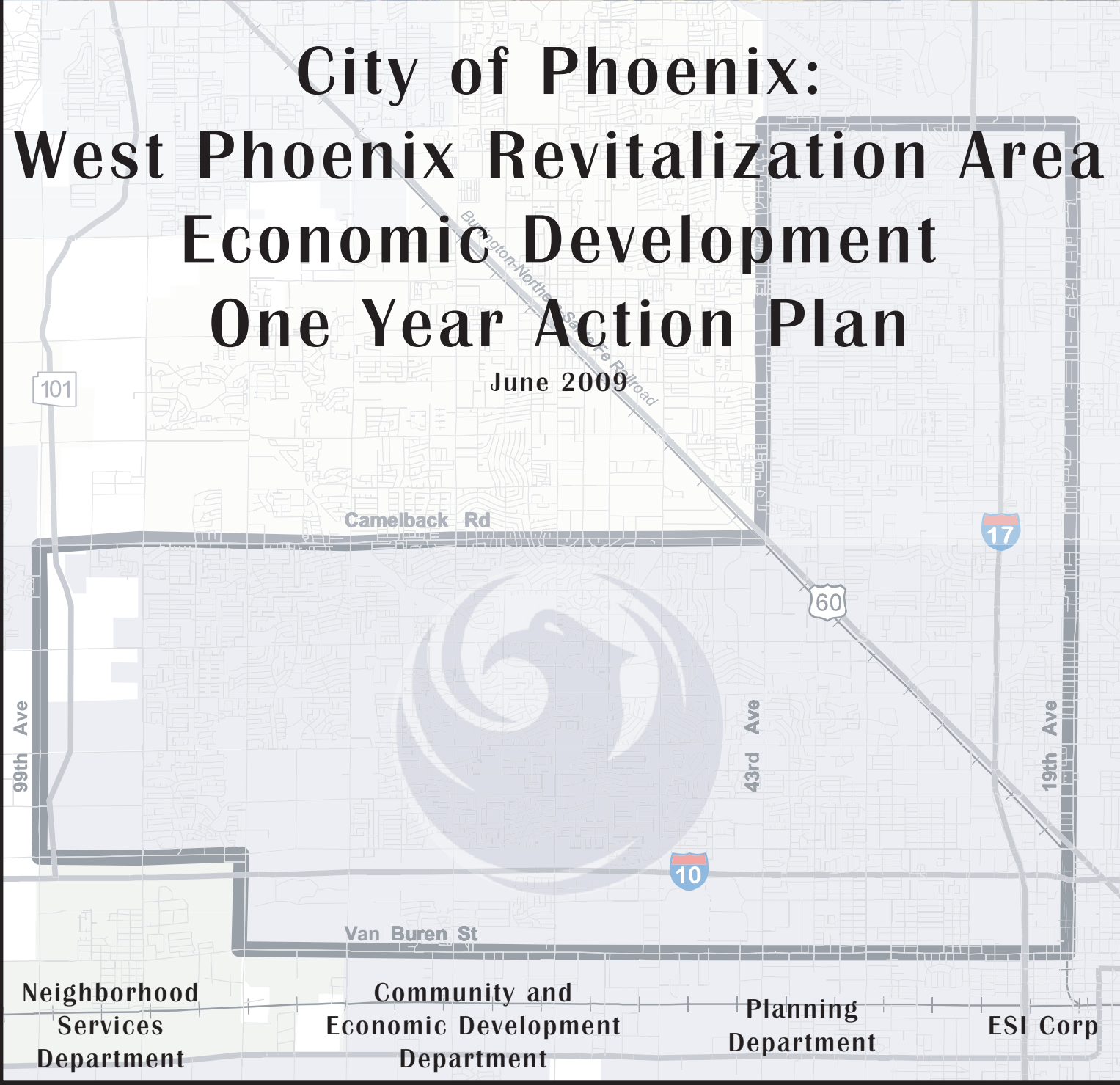




City of Phoenix: West Phoenix Revitalization Area Economic Development One Year Action Plan

June 2009



Neighborhood
Services
Department

Community and
Economic Development
Department

Planning
Department

ESI Corp

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WPRA Economic Development | 2009 Year One Action Plan

Background

The City of Phoenix Neighborhood Services Department (NSD) received a planning grant from the Economic Development Administration to develop a sub-plan for West Phoenix that reflects a consensus of the economic development needs and gaps of the area. This sub-plan is intended to be an economic development plan whose goals are incorporated into the West Phoenix Revitalization Area (WPRA) Advisory Board priorities and City staff's plan of action for West Phoenix, and be consistent with and supported by the citywide economic development plan as adopted by the Phoenix City Council

The West Phoenix Revitalization Area (WPRA) is roughly 52 square miles in size, located to the northwest of downtown Phoenix. The diverse collection of neighborhoods within the WPRA varies from an historic housing district along the eastern border, to new residential communities in the west. The mix of housing in between spans the decades with a large proportion built between the 50's and 70's. The WPRA is nestled between three major freeways, spanning from 19th Avenue on the east to Loop 101 on the west and roughly Dunlap/Camelback Avenues on the north and Van Buren on the south.

The WPRA Economic Development Plan is the result of a comprehensive economic development planning process conducted over the last two years by NSD. This process included a series of meetings with the WPRA Advisory Board, who served as a steering committee and provided valuable input into the development of the plan. In addition, there was an Economic Forum that was conducted with key stakeholders to obtain and discuss issues and opportunities relating to WPRA. Last, a series of "subject area" meetings were convened to solicit input, prioritize the first year goals and objectives and identify contributing or collaborative partners and approaches to plan implementation.

A significant amount of information was gathered and numerous ideas emerged during the course of the planning process. This one-year action plan is the result of distilling through all of the feedback and information and determining what could reasonably be accomplished in the first year of the five-year economic development plan. However, to ensure that none of the ideas are lost, input from the subject area meetings are appended to this Year One Action Plan.

The Plan

Throughout the planning process a variety of approaches were utilized to identify opportunities and gaps within the WPRA. A literature review was conducted and synthesized and feedback from the WPRA Board and stakeholders was obtained, all of which resulted in the identification of three primary subject areas, which are the focus of the One-Year Plan.

1. Education and Workforce Development
2. Community and Economic Development
3. Quality of Life

A pattern of key issues emerged during the planning process which led to the identification of the focus areas. The following table highlights the common issues identified, and how they were translated into focus areas.

Table 1 – WPRAs Priorities and Stakeholder Input		
WPRAs Priorities (9-20-07)	Stakeholder Input (4-18-08)	Subject Area
<ul style="list-style-type: none"> ▪ Expand, improve, and support existing education and training resources 	<ul style="list-style-type: none"> ▪ Need school and business partnerships ▪ Area lacks a qualified workforce ▪ Need mentoring programs for youth 	<p>Education & Workforce Development</p>
<ul style="list-style-type: none"> ▪ Encourage Investment ▪ Attract new business ▪ Improve entranceways ▪ Target sites for improvement 	<ul style="list-style-type: none"> ▪ Need an entertainment district ▪ Enhance key corridors ▪ Create gateways ▪ Capitalize on key opportunities 	<p>Community & Economic Development</p>
<ul style="list-style-type: none"> ▪ Graffiti removal ▪ Community safety ▪ Promote programs, facilities and activities for youth 	<ul style="list-style-type: none"> ▪ Crime is holding the area back ▪ Negative image of the area ▪ Embrace cultural diversity ▪ Increased focus on area youth 	<p>Quality of Life</p>

This Year One Plan provides the “framework” for action and identifies objectives and strategies to facilitate economic development success in the first year. To be successful there is not one activity alone that will provide economic traction, but rather a portfolio approach of activities, such as retaining and attracting business, creating employment centers, and enhancing the image of the area that will yield the highest returns to the region. These activities include:

- Identifying and capitalizing on economic development opportunities within key corridors.
- Promoting the creation of an employment hub that includes retail, entertainment and cultural uses.
- Preparing the workforce for career jobs.
- Enhancing the safety and image of the area by eliminating crime and blight.
- Working with area youth to deter juvenile crime.

Going Forward

The goals for each subject area that have been identified will help guide the future decision making about how WPRAs can change and develop. There are several key elements of moving the plan forward and measuring success. These points create a framework for a synergistic and holistic approach that will enhance ongoing efforts and foster partnerships in the economic sectors. The One-Year Action Plan identifies a Lead Coordinator as well as Collaborative Partners who will take responsibility for plan implementation, monitoring and reporting. Tracking progress towards achieving the stated goals and objectives is a critical component of plan implementation, and indicators will be identified to monitor progress towards achieving the primary goal of each subject area.

At the end of the first year of plan implementation (anticipated summer 2010), the Neighborhood Services Department will convene a meeting with partners and stakeholders to review progress towards achieving the goals and objectives and discuss the priorities for year two. At this monitoring meeting the Year Two Action Plan will be developed, which will be based on a combination of the five-year plan, as well as input received from the subject area meetings and other new ideas that emerge. Annually a report will be prepared and distributed which highlights progress made within the WPRA.

Following is the one-year action plan which is divided into the three subject areas. Associated with each subject area is an overarching goal, followed by objectives and action steps. A lead coordinator, potential partners and possible funding sources are identified for each objective.

**WPRA ECONOMIC DEVELOPMENT
YEAR ONE ACTION PLAN
June 2009**

EDUCATION AND WORKFORCE DEVELOPMENT

GOAL: WPRA will have a "job ready" workforce to meet the needs of existing and future business.

Objective 1: Increase the collaboration between schools and business.

Action Item	Lead Coordinator	Partners / Contributors	Sources of Funds
<p>A. Create and publicize internship and mentoring programs with local businesses that will provide professional experience and encourage further education.</p> <p>-1. Identify summer programs that provide internships/work experience</p> <p>-2. Create a matchmaking program between students and businesses.</p> <p>-3. Get businesses involved in schools.</p> <p>-4. Work with the area hospitals to identify opportunities for internships and job training.</p>	<p>Community & Economic Development Department - Phoenix Workforce Connection/Small Business Division (CEDD) City Manager's Office Youth & Education Program</p>	<p>Arizona Call-A-Teen, Goodwill Industries, Tumbleweed, Jewish Family & Children Services, Valley of the Sun United Way, Arizona Women's Education and Employment, Chicanos Por La Causa, Friendly House, Jobs for Arizona's Graduates, Home Base Youth Services, MCCD, Industry Partners, MCCD-Dream It, Do It, Hispanic Chamber of Commerce, City Manager's Office Youth & Education Program</p>	<p>WIA - Workforce Investment Act, Department of Labor, PCDDIC</p>

Objective 2: Provide a clear career path for those students who are not college bound.

Action Item	Lead Coordinator	Partners / Contributors	Sources of Funds
<p>A. Publicize and provide support to educational institutions and non-profit organizations helping young adults acquire their high school diploma or GED.</p> <p>-1. Educate the school counselors.</p> <p>-2. Create school to work programs.</p> <p>-3. Invite business and industry representatives into the school to provide career information.</p>	<p>City Manager's Office - Youth and Education</p>	<p>CEDD - PWC, MCCD, Jobbing.com</p>	<p>GPF</p>
<p>B. Work with educational institutions, non-profit organizations and employers to assist students learn skills and/or trades for future employment.</p> <p>-1. Have a CTE Fair to expose students to careers in a technical/trade field.</p> <p>-2. Expose students to the health care field.</p> <p>-3. Provide technical assistance to students to help them pursue financial aid.</p> <p>-4. Develop and publicize an inventory of programs.</p>	<p>City Manager's Office - Youth and Education</p>	<p>CEDD - PWC, MCCD, GEDD, CPLC, Gateway Community College, Jobbing.com</p>	<p>GPF</p>

**WPRA ECONOMIC DEVELOPMENT
YEAR ONE ACTION PLAN
June 2009**

COMMUNITY AND ECONOMIC DEVELOPMENT

GOAL: WPRA will become the economic engine of the West Valley with a diverse mix of employment, retail & entertainment options.

Objective 1: Identify key development opportunities along major corridors/intersections that will stimulate economic and job			
Action Item	Lead Coordinator	Partners / Contributors	Sources of Funds
<p>A. Conduct an asset inventory of major corridors/intersections and identify potential sites for development or redevelopment.</p> <p>-1. Coordinate with the city of Glendale on Loop 101.</p> <p>-2. Create land use and economic development plans focused on the proposed light rail stations.</p> <p>-3. Consider redevelopment of strip commercial centers.</p> <p>-4. Provide assistance to develop raw land and attract retail.</p>	<p>Community & Economic Development Department - Business Development Division, NSD, Planning Department</p>	<p>CPLC, private developers, Red Mountain Retail Development, WestCor, Transit Department and Street Department</p>	<p>GPF, Bonds</p>
Objective 2: Consider the creation of retail-entertainment-cultural district that encompasses the Cricket Pavilion and Desert Sky			
Action Item	Lead Coordinator	Partners / Contributors	Sources of Funds
<p>A. Create and promote a design and theme that captures the history, culture and values of Maryvale residents.</p> <p>-1. Research best practices of successful multi-cultural centers & promote the identity of the area.</p> <p>-2. Consider connectivity within the core area and to neighborhoods and other centers.</p> <p>-3. Attract and provide assistance for a mix of uses contributing to a village center destination.</p> <p>-4. Create an overlay district that promotes mixed use, density and height.</p> <p>B. Create distinctive gateway concepts for the area and build on transit opportunities and transit oriented design.</p> <p>-1. Research and identify gateways, including I-17, I-10, and Loop 101.</p> <p>-2. Identify transit sites.</p> <p>-3. Incorporate art in the gateways.</p>	<p>City Planning Department, Office of Arts and Culture</p> <p>City Planning Department, Office of Arts and Culture, Transit Department and Street Department</p>	<p>Maryvale Village Committee, ASU Stardust Center, NSD, CEDD, City Parks and Recreation Dept.</p> <p>ASU Stardust Center, private developers, NSD, CEDD, ADOT and MDOT</p>	<p>TBD</p> <p>TBD</p>

**WPRA ECONOMIC DEVELOPMENT
YEAR ONE ACTION PLAN
June 2009**

COMMUNITY AND ECONOMIC DEVELOPMENT

GOAL: WPRA will become the economic engine of the West Valley with a diverse mix of employment, retail & entertainment options.

Objective 3: Encourage the development of professional and medical offices in WPRA.

Action Item	Lead Coordinator	Partners / Contributors	Sources of Funds
<p>A. Identify projected future demand for medical office space and implement programs to assist developers to meet that demand.</p> <p>-1. Conduct outreach by meeting with the hospital administrators and health service providers to obtain information on existing and future demands for medical office space.</p> <p>-2. Foster the development of medical office surrounding the hospitals. Build the concept around the medical speciality of the hospitals.</p>	<p>Community & Economic Development Department - Business Development Division, NSD</p>	<p>Hospitals, Grand Canyon University, Commercial Brokers, Developers, Westmarc</p>	<p>GPF</p>

**WPRA ECONOMIC DEVELOPMENT
YEAR ONE ACTION PLAN
June 2009**

QUALITY OF LIFE

GOAL: The ease of living within the WPRA depends on crime free conditions and is characterized by community pride, cultural and artistic identity, capable leadership and a quality-built environment.

Objective 1: Enhance the image of key economic corridors in the WPRA..

Action Item	Lead Coordinator	Partners / Contributors	Sources of Funds
<p>A. Support continued revitalization of mature retail and commercial areas including Desert Sky Mall and Cricket Pavilion. -1. Create gateways and entrance signs. -2. Conduct a streetscape assessment.</p>	<p>Community & Economic Development Department - Business Development Division, NSD, Street Transportation Dept.</p>	<p>Valley Metro, private business owners, Office of Arts and Culture, City Parks and Recreation Department</p>	<p>Existing Program GPF Bond and private investment</p>
<p>B. Create façade improvement grants or loan programs for WPRA commercial property owners. -1. Target key strip centers that need physical/image improvements. -2. Create guidelines for a façade improvement grant/loan program.</p>	<p>Community & Economic Development Department - Business Development Division, NSD</p>	<p>Business Arts Council</p>	<p>2006 Bond Program; CDBG</p>
<p>C. Incorporate art within streetscape and hardscape projects within major corridors identified for improvement. This could include sidewalk art, public seating, murals, etc. -1. Identify areas within key corridors to incorporate art. -2. Work with the local arts organizations to identify artists to retain for art projects. -3. Consider incorporating art within planned gateways into the community. (Cross reference - Economic Development, Objective 2.)</p>	<p>Office of Arts & Culture and Phoenix Street Transportation Dept.</p>	<p>Business Arts Council, PSA Art Awakenings</p>	<p>1% for the arts program</p>

**WPRA ECONOMIC DEVELOPMENT
YEAR ONE ACTION PLAN
June 2009**

QUALITY OF LIFE

GOAL: The ease of living within the WPRA depends on crime free conditions and is characterized by community pride, cultural and artistic identity, capable leadership and a quality-built environment.

Objective 2: Build media relations to promote the WPRA.

Action Item	Lead Coordinator	Partners / Contributors	Sources of Funds
<p>A. Craft a communications strategy that highlights the history and culture of the area. -1. Enlist the services of an historian to research and create the story.</p>	<p>WPRA Board with NSD</p>	<p>Phoenix PIO, NSD, Grand Canyon University, HSD Senior Program, ASU Public Relations</p>	<p>TBD</p>
<p>B. Regularly communicate positive events and projects in the WPRA. -1. Develop the press release template for WPRA that can be used by spokespersons. -2. Quarterly issue the WPRA news blitz and email to TV, radio and print media. -3. Group together ideas for promotion of events.</p>	<p>WPRA Board with NSD</p>	<p>Phoenix PIO, NSD, Grand Canyon University, HSD Senior Program, ASU Public Relations, Channel 11</p>	<p>TBD</p>
<p>C. Identify key spokespersons from the WPRA business, professional associations, industry and education that can be quoted for press releases. -1. Invite the spokespersons to a kick off meeting to discuss their role and provide media 101 training.</p>	<p>WPRA Board with NSD</p>	<p>Phoenix PIO, Local food markets, Grand Canyon University, Arts Groups, Faith Based Organizations, CPLC</p>	<p>TBD</p>

**WPRA ECONOMIC DEVELOPMENT
YEAR ONE ACTION PLAN
June 2009**

QUALITY OF LIFE

GOAL: The ease of living within the WPRA depends on crime free conditions and is characterized by community pride, cultural and artistic identity, capable leadership and a quality-built environment.

Objective 3: Improve the safety of residents and businesses, and work to prevent crime throughout the WPRA.

Action Item	Lead Coordinator	Partners / Contributors	Sources of Funds
<p>A. Working with the Police Department, organize merchants and residents to create a strategy to combat crime. -1. Invite businesses to a training workshop. -2. Create a Merchants Block Watch program.</p>	<p>Phoenix Police Department</p>	<p>Phoenix Planning Dept., NSD, CEDD, Merchant Associations, Hispanic Chamber of Commerce, Neighborhood Associations, Terros</p>	<p>TBD</p>
<p>B. Address any physical conditions that might encourage crime by utilizing Crime Prevention Through Environmental Design (CPTED) assessment and strategies. -1. Meet with merchants to discuss safety issues and the enhancement program. -2. Add lights and remove physical barriers that lead to crime.</p>	<p>Phoenix Police Department</p>	<p>Retail centers, property owners</p>	<p>TBD</p>

**WPRO ECONOMIC DEVELOPMENT
YEAR ONE ACTION PLAN
June 2009**

QUALITY OF LIFE

GOAL: The ease of living within the WPRO depends on crime free conditions and is characterized by community pride, cultural and artistic identity, capable leadership and a quality-built environment.

Objective 4: Create community development initiatives that are aimed at engaging the area youth and deterring juvenile crime.

Action Item	Lead Coordinator	Partners / Contributors	Sources of Funds
<p>A. Work with non-profits and church groups to utilize existing youth centers and facilities that focus on recreation, employment and teen development. -1. Organize and facilitate a meeting with key non-profits.</p>	<p>City Parks and Recreation Dept., NSD</p>	<p>Community & Economic Development Department Phoenix Workforce Connection (Arizona Call-A-Teen, Goodwill Industries, Tumbleweed, Jewish Family & Children Services, Valley of the Sun United Way, Arizona Women's Education and Employment, Chicanos Por La Causa, Friendly House, Jobs for Arizona's Graduates, Home Base Youth Services), Boys and Girls Club, Golden Gate Community, Metro Tech, Terros, YMCA</p>	<p>Private, CDBG and GPF</p>
<p>B. Collaborate with schools, community based and government organizations to offer programs such as tutoring, job placement, teen leadership development and drug and alcohol counseling. -1. Create a coalition of service providers to train and council youth. -2. Conduct summer youth employment and training programs.</p>	<p>Community & Economic Development Department - Phoenix Workforce Connection, Human Services Dept.</p>	<p>Phoenix Parks & Recreation, Arizona Call-A-Teen, Goodwill Industries, Tumbleweed, Jewish Family & Children Services, Valley of the Sun United Way, Arizona Women's Education and Employment, Chicanos Por La Causa, Friendly House, Jobs for Arizona's Graduates, Home Base Youth Services, Southwest Behavioral Health, Metro Tech, Cesar Chavez Foundation, TILT, City Manger's Office of Youth & Education</p>	<p>WIA - Workforce Investment Act, Department of Labor</p>
<p>C. Encourage organizations to develop art programs for adolescents. -1. Work with students to create street art projects. (Ties into Objective #1)</p>	<p>City Parks and Recreation Dept., Office of Arts and Culture</p>	<p>Arts Council, School Districts, Boys/Girls Club, Thunderbirds, PSA</p>	<p>TBD</p>

APPENDIX A – SUBJECT AREA MEETING HANDOUT

West Phoenix Revitalization Area Economic Development Plan Summary

The Economic Development Plan is an outline of economic development priorities in the near and longer term for the WPRA. This plan provides the “framework” for action and identifies both opportunities and gaps that WPRA and its stakeholders will focus on to facilitate economic development success.

To achieve success in West Phoenix, there is not one activity alone that will provide economic traction, but rather a portfolio approach of activities that will yield the highest returns to the region. These include:

- Identifying and capitalizing on economic development opportunities within key corridors.
- Promoting the creation of entertainment district(s), which in turn drives a critical mass of economic activity within the WPRA.
- □Preparing the workforce for career jobs.
- Providing quality public infrastructure and streetscapes within major corridors to spur on private sector investment.
- Enhancing the safety and image of the area by eliminating crime and blight.

The economic development plan focuses goals and strategies within three key areas:

1. Education and Workforce Development
2. Community and Economic Development
3. Quality of Life

Summary of Gap Analysis –

The full plan will summarize gap conditions that will frame the strategies and their implementation, such as:

- Education and youth
- Infrastructure conditions and support
- Coordination of efforts- particularly relating to crime, blight and commercial impacts
- Community image- perception and reality
- Sense of place

Education and Workforce Development Goal -- WPRA will have a “job ready” workforce to meet the needs of existing and future business.

Objective 1: Increase the collaboration between schools and business.

Current/potential actions:

- Create and publicize internship and mentoring programs with local businesses that will provide professional experience and encourage further education.

Objective 2: Align workforce development programs to support existing business and facilitate the attraction of new business.

Current/potential actions:

- Market existing employer training programs and explore options to expand existing programs.
- Identify future demand for nurses and other healthcare professionals, and develop programs to assist residents to prepare for these positions.

Objective 3: Promote training programs to assist women and minorities in obtaining quality employment opportunities.

Current/potential actions:

- Develop apprenticeship programs that include life skills, GED and other educational activities.
- Mitigate barriers of entry to education and training by providing services such as day care and English as a second language (ESL) programs.
- Create a pilot training program to identify and respond to changing workforce needs, including green industries.

Objective 4: Provide a clear career path for those students who are not college bound.

Current/potential actions:

- Publicize and provide support to educational institutions and non-profit organizations helping young adults acquire their high school diploma or GED.
- Work with educational institutions, non-profit organizations and employers to focus on assisting students to learn skills and/or trades for future employment after school.

Community and Economic Development Goal – WPRA is the economic engine of the West Valley with a diverse mix of employment, retail and entertainment options.

Objective 1: Identify key development opportunities along major corridors/intersections that will stimulate economic improvement and job creation in the WPRA.

Current/potential actions:

- Conduct an asset inventory of major corridors/intersections and identify potential sites for development or redevelopment.

Objective 2: Consider the creation of a retail-entertainment-cultural district that encompasses the Cricket Pavilion and Desert Sky Mall area.

Current/potential actions:

- Create and promote a design and theme that captures the history, culture and values of Maryvale residents.
- Create distinctive gateway concepts for the area and build on transit opportunities and transit oriented design.

Objective 3: Encourage the development of professional and medical offices in WPRA.

Current/potential actions:

- Identify projected future demand for medical office space and implement programs to assist developers to meet that demand.

Objective 4: Encourage the growth of micro-enterprises and small business in WPRA.

Current/potential actions:

- Expand current programs offered to assist individuals to start new businesses.

Objective 5: Ensure that the permitting and review processes are not a detriment to fostering business development in WPRA.

Current/potential actions:

- Coordinate with the City of Phoenix Development Services Department to analyze existing permitting and plan review procedures to determine where processes may be streamlined.

Objective 6: Identify key development opportunities within the Grand Avenue Corridor that will stimulate job creation and the economic improvement of the WPRA.

Current/potential actions:

- Conduct an asset inventory of the Grand Avenue Corridor and identify potential sites for development or redevelopment. Evaluate buffer uses and zones.
- Explore the feasibility of the development of a transloading facility and associated warehousing.

Objective 7: Continued support for and redevelopment of Metro Center and surrounding neighborhoods and commercial district.

Current/potential actions:

- Coordinate crime and blight efforts with efforts to reduce and eliminate crime and vagrancy for the retention and attraction of businesses.
- Improve and enhance the surrounding infrastructure to enhance area perceptions, safety and viable business development.

Quality of Life Goal – The ease of living within the WPRA depends on crime free conditions and is characterized by community pride, cultural and artistic identity, capable leadership, and a quality-built environment.

Objective 1: Enhance the image of key economic corridors in the WPRA.

Current/potential actions:

- Support continued revitalization of mature retail and commercial districts including the Desert Sky Mall area and the Metrocenter Mall area.
- Create façade improvement grants or loan programs for WPRA commercial property owners.
- Incorporate art within streetscape and hardscape projects within major corridors identified for improvement. This could include sidewalk art, public seating, murals, etc.

Objective 2: Utilize spring training facilities during the off season.

Current/potential actions:

- In conjunction with the City's Parks Department, utilize the spring training facility during the off-season for soccer leagues or other appropriate community activities.
- Sponsor community festivals to celebrate the cultural diversity in west Phoenix.

Objective 3: Build media relations to promote the WPRA.

Current/potential actions:

- Craft a communications strategy that highlights the history and culture of the area.
- Regularly issue press releases reporting on positive events and projects in the WPRA
- Identify key spokespersons from the WPRA business, professional associations, industry and education that can be quoted for press releases.

Objective 4: Improve the safety of residents and businesses, and work to prevent crime throughout the WPRA.

Current/potential actions:

- Working with the Police Department, organize merchants and residents to create a strategy to combat crime.
- Address any physical conditions that might encourage crime by utilizing Crime Prevention Through Environmental Design (CPTED) assessment and strategies.

Objective 5: Create community development initiatives that are aimed at engaging the area youth and deterring juvenile crime.

Current/potential actions:

- Work with non-profits and church groups to create a youth center that focuses on recreation, employment and teen development.
- Collaborate with schools, community based and government organizations to offer programs such as tutoring, job placement, teen leadership development and drug and alcohol counseling.
- Encourage organizations to develop art programs for adolescents.

Collaboration and Partnerships – Key to realizing goals, furthering objectives and expanding actions are collaboration and partnerships.

Efforts have already been started with both education and workforce development and health care providers. The plan creates a framework to reach out and engage the following potential partners:

- WPRC Community Advisory Board
- Non-profit organizations
- Neighborhood organizations and block watches
- Faith based groups
- Workforce development
- Area schools, colleges, universities
- Village Planning Committees
- Private sector
- Other city departments, including law enforcement

Measuring Future Success – Goals identified will help guide current and future decision making about how WPRC can change and develop.

There are several key elements of moving the plan forward and measuring success. These points create a framework for a synergistic approach that will enhance ongoing efforts and foster partnerships in the five economic sectors. Activities may include:

- Coordination of various plans and initiatives underway such as Making Strides in Maryvale.
- Readiness for soliciting additional resources to fill in gaps such as EDA, Weed and Seed, State Home funds, other philanthropies and preparation for the next bond program.
- Identifying key indicators to track progress.

APPENDIX B – SUBJECT AREA MEETING COMMENTS

COMMUNITY COMMENTS
OCTOBER 2008 SUBJECT AREA MEETING

SUBJECT AREA: COMMUNITY AND ECONOMIC DEVELOPMENT

GOAL: WPRA is the economic engine of the West Valley with a diverse mix of employment, retail and entertainment options.

Action Item	Comments
Objective 1: identify key development opportunities along major corridors/intersections that will stimulate economic and job creation in the WPRA.	
1. Conduct an asset inventory of major corridors/intersections and identify potential sites for development or redevelopment.	<ul style="list-style-type: none"> ▪ Army/Navy Reserve Center I-10/35th Avenue - vacant soon ▪ 27th Avenue corridor between Indian School and Camelback (owned by Rehoboth) ▪ Collaborate with Hispanic Chamber to identify developments ▪ 67th Avenue and Indian School next to YMCA ▪ Potential rehab of center northeast 67th Avenue and Indian School – PoPos Restaurant ▪ 29th Avenue and Dunlap property ▪ Plaza at 35th Avenue and Encanto ▪ 79th Avenue and Encanto – Cricket Pavilion ▪ 75th – 79th Avenue on Encanto Blvd – Vacant land ▪ Maricopa County – Various vacant parcels that they own
Objective 2: Consider the creation of retail-entertainment-cultural district that encompasses the Cricket Pavilion and Desert Sky Mall area.	
1. Create and promote a design and theme that captures the history, culture and values of Maryvale residents.	<ul style="list-style-type: none"> ▪ Identify transit sites ▪ Residents, youth, understand market demand, investigate “Hot” ▪ ICSC convention Las Vegas (May) Shopping Centers - get ideas ▪ Best Practices – Albuquerque, New Mexico Convention Center (Harry Garewal- Hispanic Chamber) ▪ Collaborate with community/private sector-State, County, City and private funding ▪ City Of Phoenix office of Arts & Culture <ul style="list-style-type: none"> - transformation enhancements are: Film Festival – Theatre owner’s destination ▪ ASU Stardust Center – (Gwen) - assist with design ▪ Gateway at I-17-Maryvale whole theme with Hispanic tone becoming multi-cultural with 27 languages spoken ▪ Light rail transit at I-10 ▪ Brand broader – Multi-cultural ▪ Philanthropic Hispanic Institute – Harry Garewal - local contacts, funding non-profits ▪ Significant structures in West Phoenix worth preserving – Church to Cultural Center ▪ John F. Long 27th Avenue and Glendale – Park ▪ Church to funeral home ▪ Map out 52 miles; then build on theme. <ul style="list-style-type: none"> - What are opportunities; destination draws - Westcor – Destination Drivers ▪ Federal Mandate. To preserve ditches as: <ul style="list-style-type: none"> - historical item – East valley (example) - target walking areas ▪ City Of Phoenix Points of Pride - Look at all submissions
2. Create distinctive gateway concepts for the area and build on transit opportunities and transit oriented design.	<ul style="list-style-type: none"> ▪ Transit opportunities-design-emphasis to drop people at this area ▪ 27th Avenue - Multi-cultural area ▪ Scottsdale Museum – strip centers “Flip.....” ▪ Private/Non-Profits – (Gwen) - LISC – entire scope not just housing and looking to do representative of area here

Objective 3: Encourage the development of professional and medical offices in WPR.	
1. Identify projected future demand for medical office space and implement programs to assist developers to meet that demand.	<ul style="list-style-type: none"> ▪ 19th Avenue and Bethany Home – Baptist Hospital ▪ 51st Avenue and Clarendon – Maryvale Hospital ▪ 91st Avenue and Thomas – Banner Estrella Hospital ▪ Grand Canyon University – College of Nursing ▪ Nurse Practitioners ▪ Look at design for seniors ▪ Need for assisted living in West Phoenix ▪ WestMarc Workforce Study ▪ St. Joseph’s Hospital ▪ Work with hospitals. Understand what their specialties are
Objective 4: Encourage the growth of micro-enterprises and small businesses in WPR.	
1. Expand current programs offered to assist individuals to start new businesses.	<ul style="list-style-type: none"> ▪ Small businesses ▪ New business ▪ Small Business Development Center ▪ Maricopa Community College District CCD – Small Business Development Centers (Susan) <ul style="list-style-type: none"> - Workshop - Should I start a small business? - SMCC – South Mountain Community College workshop - October 27th – West Valley SBDC forum - Surprise ▪ Gateway Community College(Harry Garewal) – Developing co-curriculum for micro-enterprises ▪ CPLC – (Harry) - micro lending ▪ Community Banks (Harry) – Sunstate Bank possible program ▪ City Of Phoenix-Community Economic Development Department (CEDD) (Harry) – Project with businesses in Mexico and Canada – launching pad in Arizona to get into Mexico. Look for events and partner with them ▪ LISC – Work with business owners, focus group. Find out what they need. Host in area. Golden Gate Community Center hours (possible site) ▪ Encourage existing services to go to businesses ▪ Virtual office, team up with telecommunications ▪ City Of Phoenix Encourage overlay in live/work area. Change zoning to nurture home-based business; all about the services and computer; remove regulations; get fiber in corridors ▪ Credit Unions: - loan packages - work with CEDD-Neighborhood Services and WPR ▪ IRC International Community (Gwen) ▪ Rehoboth CDC - (Gwen) ▪ Carpenter’s Union / Schools ▪ There is property out there; funds goes back to City Of Phoenix ▪ Union pension funds – Look into this. They are untapped resources. Union labor. ▪ Small /mid-size business owners - State Farm – engage to hire kids ▪ City Of Phoenix – Support the City – HOPE
Objective 4: Encourage the growth of micro-enterprises and small businesses in WPR (CONTINUED).	
	<ul style="list-style-type: none"> ▪ City Of Phoenix – bring the best <ul style="list-style-type: none"> - Bring what we do better - Going out to new areas ▪ If businesses not getting anything back, we will move on. Businesses don't know of resources ▪ 261 of 300 homes are in foreclosures ▪ Existing businesses - Survive and Thrive, not able to support economy; nothing in West Phoenix-reason why businesses are leaving; quality of healthcare concerns. Need to get info out to public. Encourage to buy local.

Objective 5: Ensure that the permitting and review processes are not a detriment to fostering business development in WPRA.	
1. Coordinate with the City of Phoenix Development Services Department to analyze existing permitting and plan review procedures to determine where processes may be streamlined.	<ul style="list-style-type: none"> ▪ Create an advocate to work with DSD representing West Phoenix ▪ Move office for services out of downtown and out west ▪ Partner with private sector. Possible location at 67th Avenue and Indian School ▪ Kimber landing possible partner in examining Permit Process ▪ Explore process for renovating old buildings. Survey people who have gone through process in the past two years ▪ Who can lead a movement on educating businesses on Permit Process? Collaboration of developers, businesses and City of Phoenix ▪ Property Management companies potential partner – BOMA ▪ Architects – potential partners ▪ Homeowners fear government. City should have outreach
Objective 6: Identify key development opportunities within the Grand Avenue Corridor that will stimulate job creation and the economic improvement of the WPRA.	
1. Conduct an asset inventory of the Grand Avenue Corridor and identify potential sites for development or redevelopment. Evaluate buffer uses and zones.	<ul style="list-style-type: none"> ▪ Split east/west side. Focus ½ on one side and ½ other because of crossing street- ▪ - East side – Consider adaptive reuse ▪ ASU – Stardust! Got it! ▪ City Of Phoenix-State Fairground area project? ▪ Where did this end up? (Dave Richert) Are stakeholders interested in Grand Avenue?
2. Explore the feasibility of the development of a transloading facility and associated warehousing.	<ul style="list-style-type: none"> ▪ Short list; which are best - identify best site ▪ Railroads ▪ Truck Dispatching / Distribution Companies - national companies here; may have more interest now – gas prices lower - 43rd Ave Trucking Depot for local delivery – rail and trucking agreements
Objective 7: Continued support for and redevelopment of Metro Center and surrounding neighborhoods and commercial district.	
1. Coordinate crime and blight efforts with efforts to reduce and eliminate crime and vagrancy for the retention and attraction of businesses.	<ul style="list-style-type: none"> ▪ Light Rail expansion – north on 19th Avenue Remove Objective 7 from Economic Development Action Plan. Reference Metro Center in Quality of Life Action Plan
2. Improve and enhance the surrounding infrastructure to enhance area perceptions, safety and viable business development.	

SUBJECT AREA: COMMUNITY AND ECONOMIC DEVELOPMENT

GOAL: WPRA will have a "job ready" workforce to meet the needs of existing and future business.

Action Item	Comments
Objective 1: Increase the collaboration between schools and business.	
<p>1. Create and publicize internship and mentoring programs with local businesses that will provide professional experience and encourage further education.</p>	<ul style="list-style-type: none"> ▪ ASU & Pendergast – grow own teachers – education degree/student teachers ▪ COP-CEDD – WIA Program <ul style="list-style-type: none"> -RFP for \$2.2 million – Workforce Development Program will serve ▪ 14-21 yr olds; Target area (West Phoenix) <ul style="list-style-type: none"> -provide workforce experience -clusters-advance Mfg. and healthcare -place them in businesses -focus on summer programs that provide internships -work with community based organizations -expose participants to industry & post-secondary education ▪ COP Youth & Education Office <ul style="list-style-type: none"> -Principal for a day; establishes partnerships ▪ CPLC (Chicanos Por La Causa) resource <ul style="list-style-type: none"> -provides summer youth work experience -Central & West offices -receives funding from COP -partner with Carl Hayden/Pathway Program -110 youth to be served -creates internships at businesses ▪ Job Corp – teach & train young people and prepare for the workforce. Job fairs. ▪ College Depot – resources on how to get to college <ul style="list-style-type: none"> -Youth & Education, ASU , COP – coming soon 2,500 sf facility -any youth can participate; introducing youth to whole world -Dept. of Education – CTE Programs – good opportunity to engage – Skill standard assessment for AZ -Business Advisory Councils -rewrite curriculum -connect Ed programs with business -looking at it by industry clusters (Fed clusters (16) 2-3 yr period -seamless integration between grade to grade ▪ AZ Retailers Association – not as high paying, but provides employment to add to the tax base of the city. <ul style="list-style-type: none"> -collaboration with school system – business schools & economic dev -stepping stone to understand workforce -highlight on what they can do together ▪ Greater Phoenix Chamber of Commerce – business related, but we haven’t reached out enough <ul style="list-style-type: none"> -there’s a regional chamber in the city of Surprise-NW Regional – Six -chambers-this does not include our area. -we should engage some of these chambers ▪ Trade Associations – gateway to industry, save money to get the word out. ▪ Arizona Department of Commerce – Apprenticeship Programs – Dennis C. <ul style="list-style-type: none"> -140 employers with faster assistance on web page -500 apprenticeships -18 plus ages -put a list of all occupations that would be appropriate for a apprenticeship ▪ PASS Program <ul style="list-style-type: none"> - teachers in summer go to businesses to take it back to classroom

Objective 2: Align workforce development programs to support existing business and facilitate the attraction of new business.	
1. Market existing employer training programs and explore options to expand existing programs.	<p>Market the programs:</p> <ul style="list-style-type: none"> ▪ HR Association – lots of info is passed through this organization ▪ WESTMEC – partner with mechanic programs ▪ Is there one resource? – Judy. <ul style="list-style-type: none"> - ADOC Funding Guide to Small Businesses ▪ ADOC Job Training Program – Paula B. (Resources, not just funds) ▪ (MIF) COP & MWC (regionally) PWC is part of CEDD – CEDD has an attraction branch “out there” promoting. PWC needs to better understand needs. Could be a starting point. Seek corporations that want to relocate – American Express to Phoenix. Great collaboration that could take place. ▪ AZ Heart – All training programs. Website. Helping everyone access training; approved programs through WIA. ▪ MF- Decision making – education & WF for a new business. School districts are concerned.
2. Identify future demand for nurses and other healthcare professionals, and develop programs to assist residents to prepare for these positions.	
Objective 3: Promote training programs to assist women and minorities in obtaining quality employment opportunities.	
1. Develop apprenticeship programs that include life skills, GED and other educational activities.	<ul style="list-style-type: none"> ▪ Gaps – 140 programs in AZ that have 100 occupation – short 900 occupations ▪ ADOC – Paula Burnam – Locke Martin—example: college courses & worked at LM and after graduation. Got skills certificate and could become employees (8 out 10 accepted) Helped you overcome barriers. ▪ School to apprenticeship ▪ City & County One Stop /MCCP <ul style="list-style-type: none"> - gives examples of types of occupations - will do a train the trainer workshop - three workshops (1) Career Pathways (2) Career Search (3) Financial Aid ▪ Rio Salado – Largest provider of GED ▪ COP CEDD – Summer Youth Programs <ul style="list-style-type: none"> - 16-25 participants in healthcare in general – Advanced Mfg/Aerospace/Technology - 300 youth over 5 years ▪ Child & Family – Srvs young women – gets funding from COP
2. Mitigate barriers of entry to education and training by providing services such as day care and English as a second language (ESL) programs.	<ul style="list-style-type: none"> ▪ Friendly House I – do a ton of work in west side ▪ Child & Family – do offsite work with schools ▪ Cartwright School District ▪ Rio Salado – ESL ▪ Gateway Community College ▪ COP – WIA <ul style="list-style-type: none"> - remove any barrier (childcare – will pay it) - number goes out to CBOs - Friendly House & the other agencies ▪ MCCD – Community Colleges – students can get grants

Objective 3: Promote training programs to assist women and minorities in obtaining quality employment opportunities (CONTINUED)

<p>3. Create a pilot training program to identify and respond to changing workforce needs, including green industries.</p>	<p>Pilot Program to respond to changing needs</p> <ul style="list-style-type: none"> ▪ champion resource ▪ 1 portal – URL – identifies program needs dedicated person to do this (Super Website) ▪ AZ211.org drill down by zip code (AZ211 ask Tim) ▪ CRS.org – social services ▪ ADOC – directories for businesses <ul style="list-style-type: none"> - Website should go up to county or state - Champion – COP CEDD Adv Mfg champion- Robotic Summer Program ▪ need dynamic message ▪ generate interest ▪ What do we want/what do you want - me to do? Mr/Ms/Mrs Business needs to know what to do ▪ Associations are also the key (AZ Educ & Bus Assoc, AZ Tooling & Mechanics) ▪ ADOC Apprenticeship Programs – <ul style="list-style-type: none"> - emphasis on bringing women into field ▪ Career & Technical Education & Community Colleges <ul style="list-style-type: none"> - addressing women & minorities. Non-trades ▪ ASU <ul style="list-style-type: none"> - Hispanic mother/daughter - access grads who can be college bound - College of Engineering – summer ▪ AWEE - AZ Women’s Education & Employment ▪ Fresh Start Foundation ▪ Aguila Leadership – Rosemary Hernandez ▪ CPLC
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Objective 4: Provide a clear career path for those students who are not college bound.

<p>1. Work with educational institutions, non-profit organizations and employers to focus on assisting students to learn skills and/or trades for future employment after school.</p>	<p>same as above</p>
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SUBJECT AREA: QUALITY OF LIFE

GOAL: The ease of living within the WPRA depends on crime free conditions and is characterized by community pride, cultural and artistic identity, capable leadership and a quality-built environment.

Action Item	Comments
Objective 1: Enhance the image of key economic corridors in the WPRA.	
<p>1. Support continued revitalization of mature retail and commercial districts including the Desert Sky Mall area and the Metrocenter Mall area.</p>	<p>Three action items: Who should be involved with City? How to revitalize stores? Includes WestCor Mall – retail support. Who should be involved? Partners or organizations: Valley Metro WestCor Red Mountain Realty Residents (neighbor revitalization) – Enhance corridor in WPRA Corridor includes homes, stores; not just corner location. Strengthening connections with residents and commercial/retail. Shop Phoenix –shop community – promote ■ City departments buying in immediate area ■ Red Mountain Retail ■ Look at residential ■ Conduct asset inventory in targeted areas ■ Strengthen link between residents and local businesses ■ Residential frontage ■ Desert Sky – anchor – strong sales</p>
<p>2. Create façade improvement grants or loan programs for WPRA commercial property owners.</p>	<p>City/State/Local – facade improvements ■ Get City/State/local involvement ■ Involve zoning due to façade improvements – get other City departments involved- some look cheap while others look great ■ Look at other State foundations to leverage City funds - foundations - corporations ■ Change perception of Maryvale – media relations - part of Objective 3 ■ City has funds – technical dollars - City helps companies with façade improvements - Explore County/State/Fed ■ Business Arts Council ■ Planning Department as a partner ■ Other national foundations – corporations</p>
<p>3. Incorporate art within streetscape and hardscape projects within major corridors identified for improvement. This could include sidewalk art, public seating, murals, etc.</p>	<p>Incorporate art - Same objective #1 ■ Business Arts Council ■ PSA Art Awakenings – cultural art – 23rd Avenue/Northern ■ Work with schools to get kids involved with arts ■ CDBG – Neighborhoods can ask for funds to improve entry ways ■ Desert Mall-becomes a destination for families - include a little amphitheater - water pods ■ Landscape can be used as art-visual effect ■ Inside art Maryvale High School ■ 35th Avenue/McDowell-example of art/City Art Dept used funds for corridor art – 1% fund program</p>

Objective 1: Enhance the image of key economic corridors in the WPRA (CONTINUED)

	<ul style="list-style-type: none">▪ Identify area theme. Consider the main items in area: mass sports & entertainment in area (examples)<ul style="list-style-type: none">- spring training – Maryvale Baseball Park- sports- Cricket Pavilion- transit shelters – use art in design of shelters; staff is proactive in cleaning up graffiti on shelters- use P.D./probation office – youth who have been arrested for graffiti – very artistic- styrofoam art in non arterial streets corridor – message in art▪ Local schools/universities▪ Small enhancements to attract families▪ Something that fits more into the immediate area▪ Involve Maricopa County Probation (Juvenile) to create art/mural <p>Art in business shelters</p>
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Objective 2: Utilize spring training facilities during the off season.

<p>1. In conjunction with the City's Parks Department, utilize the spring training facility during the off-season for soccer leagues or other appropriate community activities.</p>	<ul style="list-style-type: none">▪ Major league baseball-approval goes through Parks Dept by contractual agreement with Brewers▪ Revisit use of field by other baseball – club – leagues▪ Club teams are a potential user of baseball field. Sara Hill (COP) will look into contractual restrictions▪ January-April – main facility used by Brewers<ul style="list-style-type: none">- market the open fields – frontage area – not baseball fields- consider club fees & refreshments/food cost▪ Promote to theaters/plays to use pavilion▪ Market to other sports league to use facility. Parks Dept. does have a group to recruit▪ Sponsor cultural events & partner with e.g. Cinco de Mayo, etc<ul style="list-style-type: none">- Canyon Corridor Weed/Seed– Cielito Park is partner for events- GAIN events have been held at Desert Star Park- Schools would be great partners▪ Cinco de Mayo – El Oso Park – celebrate cultural<ul style="list-style-type: none">- Touchstone Behavioral Health- TERROS▪ Cesar Chavez High School – ½ day event – full day of activities▪ Isaac cultural parade held annually▪ Use model such as First Friday – Brand a day to get people together▪ Filipino groups - make contact▪ School orchestras – Trevor & Estrella Schools interested in participating▪ Need a resource to pull events together▪ Churches/most organizations have PIOs▪ Work in El Eso Park – 115 schools - population 45k plus<ul style="list-style-type: none">- note: Maryvale would be 66 largest city▪ No shortage of partners, just get together▪ Explore using marquee – rent me for your next event – at frontage of baseball field▪ City is great partner – need to do a better job at promoting self as a partner to neighborhoods. We need to be aware of restrictions
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Objective 2: Utilize spring training facilities during the off season (CONTINUED)	
<p>2. Sponsor community festivals to celebrate the cultural diversity in west Phoenix.</p>	<p>Canyon Corridor Alliance – Event at Cielito Park</p> <ul style="list-style-type: none"> ▪ Maryvale Weed & Seed - Event at Sueño Park ▪ Schools ▪ Touchstone Behavioral Health ▪ Cinco de Mayo ▪ TERROS ▪ John F. Long Family Service Center ▪ Cesar Chavez Foundation ▪ Isaac School Cultural Fair ▪ Model event after “First Friday” ▪ Filipino Community Cultural Event ▪ Involve Chambers of Commerce ▪ Involve faith based organizations ▪ Utilize PIO
Objective 3: Build media relations to promote the WPRA.	
<p>1. Craft a communications strategy that highlights the history and culture of the area.</p>	<p>Build media relations to promote the WPRA. Who can partner with city to do this?</p> <ul style="list-style-type: none"> ▪ Community Centers – art groups, historic preservation <ul style="list-style-type: none"> - communicate by oral stones ▪ City – use newspaper/use media for training/workshops (location closer to Maryvale so can get to area quickly) ▪ Train how to promote yourself to the media-organization from the WPRA – churches, organizations, etc. ▪ Partnering with Hispanic media to promote WPRA events – think of community demographics ▪ Channel 11 – promotion ▪ Make personal contact with media ▪ Partnering with a Purpose – Media 101 training offered by NSD – for area / organizations – take training to the public – at neighbor venues ▪ Public Relations to group ideas together for promotion of events ▪ ASU – resource – to connect to neighborhood. ASU Public Relations-downtown ▪ Need champions to keep ball going – City does their part, but residents don’t move/take it forward ▪ Banks need P.R. – should be willing to partner with neighborhood ▪ Residents need to partner and be invited to meetings – they are volunteers ▪ Food City, Ranch Market & other major food markets – great partners ▪ HSD Senior Program –oral histories ▪ Art Groups ▪ Historic Preservation ▪ Partner with local council members ▪ Grand Canyon University
<p>2. Regularly issue press releases reporting on positive events and projects in the WPRA.</p>	<ul style="list-style-type: none"> ▪ Same as above
<p>3. Identify key spokespersons from the WPRA business, professional associations, industry and education that can be quoted for press releases.</p>	<p>Identify key members to speak to the media</p> <ul style="list-style-type: none"> ▪ WPRA need a ‘brand’ – members do it individually ▪ Go to media and tell what WPRA is ▪ AZ Central – will accept articles – send one on WPRA ▪ Tag lines, logo, image for WPRA is needed ▪ The heart of the valley! Maryvale ▪ City needs to release to media the high points of Maryvale-WPRA –

Objective 4: Improve the safety of residents and businesses, and work to prevent crime throughout the WPRA.	
1. Working with the Police Department, organize merchants and residents to create a strategy to combat crime.	<ul style="list-style-type: none"> ▪ Businesses ▪ Contact new D7 Council person ▪ Merchant organizations, i.e. McDowell Organization focused on eliminating prostitution ▪ Neighborhood associations should be involved ▪ Educate/training merchants on abuse of drugs and alcohol ▪ Hispanic Chamber of Commerce ▪ Grassroots – N.A. – TERROS “send message that crime is bad” ▪ Police Dept. present CPTED to businesses ▪ Invite businesses to training/workshop – create program ▪ Teach businesses how to be a good witness, how & when to use 911 or Crime Stop ▪ Use electronic tools to spread word – fax –net ▪ Business wants promotions – group not able to give business what they need. ▪ Employer sanctions and Joe’s (Sheriff's Office) raids – fear to contact P.D. ▪ Maryvale Precinct has improved their crime stats – not publicized ▪ Maryvale Precinct provide literature on how the precinct will handle reporting crime ▪ Spanish stations need to promote the crime information ▪ Partner with school districts – send info with kids ▪ PD/PTA – hardly any parents involved – PD attending coffee talks meetings at schools ▪ St. Augustine Church parishioners (non bilingual) fear of contacting PD ▪ Good Neighbor Program works (Suzanne) ▪ Two Malls Metro Center/Desert Sky ▪ TERROS ▪ Create a Merchant’s Block Watch – ▪ Educate residents on reporting crime ▪ Promote CEDD Small Business Program
2. Address any physical conditions that might encourage crime by utilizing Crime Prevention Through Environmental Design (CPTED) assessment and strategies.	<p>Park Design</p> <ul style="list-style-type: none"> ▪ Shopping Centers – lighting –Remove visual barriers - CPTED works to discourage crime – enhancement programs not only visual, but safety issues considered – lights – barriers – reroute parking lots
Objective 5: Create community development initiatives that are aimed at engaging the area youth and deterring juvenile crime.	
1. Work with non-profits and church groups to create a youth center that focuses on recreation, employment and teen development.	<ul style="list-style-type: none"> ▪ Parks and Recreation ▪ Boys and Girls ▪ Jewish Family Agency ▪ CPLC ▪ Metro Tech ▪ Call-A-Teen ▪ Touchstone Behavioral Health ▪ TERROS ▪ Need funds to pay for kids who can’t pay for programs ▪ Coalition of providers – to train staff to work with youth ▪ Consider the prevention piece & work with families - ASU – Golden Gate –Five Star – 4 health fairs per year educating the families at health fairs. (39th Avenue & ▪ McDowell at Golden Gate Ctr.) ▪ Cesar Chavez Foundation – leadership program ▪ TILT – Kroger – Fry;s Mercado –NSD <p>Desert Reach Church – job training – Identify what faith based organizations are doing.</p>

Objective 5: Create community development initiatives that are aimed at engaging the area youth and deterring juvenile crime (CONTINUED).

	<ul style="list-style-type: none"> ▪ Parks & Rec – leadership training ▪ Art programs – Suzanne's group receives funds from Thunderbirds for art- "detering is the goal" <ul style="list-style-type: none"> - arts council - public service announcements - school districts - Franklin Police/Fire/High Schools/Metro Tech High School ▪ YMCA ▪ Partner with junior colleges, universities <ul style="list-style-type: none"> - ASU Fire Star - health fairs - Hope Square - South West Behavioral Health
<p>2. Collaborate with schools, community based and government organizations to offer programs such as tutoring, job placement, teen leadership development and drug and alcohol counseling.</p>	<ul style="list-style-type: none"> ▪ Cesar Chavez Foundation Leadership training ▪ TILT/NSD ▪ Desert Reach Catalyst Church
<p>3. Encourage organizations to develop art programs for adolescents.</p>	<ul style="list-style-type: none"> ▪ PSA ▪ Arts Council ▪ School Districts ▪ Parks Department ▪ Boys/Girls Club Art Project ▪ Thunderbirds