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*SOUTH CENTRAL AVENUE  
CORRIDOR STUDY*

**STRATEGIES REPORT**

Prepared by the City of Phoenix Planning Department

Adopted May, 1993

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CORRIDOR STUDY*

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PREPARED FOR THE  
SOUTH MOUNTAIN VILLAGE PLANNING COMMITTEE

BY  
CITY OF PHOENIX  
PLANNING DEPARTMENT  
LONG RANGE DIVISION

PLANNING TEAM  
DEAN P. BRENNAN, PLANNER II - PROJECT MANAGER  
KATHY FLEMONS, PLANNER II - VILLAGE PLANNER  
DESH SHARMA - PLANNER II  
COREY COX - PLANNER I

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# Introduction

In early 1991, the City Council reviewed a request for a General Plan amendment from the South Mountain Village Planning Committee to change the location of the village core. Originally located on both sides of Central Avenue immediately south of the Salt River, the Committee proposed to change the location to the area on both sides of Central Avenue from Pueblo Avenue (just north of Broadway) to Roeser Road on the south. When City Council approved that change, the Planning Department was asked to prepare a market analysis of the commercial area along Central Avenue south of the Salt River.

The first phase of that study began in September 1991, with a series of meetings with the Village Planning Committee and the public to identify and prioritize the major issues that needed to be addressed through the planning process. The results of that first phase, including the issues identified, are included in the "South Central Avenue Corridor Study - Inventory Report" published in January 1992. In addition to the issues, the Inventory Report includes background information that has been used to prepare the "Strategies Report."

The Strategies Report is a direct response to the issues that have been identified by the South Mountain Village Planning Committee, the general public, and the City Council persons concerning South Central Avenue Corridor Study Area. The list of issues was identified in the "Inventory Report" and is included in a separate Appendix to this report.

For the purpose of addressing those issues, they were reviewed and grouped into "issue categories". The purpose of this report is to examine the broad issue categories and identify potential strategies that respond to the issues. In many cases there were multiple strategies for each issue. The strategies were reviewed by the South Mountain Village Planning Committee and the general public. That review resulted in the identification of the preferred strategy(ies) for the individual issues in each of the issue categories.

## FORMAT

Because the primary focus for this study was a market analysis rather than a land use plan, the format of the Strategies Report is different from other reports and plans that have been done in the past.

Rather than identifying goals and policies that would be used to make land use decisions, specific action steps (strategies) were identified which address the issues

in the area. The strategies establish a course of action that can be followed by the community that will help resolve the issues.

The key to the successful implementation of the strategies is the commitment from the Village Planning Committee and the South Mountain community to move forward with the strategies. The City is available to serve as a partner and make limited resources available, but the burden of implementation rests squarely on the shoulders of the community.

## **OVERVIEW OF THE STUDY AREA**

The South Central Avenue Corridor is a commercial area that is perceived to be experiencing decline, both physically and economically. The purpose of this report is to examine the area to determine the validity of that perception and to identify ways that the community can respond to the problems that create that perception.

The South Central Avenue Corridor Study Area extends from the Salt River (Rio Salado) on the north to the Highline Canal on the south and from 3rd Street on the east to 3rd Avenue on the west. The area includes approximately 963 acres. There is a mix of land uses types - residential, commercial, and industrial - represented. A detailed breakdown of the land use types is included as part of the Inventory Report.

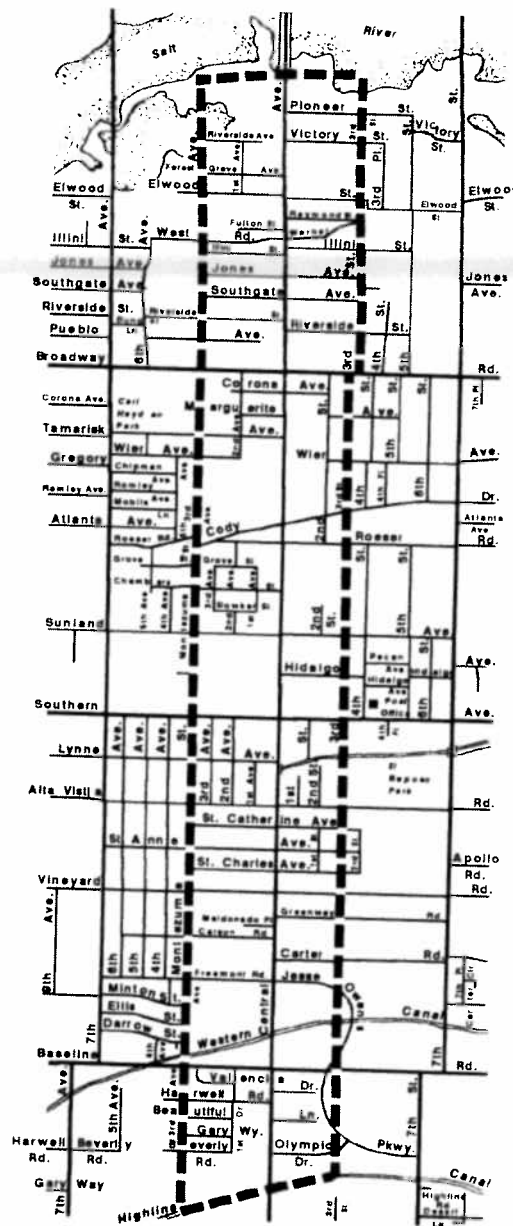
Most of the area along South Central Avenue, and along the major arterials that intersect South Central, is developed for commercial purpose. The only exception is the industrial development immediately south of the river. The commercial development is varied in nature, size, and market area. There is also a variation in the age and condition of the commercial structures.

Much of the remainder of the area is occupied by residential development or is vacant. The residential development is comprised of a mix of housing types and densities with single family detached houses being predominant. There is a significant variation in housing conditions based on a physical inspection of the exterior of the structures in the area. Discussion of the physical condition of housing in the area will be included in the Neighborhood Stability section of this report.

## **MAIN STREET PROGRAM**

The South Central Avenue Corridor is frequently described as an area similar to the Main Street of a small community. Following up on that concept, it was decided that the National Main Street Program could serve as a model for a portion of the work being done in conjunction with the Corridor Study, specifically the market study. The Main Street Program has been successfully used in many small communities across the country including several in Arizona, such as Flagstaff and Yuma.

MAP 1



### SOUTH CENTRAL AVENUE CORRIDOR STUDY AREA

**LEGEND**

--- Study Area Boundary





The Arizona Department of Commerce was consulted because they administer the Main Street Program. They agreed that the Main Street Program could serve as a model because of the character of South Central Avenue. They were also supportive because of the potential for the State Main Street Program to be expanded to include commercial areas in urbanized areas similar to the study area.

The following is a brief overview of the Main Street Program:

### **THE MAIN STREET APPROACH**

Main Street generates on-going improvement in a downtown area, such as South Central Avenue, through motivating widespread participation in the revitalization process. The Main Street Approach consists of four components: Organization, Promotion, Design, and Economic Restructuring. These areas are integrated into a comprehensive revitalization strategy that is incremental and long term.

The first three components rely on voluntary participation to build new confidence and involvement on the part of merchants, downtown business and community leaders. The last component, economic restructuring, uses market analysis and business retention, expansion and recruitment to bring new vitality to downtown. To carry out the project, a full time Project Manager is hired to work in each of these areas to provide unified management and coordination.

The Main Street Approach encompasses:

#### ■ **Organization**

Enabling separate groups to work together more effectively in the downtown area: bankers, government, business and property owners, chambers of commerce, civic groups, and individual citizens. The Downtown Business Association and the Project Manager are key elements in organizational management.

#### ■ **Promotion**

Effective promotion of downtown as a unique and vital place in the community that attracts consumers and new investment. Special events, joint advertising and quality graphic/media presentation techniques are used to project a positive, vital identity for Main Street.

#### ■ **Design**

Promoting rehabilitation and design, improvements to buildings, enhancement of public amenities and places, and modern merchandising techniques are vital to make a functional and visually appealing downtown. Incentives, such as the Investment Tax Credit for historic buildings, are used to encourage economic development.

### ■ Economic Restructuring

Supporting and diversifying the downtown economy through recruiting new businesses to balance the retail/service mix, putting vacant space back into productive use, and providing assistance to businesses and property owners enabling them to improve and maintain their properties. The intent of these efforts is to improve the downtown competitive market position.

## PUBLIC PARTICIPATION PROCESS

A public meeting was held in November, 1991, to kickoff the public discussion of the South Central Avenue Corridor. Although there were a number of comments received from the public, those comments generally fell into three categories:

- *There needs to be improvement of the physical environment to make the area more attractive to potential customers and to potential businesses that may consider locating in the area.*
- *There is a need for additional businesses to locate in the area - i.e., clothing, hardware, restaurants, movie theaters, bowling alley, others.*
- *There is a need to preserve and enhance the residential neighborhoods adjacent to the commercial areas because of the customer base those neighborhoods now provide and the potential for expansion of that base in the future.*

The first two categories are the primary focus for this report. The physical conditions are addressed in the image and land use sections. The need for additional businesses is addressed in the market analysis section.

The neighborhood issues are not directly addressed, but the major issues in those neighborhoods are identified in the document entitled "Neighborhood Stability Study." That document is a supplement to this report and is available from the Phoenix Planning Department.

An Open House was held in March, 1992, and the preliminary results of the Strategies Report were presented. The discussion during the Open House focused on the results of the market study and discussion of future land uses in the area.

A public meeting was held on September 22, 1992, at which time the final draft of the Strategies Report was presented for review by the public and the Village Planning Committee.

In addition, the Village Planning Committee and the Village Core Subcommittee have met on a monthly basis since September 1, 1991 and discussed various aspects of the study area.

# *Issue Categories*

For the purpose of this report, the focus issues identified in the Inventory Report have been grouped into five major issue categories. In addition a unique issue category is included which specifically deals with issues in the Core. That section includes some issues that are applicable both to the Core and to the remainder of the study area.

- 1) lack of retail services,**
- 2) physical image,**
- 3) land use,**
- 4) neighborhoods,**
- 5) employment.**

The strategies identified focus on Issue Categories 1, 2, and 3. Issue Category 4 will be briefly discussed with more detail provided in the Neighborhood Stability Report. The Neighborhood Stability Report will deal primarily with the identification of the issues that need to be addressed in the residential areas. Issue Category 5 -employment- will require further study that is beyond the scope of the Strategies Report.

## A. VILLAGE CORES

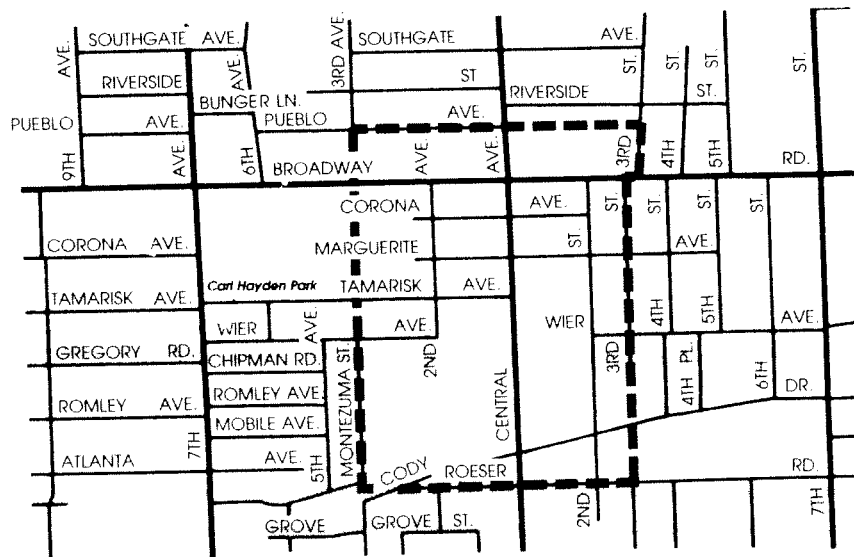
The Urban Village Model identifies the village core as an area that includes a mix of uses and experiences the most intense development in the village. The village core is to serve as the physical and social focal point for the village residents and help create a sense of identity by providing an area where people come together for village activities.

The South Mountain Village Core is located along South Central Avenue and is bounded on the north by Pueblo Avenue, on the east by 3rd Street, on the south by Roeser Road, and on the west on 3rd Avenue. This area includes approximately 160 acres.

The South Mountain Village Planning Committee specifically requested that there be a section of the Strategies Report that addresses issues that impact the village core. The issues on the following pages relate to the entire corridor but can also be specifically applied to the core.

The Village Planning Committee believes that the Core should be a special place for both residents as well as other people in the community. To accomplish this a may be appropriate to establish an overlay district that would include standards that would be unique to the area and reflect the character of the area.

MAP 2



**SOUTH MOUNTAIN VILLAGE CORE**

LEGEND

--- Core Boundary



**ISSUE: A-1****LACK OF PROPERTY MAINTENANCE**

*The lack of maintenance of properties has a detrimental impact on the image of the core. This concern applies to both private and public property.*

**OPPORTUNITIES:**

- Proper maintenance of properties will help improve the image of the core.
- Visual enhancement of the area may attract customers and businesses considering locating in the core.
- Enforcement of existing City codes may result in a level of maintenance higher than existing conditions.

**CONSTRAINTS:**

- Limited City resources available to enforce existing property maintenance codes.
- Economic conditions exist that prevent owners from performing proper maintenance.

**STRATEGIES:**

- Urge property owners and business owners in the core to work with the city and take a proactive approach to property maintenance code enforcement along South Central Avenue.

*Encourage formation of citizen groups to be trained by Neighborhood Maintenance and Zoning Enforcement Division to identify and report property maintenance problems.*

- Develop a program that recognizes property owners who do a good job maintaining their property.
- Develop a "Peer Visitation or Mentor Program" where property owners and/or business owners who do a good job maintaining their property visit those who need to do a better job.
- Request state, county, and city agencies to make a concerted effort to set the example by doing a quality job of maintaining and improving their properties.

*Request CEDD to examine the feasibility of allowing interim uses of the properties acquired by that department*

*Request Human Services Department to fast track improvements to the Human Services building.*

- Increase general public awareness through volunteer labor to offer/assist offending property owners and initiate clean up of vacant lots.

## ISSUE: A-1 continued

*Give vouchers to volunteers for certain city programs, events, activities.*

*Work with City courts to offer working off traffic fines by performing community services.*

*Determine the feasibility of developing a "workfare" program in the area.*

**ISSUE: A-2****PREVENT FURTHER DETERIORATION OF BUILDINGS, SPECIFICALLY THE FACADES**

*There is a need to prepare overall "design" standards for future improvements of private and public property in the core. Basic maintenance is important but general aesthetic appearance could be addressed through an overall design plan.*

**OPPORTUNITIES:**

- A long term plan for physical improvements that will improve the aesthetics of the core.
- Design standards can be part of a marketing effort and help create identity for the core.

**CONSTRAINTS:**

- Potential lack of cooperation on the part of the property owners.
- Lack of financial commitment from both the private and public sectors.
- Structures exist that it may not be economically feasible to improve.

**STRATEGIES:**

- Prepare a condition inventory and work with property owners to address the problems.
- Develop design standards that complement a design plan for South Central Avenue that identifies the unique character, provides an overall theme, and establishes development guidelines that will focus on enhancing the unique and diverse characteristics that exist in the core.
- Encourage existing business to participate in the City of Phoenix Storefront Improvement Program.

**ISSUE: A-3****LACK OF LANDSCAPING AND POOR MAINTENANCE OF EXISTING LANDSCAPING**

*Older development lacks the amount of landscaping required of new development. In some cases existing landscaping is not well maintained.*

**OPPORTUNITIES:**

- Improved maintenance and planting of additional landscaping will enhance the appearance of the core.
- Landscaping can be used to help mitigate physical appearance problems.
- Existing median landscaping serves as a foundation for adding landscaping in the core.

**CONSTRAINTS:**

- Legal limitations concerning what can be required of existing development.
- May not be economically feasible for property owners and/or business owners to improve landscaping.

**STRATEGIES:**

- Enforce existing maintenance codes.
- Develop a plan that identifies locations for additional landscaping. Work with the businesses, Phoenix Clean and Beautiful, Global Releaf, and other interested groups to plant trees in the area.
- Work with Street Transportation and Parks, Recreation, and Library Departments to identify where additional landscaping can be provided in the public right-of-way and identify funding sources.
- Identify innovative ways to assist property owners with acquisition and installation of plant materials. Utilize labor as identified in A-1, Strategy V.
- Work with Parks, Recreation and Library Department to ensure that all landscaping in the public right-of-way is properly maintained.
- Encourage local groups to get involved with an Adopt-A-Street Program.



**ISSUE: A-4****PRESERVATION OF MOUNTAIN VIEWS**

*The South Mountain Preserve contributes to the image of the South Mountain Village Core. Preservation of mountain views is essential to maintaining that image.*

**OPPORTUNITIES:**

- Mountain views are a major asset for the core.
- Preservation of the views enhances the potential for new development in the core.
- The Zoning Ordinance limits building heights to 4 stories within the core and two stories outside the core.
- The Village Planning Committee supports limiting building height in the core to 4 stories or 56 feet.

**CONSTRAINTS:**

- Limits construction of high rise structures in the core.
- General Plan encourages the development of "higher and larger" buildings in the core.

**STRATEGIES:**

- Establish development standards - height and setbacks - in the core.
- Develop design standards so that building design and form is compatible with the mountains.
- Support protection and preservation of the South Mountain Preserve by implementing the recommendations included in the South Mountain Preserve Master Plan.
- Use the proximity and access to South Mountain Preserve as part of the marketing strategy for the core.

**ISSUE: A-5****THE LACK OF PEDESTRIAN AMENITIES IN THE CORE.**

*Because of the automobile oriented nature of the core, pedestrian amenities such as benches, shade (natural and man-made), drinking fountains, and open space are not provided. Provision of these amenities would encourage more pedestrians to use the core, particularly those areas where there is a high concentration of retail businesses and/or government services.*

**OPPORTUNITIES:**

- Enhance the quality of the pedestrian environment.
- Encourage more people from the surrounding neighborhoods to walk to the businesses and services in the core.

**CONSTRAINTS:**

- There may not be adequate space on the public right-of-way to provide pedestrian amenities.
- Providing more amenities may not be economically feasible.

**STRATEGIES:**

- Identify a design theme relating to the proximity to South Mountain Park and prepare a street improvement plan that includes additional pedestrian amenities.
- Encourage Street Transportation and Community and Economic Development to continue their efforts to provide landscaping and street amenities as part of the Storefront Improvement Program.
- Identify property owners who are willing to provide pedestrian amenities.
- Consider establishing an improvement district to help finance improvements in the core.
- Designate the core as a key activity node for the pedestrian linkage between open space amenities.
- Survey pedestrians to determine the needs for the core.
- Create small landscaped "courts" along the street for gathering and entry into adjacent commercial development.

**ISSUE: A-6*****NEED FOR SIGNAGE CONTROLS IN THE CORE.***

*There is a mix of signage types and heights in the core. This contributes to the visual clutter that detracts from the appearance of the businesses in the core.*

**OPPORTUNITIES:**

- Sign controls help to minimize visual clutter which benefits businesses making it easier for the customer to see the business sign.
- Sign controls will improve the visual appearance of the core.

**CONSTRAINTS:**

- Resistance from business owners to sign regulations and the potential adversary situation that may be created.
- Potential costs associated with replacing existing signage.

**STRATEGIES:**

- Prepare an inventory of existing non conforming signs and those needing repairs. Enforce the sign ordinance to bring illegal signs into conformance.
- Develop special sign standards for the core through a cooperative effort between the public and private sectors. Use techniques such as video imaging to show the "before" and "after."
- Encourage business owners to upgrade legal non conforming signs, particularly those participating in the storefront project.

**ISSUE: A-7*****NEED FOR A "TOWN CENTER" OR GATHERING PLACE.***

*There is a need for some type of public space that can serve as a "town center" for village residents. The village core should provide a space where village residents can gather.*

**OPPORTUNITIES:**

- Creates identity and helps bring village residents together.
- Could be used for village fairs and similar activities.

**CONSTRAINTS:**

- Economic feasibility of acquiring and improving a site.
- The long term funding commitment for maintenance and programming.

**STRATEGIES:**

- Determine the economic feasibility of developing a town center in the village core - including size, improvement needs, and other characteristics, identify potential sites.
- Develop prototype design and estimated costs. Consider projects prepared by ASU architecture students. Utilize private sponsorship: If not feasible, consider a public/private partnership.

**ISSUE: A-8****CONCENTRATION OF GOVERNMENTAL FACILITIES IN THE VILLAGE CORE**

*The concentration of governmental facilities in the core may impact existing and future retail development. It is recognized that governmental services provide employment and bring potential retail clientele to the core. These uses also help create a central focus for the core.*

**OPPORTUNITIES:**

- Coordination of development to facilitate sharing of improvements such as parking lots.
- Coordination between public and private sectors to encourage location of complimentary uses that benefit from sharing of clientele.
- Accessibility is improved if social service agencies are located in close proximity to each other.
- High quality design of public facilities provides an example for private development.

**CONSTRAINTS:**

- Concentration of governmental services in the core may displace retail and personal service uses.

**STRATEGIES:**

- Create a citizen task force of property/business owners to study the long term impacts of additional governmental facilities in the core. Consideration should also be given to the types of government facilities that will be encouraged to locate in the area.
- Encourage public agencies with buildings and/or land to work together to develop a master plan for future governmental facilities.

## **B. LACK OF RETAIL SERVICES**

### **MARKET DEMOGRAPHICS**

Many complex factors affect the buying power and preferences within a given market area. These include the number of households, income levels, the proportion of householders who own and rent their homes, ethnic composition, age of householders, and the number of people living within each household. Data on the specific effects of these factors are collected and studied by the Bureau of Labor Statistics and published every two years in the Consumer Expenditure Survey which was used as a basis for this analysis.

For the purposes of this study, demographic factors affecting retail expenditures were analyzed for two different areas: 1) a primary market surrounding the corridor (Map 3, Page 22); and 2) the village as a whole (Map 4, Page 22). The results are summarized in Table 1 (Page 23). The impacts of these demographics are further discussed in the retail analysis segment of this report.

### **SOUTH MOUNTAIN VILLAGE RETAIL MARKET - RETAIL ANALYSIS**

The potential for the success and expansion of retail opportunities within the South Central Avenue Corridor is determined by the amount of expendable income (income left after taxes) within the area and by the number and size of existing retail establishments. To study how village residents spend their income, demographic data was weighted using information from the Consumer Expenditure Survey. For the market analysis two areas were used and those are identified on Map 4 on page 22. The results for each of the two study areas are contained in Table 2 (Page 24).

The square footage that each of the two market areas can theoretically support is detailed in Table 3 (Page 27). In the case of the primary market area, this amount (approximately 712,000 square feet) is less than the actual occupied square footage of retail uses (approximately 831,000 square feet) indicating that, in general, this area has an adequate supply of retail uses. Such a comparison can be made in a general sense only; a certain percentage of expenditures by residents of this area are made in regional and community shopping centers outside South Mountain Village, and unique characteristics of the village as a whole indicate that some retail uses within the corridor serve an area far greater than the primary market area.

The majority of the retail establishments within the South Mountain Village that are located within the South Central Avenue Corridor. The village as a whole is a large area (approximately 57 square miles) with a relatively low overall development density of approximately 1.5 dwelling units per acre. Available expendable in-

come from households within the village as a whole supports approximately 1,817,000 square feet of retail development, more than twice the amount that is currently located within the area. Although this market demand is currently being satisfied elsewhere, it is likely that there are village-serving market niches that could be expanded upon within the South Central Avenue Corridor.

Table 4, Page 27, describes the number and kinds of retail establishments within the South Central Avenue Corridor. No direct comparisons can be made for most of these kinds of establishments because most categories of merchandise can be purchased in several kinds of stores. Books, for example, can be purchased in a bookstore, a department store, a grocery store, a drugstore, or through the mail. A general comparison can be made for food expenditures under the assumption that most groceries are purchased in a supermarket or grocery store. Based on the average per square foot expenditures and the typical supermarket size, the primary market area can support between one and two supermarkets, and the village as a whole can support between four and six supermarkets. This indicates that, to a large extent, the five existing supermarkets within the South Central Avenue Corridor are serving the village as a whole.

## Regional Shopping Centers

Typically, a regional shopping center draws from a population of 100,000. It has an average floor area of 500,000 square feet and sits on a parcel of 100 acres. South Mountain Village has a population of approximately 80,500 distributed throughout the large area at a low density of development. Although there is no regional mall within the South Mountain Village, the relatively short travel times to an existing and a proposed super-regional mall and two regional malls on the freeway may preclude the development of one in the near future. A current average vacancy rate of over 17% in metropolitan regional shopping malls points to the fact that the timing, location, and sizing of such development should be planned with caution.

Located at Alma School Road and the Superstition Freeway in Mesa, Fiesta Mall occupies 1,221,700 square feet of building area on a 92 acre site. It has four major department stores, each of 100,000 square feet or more. A trip from the intersection of I-17 and Central Avenue to Fiesta Mall takes approximately 14 minutes. A second regional mall that will serve South Mountain Village may be constructed in 1994 in Tempe. The Spectrum regional mall has received conditional approval for development at the northeast corner of Baseline Road and the I-10 Freeway. Development plans consist of 1,100,000 square feet of building area, sitting on a site of approximately 99 acres. This mall would be approximately seven minutes in travel time from South Mountain Village on the freeway. In addition, Christown Mall (at 19th Avenue and Bethany Home Road) and Westridge Mall (at 75th Avenue and Thomas Road) and to a lesser extent, Park Central Mall (Central Avenue and Earl), capture a portion of their markets from the South Mountain Village.

## Community and Neighborhood Retail

There are a total of six community scale shopping centers ranging in size from 78,000 to 142,000 square feet within the South Central Avenue Corridor. In addition, there are three neighborhood centers of approximately 30,000 square feet. Of the total 597,000 square foot building area, approximately 57,000 (or 9.5%) is vacant. This figure is lower than the metropolitan average vacancy rate for similar centers (approximately 12%), supporting the conclusion that South Central Avenue Corridor shopping centers draw customers from the greater area of the South Mountain Village.

There is an approximate 459,000 square feet of retail space in freestanding buildings along the South Central Avenue Corridor. These buildings range in size from 100 square feet to 24,400 square feet. A wide variety of architectural styles, construction materials, ages, and conditions is evident. A windshield survey indicates that approximately 20% of the total square footage is vacant.

## FINDINGS

Analysis of expendable income available from households in the smaller area surrounding the corridor and the village as a whole (Table 3, Page 27 and Table 4, Page 27) reveals two significant findings.

- ***South Central Avenue retail uses serve an area greater than the immediately surrounding market, drawing customers from the village as a whole for the purchase of daily items such as grocery and drugstore products. This does not distinguish between convenience goods available for village residents and goods that may only be available outside the village.***
- ***The village as a whole supports approximately twice the retail space that presently exists within its boundaries.***

Although the large area, low density residential configuration and proximity to regional malls may preclude the development of a regional mall, there appear to be untapped niches for various retail uses within the South Mountain Village. These uses include:

- 1) ***Clothing and apparel stores***
- 2) ***Pet stores, toy stores***
- 3) ***Fees and admissions, e.g., theaters, bowling alleys***
- 4) ***Other recreational uses***



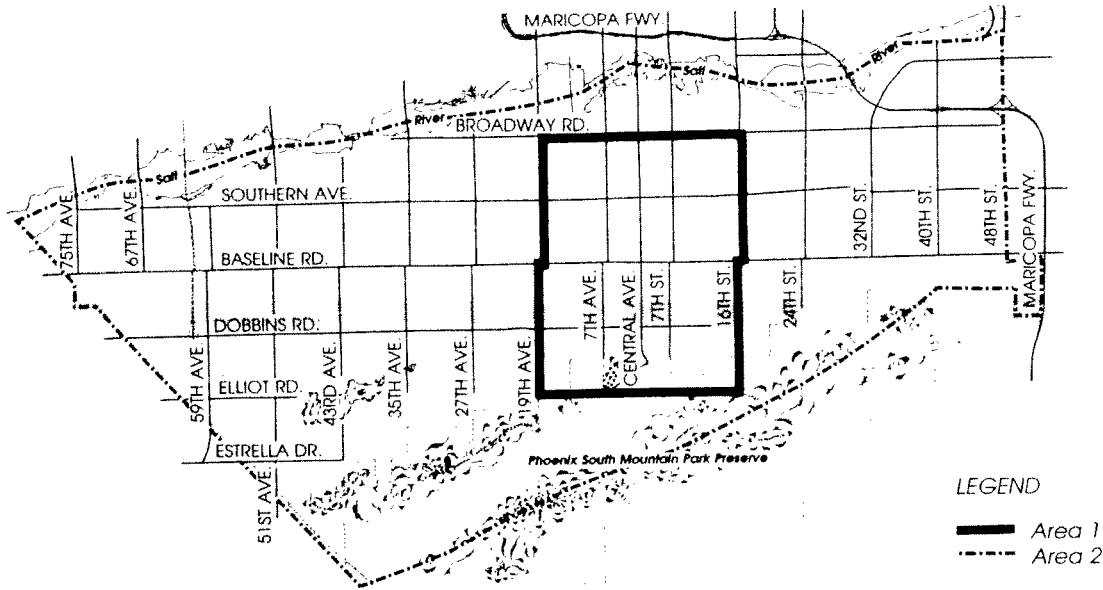
The number of households of the South Mountain Village is projected to increase by 40% (to 41,000) by the year 2005. This expansion will create a demand for additional retail space. As growth occurs, the portion of the new market that can be successfully attracted to South Central Avenue will depend on the geographic pattern and character of growth and on the attractiveness of the corridor.

## RECOMMENDATIONS

The retail market analysis suggests three areas of further study that would provide information useful in the enhancement and promotion of businesses along the South Central Avenue Corridor:

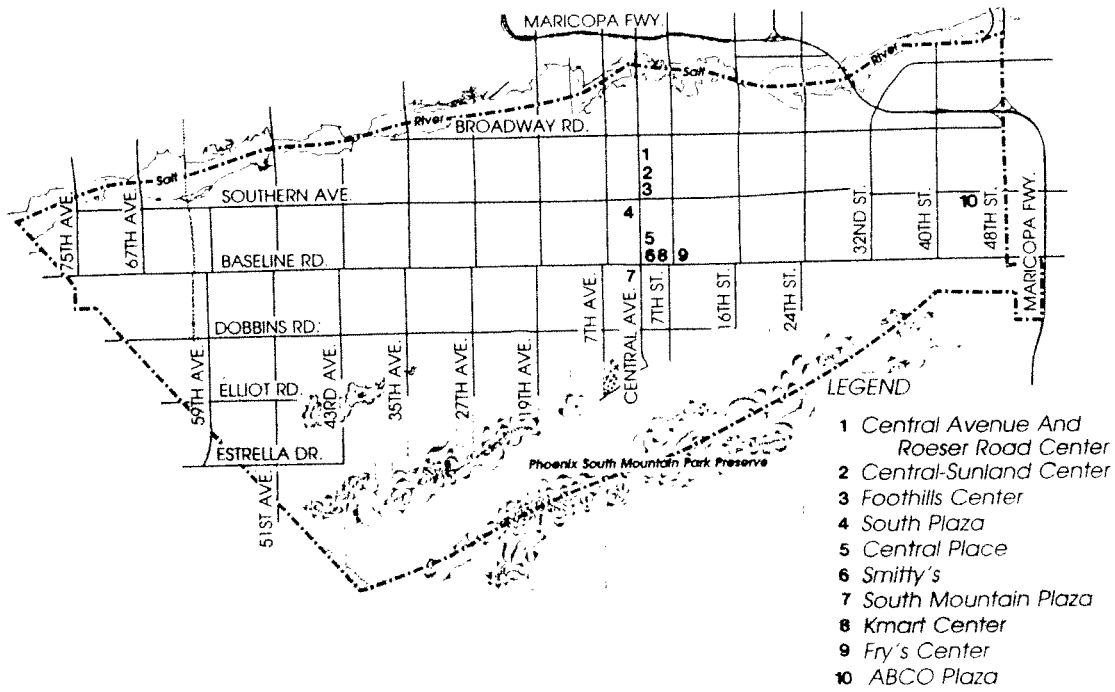
- *Because an apparent market for goods and services is generated by population of the larger area of the village, further study of the South Mountain Village is recommended to determine what portion of this market might successfully be attracted to the South Central Avenue Corridor and what portion will be likely to exert a demand for development elsewhere within the village, or possibly outside the village.*
- *A detailed inventory of the building conditions of the freestanding retail structures should be undertaken to determine what portion of the vacant square footage might be appropriate to house community-serving retail uses and what portion is obsolete or in poor condition (and not feasible for repair). This would include a detailed business inventory and a map showing existing business clusters and appropriate locations for potentially compatible and complimentary retail uses.*
- *The possibility of the formation of a business alliance to promote and improve business along South Central Avenue should be explored. The business survey conducted in conjunction with this analysis identified that the problems of security and blight are perceived by the South Central Avenue business community as the most detrimental to this area. The survey results indicate that a majority of business people would be willing to invest time and/or money in a business alliance. Once formed, a business alliance could work toward improving perceptions of the South Central Avenue Corridor to the extent that some of the untapped South Mountain Village retail market would gravitate to the corridor.*

MAP 3



**SOUTH CENTRAL AVENUE CORRIDOR  
MARKET AREAS**

MAP 4



**SOUTH MOUNTAIN VILLAGE RETAIL CENTERS  
OF 30,000 SQUARE FEET OR MORE**

TABLE 1

## SOUTH CENTRAL AVENUE MARKET DEMOGRAPHICS (By Households)

	Area 1 Primary Market	Area 2 Entire Village
<b>Total Households</b>	<b>9,550</b>	<b>24,183</b>
Owner Occupied	6,628	15,892
Renter Occupied	2,922	8,291
<b>Ethnicity</b>		
White	5,244	12,945
Black	1,456	5,462
American Indian, Eskimo or Aleut	130	292
Asian or Pacific Islander	58	242
Other	2,662	5,242
<b>Age of Householder</b>		
15-24	615	1,631
25-34	2,884	6,095
35-44	2,263	5,856
45-54	1,650	3,951
65-74	1,312	3,121
75+	1,626	3,529
<b>Persons per Household</b>		
1	1,685	4,501
2	2,205	6,027
3	1,511	4,004
4	1,554	3,784
5	1,211	2,668
6+	1,411	3,179
<b>Income Category</b>		
Less Than \$5,000	976	2,415
\$5,000 to \$9,999	901	2,252
\$10,000 to \$14,999	1,077	2,469
\$15,000 to \$19,999	1,135	2,705
\$20,000 to \$29,999	1,860	4,786
\$30,000 to \$39,999	1,244	3,567
\$40,000 to \$49,999	1,026	2,972
\$50,000 and Over	860	3,086

*Data Source: 1990 Census, US Dept. of Commerce*

TABLE 2

## SOUTH CENTRAL AVENUE CORRIDOR MARKET

### Profile of Market Area Demand for Goods and Services

ITEM	Area 1		Area 2	
	Expenditures	Percent	Expenditures	Percent
<b>Average annual expenditures</b>	<b>\$241,641,971</b>	<b>100.0</b>	<b>\$616,835,733</b>	<b>100.0</b>
<b>Food</b>	<b>6,299,495</b>	<b>5.0</b>	<b>92,437,655</b>	<b>15.0</b>
Food at home	20,974,400	8.7	53,294,510	8.6
Cereals and bakery products	2,982,063	1.2	7,566,889	1.2
Cereals and cereal products	1,049,347	0.4	2,662,771	0.4
Bakery products	1,933,918	0.8	4,906,976	0.8
Meats, poultry, fish, eggs	5,664,563	2.3	4,424,660	2.3
Dairy products	2,756,828	1.1	6,990,570	1.1
Fruits and vegetables	3,566,168	1.5	9,057,768	1.5
Other food at home	5,682,162	2.4	14,437,807	2.3
Food prepared while out of town	322,135	0.1	815,764	0.1
Food away from home	15,324,625	6.3	39,142,002	6.3
Alcoholic beverages	2,866,196	1.2	7,354,917	1.2
<b>Housing</b>	<b>75,023,101</b>	<b>31.0</b>	<b>191,596,691</b>	<b>31.1</b>
Shelter	41,719,850	17.3	106,748,301	17.3
Owned dwellings	24,080,179	10.0	61,171,392	9.9
Mortgage interest	15,296,685	6.3	9,044,043	6.3
Property taxes	4,457,101	1.8	11,217,337	1.8
Maintenance, repair, insurance, etc.	4,330,652	1.8	10,920,648	1.8
Rented dwellings	13,398,724	5.5	34,762,037	5.6
Other lodging	4,238,553	1.8	10,808,727	1.8
Utilities, fuels, public services	15,911,746	6.6	40,487,068	6.6
Natural gas	2,243,676	0.9	5,715,590	0.9
Electricity	6,501,114	2.7	16,521,387	2.7
Fuel oil and other fuels	773,758	0.3	1,945,605	0.3
Telephone	4,857,569	2.0	12,410,134	2.0
Water and other public services	1,532,524	0.6	3,886,691	0.6
<b>Household operations</b>	<b>\$ 3,699,369</b>	<b>1.5</b>	<b>9,456,429</b>	<b>1.5</b>
Personal services	1,717,650	0.7	4,417,623	0.7
Other household expenses	1,982,448	0.8	5,040,655	0.8
Housekeeping supplies	3,356,642	1.4	8,524,901	1.4
Laundry and cleaning supplies	942,849	0.4	2,401,178	0.4
Other household products	1,376,743	0.6	3,489,866	0.6
Postage and stationary	1,035,236	0.4	2,629,549	0.4

TABLE 2 CONTINUED

ITEM	Area 1		Area 2	
	Expenditures	Percent	Expenditures	Percent
<b>Household furnishings and equipment</b>	<b>10,335,850</b>	<b>4.3</b>	<b>26,381,259</b>	<b>4.3</b>
Household textiles	904,006	0.4	2,311,256	0.4
Furniture	3,175,790	1.3	8,143,034	1.3
Floor coverings	674,979	0.3	1,706,042	0.3
Major appliances	1,591,682	0.7	4,042,179	0.7
Small appliances/misc housewares	565,083	0.2	1,441,804	0.2
Misc. household equipment	3,426,707	1.4	8,743,394	1.4
<b>Apparel and services</b>	<b>4,197,541</b>	<b>5.9</b>	<b>36,335,392</b>	<b>5.9</b>
Men and boys	3,615,422	1.5	9,243,432	1.5
Men 16 and over	2,930,359	1.2	7,501,200	1.2
Boys 2 to 15	682,796	0.3	1,736,542	0.3
Women and girls	5,717,291	2.4	14,602,794	2.4
Women 16 and over	4,896,662	2.0	12,518,262	2.0
Girls 2 to 15	820,932	0.3	2,085,198	0.3
Children under 2	580,817	0.2	1,490,026	0.2
Footwear	1,823,992	0.8	4,672,212	0.8
Other apparel products/services	2,461,724	1.0	6,331,866	1.0
<b>Transportation</b>	<b>45,147,545</b>	<b>18.7</b>	<b>115,219,825</b>	<b>18.7</b>
Vehicle purchases	19,627,139	8.1	50,108,175	8.1
Cars and trucks, new	10,873,664	4.5	27,856,273	4.5
Cars and trucks, used	8,564,827	3.5	21,775,602	3.5
Other vehicles	189,998	0.1	479,885	0.1
Gasoline and motor oil	8,693,536	3.6	22,131,841	3.6
Other vehicle expenses	14,114,896	5.8	36,033,291	5.8
Vehicle finance charges	2,766,999	1.1	7,091,453	1.1
Maintenance and repairs	5,160,788	2.1	13,151,897	2.1
Vehicle insurance	4,574,013	1.9	11,654,804	1.9
Vehicle rental, licenses, other charges	1,613,398	0.7	4,135,333	0.7
Public transportation	2,709,375	1.1	6,940,378	1.1
<b>Health care</b>	<b>10,847,060</b>	<b>4.5</b>	<b>27,390,010</b>	<b>4.4</b>
Health insurance	3,678,918	1.5	9,276,408	1.5
Medical services	4,579,889	1.9	11,577,279	1.9
Drugs	1,874,111	0.8	4,725,122	0.8
Medical supplies	711,008	0.3	1,803,203	0.3
<b>Entertainment</b>	<b>12,042,129</b>	<b>5.0</b>	<b>30,707,060</b>	<b>5.0</b>
Fees and admissions	3,266,735	1.4	8,337,511	1.4
Television, radios, sound equipment	3,764,521	1.6	9,619,615	1.6
Pets, toys, playground equip.	2,176,708	0.9	5,539,421	0.9
Other entertainment equipment/services	2,834,111	1.2	7,210,265	1.2
<b>Personal care products and services</b>	<b>249,051</b>	<b>1.3</b>	<b>8,301,726</b>	<b>1.3</b>

TABLE 2 CONTINUED

ITEM	Area 1		Area 2	
	Expenditures	Percent	Expenditures	Percent
Reading	1,384,856	0.6	3,529,142	0.6
Education	3,238,768	1.3	8,243,022	1.3
Tobacco products/smoking supplies	2,194,130	0.9	5,578,509	0.9
Miscellaneous	5,757,750	2.4	14,711,850	2.4
Cash contributions	7,392,714	3.1	18,885,980	3.1
Personal insurance and pensions	2,000,579	9.1	56,541,994	9.2
Life and other personal insurance	2,829,343	1.2	7,214,074	1.2
Pensions and Social Security	9,175,182	7.9	49,337,725	8.0
<b>Gifts of:</b>				
Clothing, males 2 and over	554,640	0.2	1,410,324	0.2
Clothing, females 2 and over	715,188	0.3	1,817,169	0.3
Clothing, infants under 2	249,067	0.1	636,953	0.1
Jewelry and watches	209,664	0.1	540,167	0.1
Small appliances/misc. housewares	160,120	0.1	407,651	0.1
Household textiles	125,949	0.1	320,083	0.1
All other gifts	5,212,358	2.2	13,281,044	2.2

*Data Source: Derived from the demographic information from Table 1 using a 1990 computer model copyrighted by the National Foundation for Historic Preservation based on the US Dept. of Labor 1988 Consumer Expenditure Survey.*

TABLE 3

## SOUTH CENTRAL AVENUE CORRIDOR EXPENDABLE INCOME

	Expendable Income by Category		Theoretical Supportable Square Footage	
	Area 1	Entire Village	Area 1	Entire Village
Food at Home	\$20,974,870	\$53,295,653	69,900	177,839
Food Away from Home	15,324,625	39,142,002	111,736	285,394
Alcoholic Beverages	2,866,196	7,354,917	16,870	43,290
Household Operations	3,699,369	9,456,429	12,148	31,052
Household Furnishings	8,339,205	21,304,927	104,045	265,814
Appliances, Large & Small	2,282,714	5,804,066	15,223	38,705
Apparel and Services	15,926,100	40,740,005	132,718	339,501
Medical Services	4,579,889	11,577,279	19,072	48,212
Drugs, Medical Supplies & Tobacco	4,779,249	12,106,834	34,150	86,510
Reading	2,769,711	7,058,284	48,553	123,732
Fees & Admissions	3,266,735	8,337,511	14,916	38,069
TV, Radio & Sound Equipment	3,764,521	9,619,615	25,105	64,152
Pets, Toys	2,176,708	5,539,421	22,440	57,107
Other Recreational	2,834,111	7,210,265	30,514	77,630
Miscellaneous Retail	<u>5,757,750</u>	<u>14,711,850</u>	<u>54,731</u>	<u>139,846</u>
Total	99,341,753	253,259,058	712,211	1,816,855

*Data Source: Expenditure Income data from Table 2 compared with typical dollars per square foot for different retail uses based on information published in the Urban Land Institute "Dollars and Cents of Shopping Centers, 1990".*

TABLE 4

## SOUTH CENTRAL AVENUE CORRIDOR EXISTING RETAIL SPACE

<b>Approximate Existing Square Footage</b>	<b>960,650</b>
(in Centers of Over 30,000 Square Feet)	697,200
(In Free Standing Buildings)	363,450
<b>Total Occupied Square Footage</b>	<b>830,960</b>
(in Centers of Over 30,000 Square Feet)	540,200
(in Free Standing Buildings)	290,760
<b>Total Vacant Square Footage</b>	<b>129,650</b>
(in Centers of Over 30,000 Square Feet)	56,960
(In Free Standing Buildings)	72,690

*Data Source: 1.) Kamrath, Directory of Shopping Centers 1992, for buildings of 30,000 sq. ft. and over.  
2.) Planning Dept. field work survey and review of aerial photos.*

**ISSUE: B-1****LACK OF RETAIL, PERSONAL SERVICES AND ENTERTAINMENT USES.**

*Lack of these uses results in residents traveling to areas outside the village for these uses.*

**OPPORTUNITIES:**

- Vacant buildings and land along South Central Avenue are suitable for retail services.
- Lack of key retail services may indicate an unsatisfied consumer market.

**CONSTRAINTS:**

- No data exists to support the need for additional retail services.
- The area is perceived to have serious social and economic problems.
- Some retail services desired may not be supported by existing population and/or incomes.

**STRATEGIES:**

- Form a business alliance to promote and improve local businesses and improve the image of the area.
- Identify the geographic pattern and type of residential development, present and future, to determine what portion of this market could be attracted to the South Central Avenue Corridor.
- Inventory corridor building conditions to identify what portion of vacant square footage is suitable for retail uses.
- Identify business clusters and appropriate locations for compatible retail uses.
- Work with the community and the Business Alliance to develop a marketing program.

*Use existing marketing materials when available.*

*Develop new marketing materials if needed.*



## C. PHYSICAL IMAGE

Physical image is an important aspect of the long term stability of South Central Avenue. The visual appearance helps shape how the area is perceived by individuals who live in the community as well as those persons who visit and/or travel through the area.

South Central Avenue Corridor is not perceived as a homogeneous strip of look alike buildings occupied by chic boutiques and trendy restaurants. Rather it is perceived as a commercial corridor lined with deteriorated buildings occupied by second hand businesses and small restaurants. In reality what exists is something between those two extremes.

The South Central Avenue Corridor can be described with one word - diversity. There is a diversity of building types - a diversity of building conditions - a diversity of business types - a diversity of people who own the businesses - and a diversity of people who patronize those businesses.

How does that diversity impact the physical image? It's the old building occupied by a business that displays merchandise on the sidewalk. It's the family owned Mexican restaurant that serves authentic food in a homey atmosphere. It's the fast food restaurant located in a new building on a parcel of land with trees and shrubs which creates a mini-oasis on a street where landscaping is the exception rather than the rule (except for the medians).

The diversity makes South Central Avenue unique and gives it character and interest. This unique character helps create a sense of place that should be preserved, protected, and enhanced.

### **Areas of Similar Functions**

Although the uniqueness of the area is typified by diversity, there are segments of the study area that have similarities such as land uses and development intensities. These similarities are identified on Map 5 (Page 34.)

Generally, there are four identifiable areas where these similarities exist.

#### **Area 1 - From the Salt River to Pueblo Avenue (north boundary of village core)**

This area is a mix of commercial and industrial uses with the industrial uses concentrated in the northern portion of this area. Commercial development can be described as follows:

- 1) Vehicle oriented**
- 2) Freestanding buildings with customer parking generally in front**
- 3) Outdoor display and/or storage of merchandise**
- 4) Low volume traffic generators**

**Area 2** - *From Pueblo Avenue to the intersection of Central Avenue and Southern Avenue*

The northern portion of this area, as far south as Roeser Road, is identified as the "village core" and is typified by relatively small retail businesses that provide a wide variety of services. This area includes state, county, and city social service agencies which help attract people to the area. It also includes two small shopping centers and auto related uses.

The area south of Roeser Road is a similar character to the area identified as the core except there are no governmental facilities.

**Area 3** - *From the Intersection of Central and Southern Avenues to Baseline Road on the west side of Central and to the Jesse Owens Parkway on the east side of Central.*

This area includes four religious institutions, small commercial uses and a predominance of medical and medical related uses with a few small retail uses and one active shopping center.

**Area 4** - *Remainder of the area to Highline Canal*

This area is a mix of small and large retail uses with the greatest concentration at the northeast corner of South Central Avenue and Baseline. The larger uses are unique because of size and help create an intense activity node at that intersection. This area is one of the major activity nodes along South Central Avenue with a broad market area. This activity node is enhanced by the medical facilities located south of Baseline Road.

The identification of these four areas provides an opportunity to focus the resources necessary to create a minimal level of continuity while maintaining the unique character of the corridor. Recognizing the existence of these areas will provide guidance for future marketing of the entire corridor as well as the individual areas. It will also provide guidance for identifying an overall theme for the corridor.

## URBAN DESIGN CONTINUITY

To help create an identity for South Central Avenue, continuity of certain physical improvements, primarily public improvements, will be necessary. Continuity could be established by developing an overall theme for a physical improvements plan and providing diversity of design depending on the area. For example, the need for pedestrian improvements is desirable throughout the entire corridor, but because the village core (Area 2) is planned to experience a higher volume of pedestrian activity, more pedestrian amenities would be included in Area 2.

This approach will help focus the type of development most appropriate for any area along South Central Avenue. The physical improvement plan should provide an overall design concept with special emphasis on the following unique areas along South Central. These areas currently are or have the potential to become activity nodes along a major commercial corridor.

- **Gateway** - *The area at the south end of the Salt River Bridge could become a gateway to both South Central Avenue and the South Mountain Village. This has the potential to provide a visual image of the area and a means to welcome people. The form of this gateway has not been determined but should be a strong visual statement that represents the unique characteristics of the area and can be carried over into other improvements such as at the canal crossings and South Mountain Park.*

- **Village Core** - *Although more than an individual site, the village core, from Pueblo Avenue south to Roeser Road, should be a clearly identified area. Identification could take a variety of forms:*

*on public right of way, i.e., a change in street paving texture, sidewalks, lighting, artwork, banners, continuity of street trees.*

*on private property, i.e., consistent business signage throughout the core, consistent use of landscape materials.*

Whatever is used should be unique to this area.

- **Western Canal** - *The intersection of the Western Canal and South Central Avenue has been designated as part of one of five demonstration canal bank improvement sites. Although the timing for this project and the availability of funding has not been determined, it may be appropriate to begin the planning process for those improvements. These improvements could provide facilities for pedestrians, bicycles, and horses.*

- **Intersection of Baseline Road and South Central Avenue** - *This general area has become a major activity node because of the businesses developed in the northeast quadrant of the intersection and the medical facilities in the southeast quadrant. These uses provide services for residents of the study area as well as a broad area of the village. Physical*

*improvements, both in the public right-of-way and on private property, may be useful in identifying the unique character of this area.*

Because travel within and into the South Central Avenue Corridor is primarily by vehicle - automobile or bus - the physical improvements should be designed recognizing that identifying elements must respond to that mode of transportation if it is to be successful. But the need to provide pedestrian amenities should not be overlooked, particularly in those areas where the potential exists to encourage more pedestrian activity, such as the village core.

## Physical Improvements

There is a variety of physical improvements that could be developed in the South Central Avenue Corridor that would have the potential to enhance the unique character - i.e., diversity of businesses and building types, small town atmosphere - of the area. The following are examples of some of those improvements.

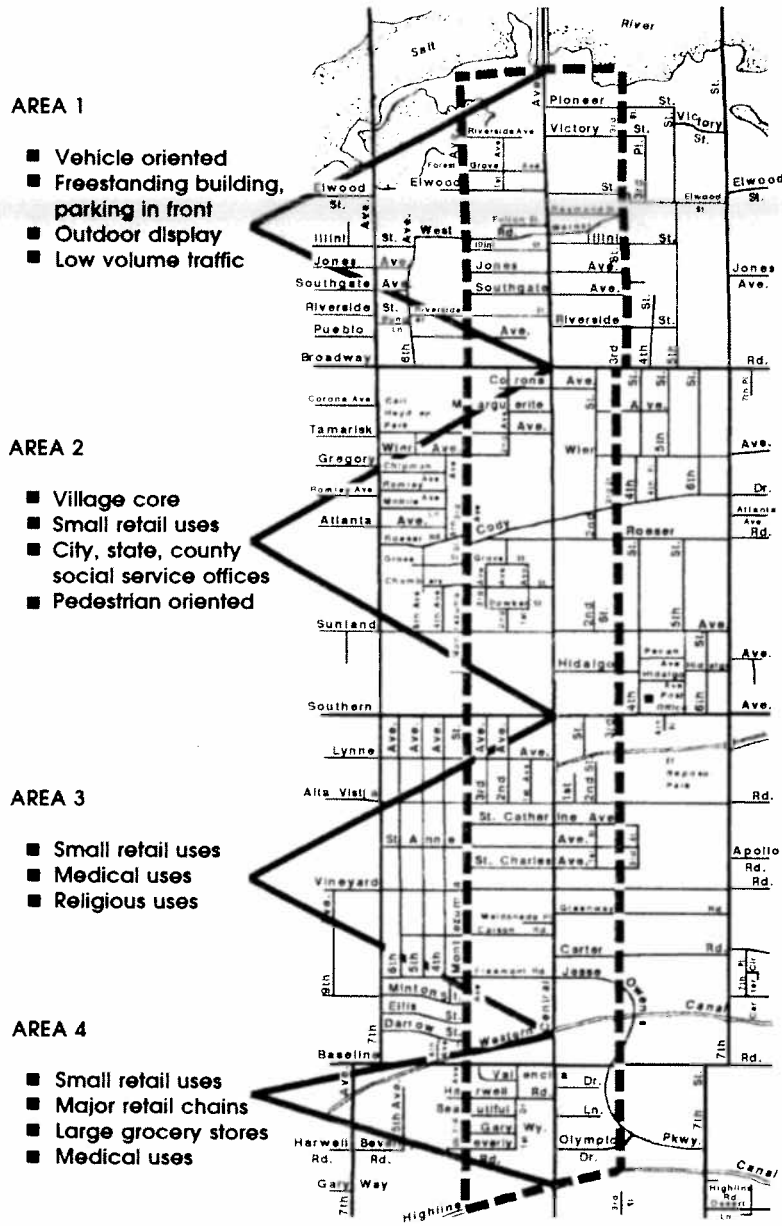
- **Visual Identity** - *Visual identity is important because of the need to make the area known throughout the community and to establish a positive image of the area. An overall theme, reflected in landscaping and street trees, street signage, lighting, and other public improvements, could help establish the necessary visual identity. It will also be helpful to clean up outside storage, and displays, illegal land uses, and provide screening for undesirable uses that cannot be eliminated.*
- **Facade Improvements** - *Improving the physical condition of structures in the area would improve the area and respond to one of the major problems identified in the business survey - lack of property maintenance. In the past when major improvements were made to Central Avenue, the City had provided free design services to property owners who wanted to make physical improvements to their building facades.*
- **Landscape Improvements** - *Significant landscape improvements have been made by the City in the public right-of-way for South Central Avenue. This has been augmented as new development has occurred. Owners of existing development should be encouraged to work with the City, and where possible, add landscaping on private property and as space permits on public property.*

The City is currently involved in the process of planning major street improvements for Central Avenue south of the study area into South Mountain Park. Much of the design work was done as a result of a streetscape project prepared by architecture students at ASU.

- **Logo** - *Identify a logo for the area that can be used to help establish an identity for the area.*

- **Street Name** - Consideration should be given to using the name "South Central Avenue" as the formal name for Central Avenue south of the Salt River. If the name cannot be formally changed, the "South Central Avenue" name should be used for informal identification of the area for promotional purposes. This name recognition would help identify South Central Avenue as not only a street, but as a "place" or area.
- **Linear Commercial** - South Central Avenue is a classic example of a linear commercial street. Current planning practice discourages development of linear commercial areas. But it is recognized that in some existing situations, linear commercial serves an important function for the residents of the surrounding neighborhood and community. Recognizing that disadvantages do result from linear commercial development, efforts should be focused on overcoming those disadvantages.
- **Design Projects** - During Spring Semester, 1992, architecture students from ASU prepared design projects for potential improvements along South Central Avenue. The Village Planning Committee is pursuing the identification of possible funding sources for one or more of these projects..
- **Canal Bank Demonstration Project** - The intersection of South Central Avenue and the Western Canal has been identified as one of five canal bank demonstration projects. Detailed planning of the demonstration project at South Central Avenue and the Arizona Canal is nearing completion. Consideration should be given to beginning the planning process for this demonstration project.

MAP 5



**SOUTH CENTRAL AVENUE CORRIDOR  
CHARACTER AREAS**

LEGEND

--- Study Area Boundary



**ISSUE: C-1****LACK OF PROPERTY MAINTENANCE**

*The lack of maintenance of properties has a detrimental impact on the image of the area. This concern applies to both private and public property.*

**OPPORTUNITIES:**

- Proper maintenance of properties will help improve the image of the area.
- Visual enhancement of the area may attract customers and businesses considering locating in the area.
- Enforcement of existing City codes may result in a level of maintenance higher than existing conditions.

**CONSTRAINTS:**

- Limited City resources available to enforce existing property maintenance codes.
- Economic conditions exist that may prevent owners from performing proper maintenance.

**STRATEGIES:**

- Urge the South Central community to work with the city and take a proactive approach to property maintenance code enforcement along South Central Avenue.

*Encourage formation of citizen groups to be trained by Neighborhood Maintenance and Zoning Enforcement Division to identify and report property maintenance problems*

- Develop an awards program to recognize property owners who do a good job maintaining their property.
- Develop a "Peer Visitation or Mentor Program" where property owners and/or business owners who do a good job maintaining their property visit those who need to do a better job.
- Request state, county, and city agencies to make a concerted effort to set the example by doing a quality job of maintaining and improving their properties.

*Request CEDD to examine the feasibility of allowing interim uses of the properties acquired by that department*

*Request Human Services Department to fast track improvements to the Human Services building.*

## Issue C-1 continued

- **Increase general public awareness through volunteer labor to offer/assist offending property owners and initiate clean up of vacant lots.**

*Give vouchers to volunteers for certain city programs, events, activities*

*Work with City courts to offer working off traffic fines by performing community services.*

*Determine the feasibility of developing a "workfare" program in the area.*

*[Faint, illegible text]*



**ISSUE: C-1-A****PREVENT FURTHER DETERIORATION OF BUILDINGS, SPECIFICALLY THE FACADES**

There is a need to prepare an overall "design" for future improvements of private and public property along South Central Avenue. An aspect of this is the need to tie or relate some of the building facades together with similar design themes. Basic maintenance is important but general aesthetic appearance could be addressed through an overall design plan.

**OPPORTUNITIES:**

- A long term plan for physical improvements along South Central Avenue with the goal of improving the aesthetics of the area.
- Identify a theme that can be part of a marketing effort and help create identity for the area.

**CONSTRAINTS:**

- Potential lack of cooperation on the part of the property owners
- Lack of financial commitment from both the private and public sectors.
- Structures exist for which it may not be economically feasible to improve.

**STRATEGIES:**

- Prepare a condition inventory and work with property owners to address the problems.
- Prepare a urban design plan for South Central Avenue that identifies the unique character, provides an overall theme, and establishes development guidelines that will focus on enhancing the unique and diverse characteristics that exist in the area.
- Encourage existing business to participate in the City of Phoenix Storefront Improvement Program.
- Develop standards to address outdoor storage and prohibit outdoor displays except for:
  - shopping centers for special sales events.*
  - festival environment.*
  - when used as a focal point.*

**ISSUE: C-1-B****LACK OF LANDSCAPING AND POOR MAINTENANCE OF EXISTING LANDSCAPING**

*Older development lacks the amount of landscaping required of new development. In some cases existing landscaping is not well maintained.*

**OPPORTUNITIES:**

- Improved maintenance and planting of additional landscaping will enhance the appearance of South Central Avenue.
- Landscaping can be used to help mitigate physical appearance problems.
- Existing median landscaping serves as a foundation for adding landscaping in the area.

**CONSTRAINTS:**

- Legal limitations concerning what can be required of existing development.
- May not be economically feasible for property owners and/or business owners to improve landscaping.

**STRATEGIES:**

- Enforce existing maintenance codes.
- Develop a plan that identifies locations for additional landscaping. Work with the businesses, Phoenix Clean and Beautiful, Global Releaf, and other interested groups to plant trees in the area.
- Work with Street Transportation and Parks, Recreation, and Library Departments to identify where additional landscaping can be provided in the public right-of-way and identify funding sources.
- Identify innovative ways to assist property owners with acquisition and installation of plant materials. Utilize labor as identified in B-1
- Work with Parks, Recreation and Library Department to ensure that all landscaping in the public right-of-way is properly maintained.
- Encourage local groups to get involved with an Adopt-A-Street Program.

**ISSUE: C-2****PRESERVATION OF MOUNTAIN VIEWS**

*The South Mountain Preserve contributes to the image of the South Central Corridor. Preservation of mountain views is essential to maintaining that image.*

**OPPORTUNITIES:**

- Mountain views are a major asset for this area.
- Preservation of the views enhances the potential for new development in the area.
- The Zoning Ordinance limits building heights to 4 stories within the core and two stories outside the core.
- The Village Planning Committee supports limiting building height in the core to 4 stories or 56 feet.

**CONSTRAINTS:**

- Eliminates the opportunity for construction of high rise structures in the corridor.
- General Plan encourages the development of "higher and larger" buildings in the village core.

**STRATEGIES:**

- Establish development standards - height and setbacks - in the South Central Avenue Corridor. Consider village wide limitations which will help maintain the low density and agricultural character of the village.
- Develop design standards so that building design and form is compatible with the mountains.
- Support protection and preservation of the South Mountain Preserve by implementing the recommendations included in the South Mountain Preserve Master Plan.
- Use the proximity and access to South Mountain Preserve as part of the marketing strategy for the area.

## ISSUE: C-3

### **THE LACK OF PEDESTRIAN AMENITIES ALONG SOUTH CENTRAL AVENUE.**

*Because of automobile oriented nature of the area, pedestrian amenities such as benches, shade (natural and man-made), drinking fountains, and open space are not provided. Provision of these amenities would encourage more pedestrians to use the area, particularly those areas where there is a high concentration of retail businesses and/or government services*

#### **OPPORTUNITIES:**

- Enhance the quality of the pedestrian environment.
- Encourage more people from the surrounding neighborhoods to walk to the businesses.

#### **CONSTRAINTS:**

- There may not be adequate space on the public right-of-way to provide pedestrian amenities.
- Providing more amenities may not be economically feasible.

#### **STRATEGIES:**

- Identify a theme relating to the proximity to South Mountain Park and prepare a street improvement plan that includes additional pedestrian amenities.
- Encourage Street Transportation and Community and Economic Development Departments to continue to provide landscaping and street amenities as part of the Storefront Improvement Program.
- Identify property owners who are willing to provide some pedestrian amenities.
- Consider establishing an improvement district to help finance improvements.
- Designate South Central Avenue as a key pedestrian linkage between open space amenities in the South Mountain Village.
- Survey pedestrians to determine the needs for the area.
- Create small landscaped "courts" along the street for gathering and entry into adjacent commercial development.

**ISSUE: C-4****NEED FOR SIGNAGE CONTROLS.**

*There is a mix of signage types and heights in this area. This contributes to the visual clutter that detracts from the appearance of the businesses along South Central.*

**OPPORTUNITIES:**

- Sign controls help to minimize visual clutter which benefits businesses making it easier for the customer to see the business sign.
- Sign controls will improve the visual appearance of the area.

**CONSTRAINTS:**

- Resistance from business owners to sign regulations and the potential adversary situation that may be created.
- Potential costs associated with replacing existing signage.

**STRATEGIES:**

- Prepare an inventory of existing non conforming signs and those needing repairs. Enforce the sign ordinance to bring illegal signs into conformance.
- Develop special sign standards for the South Central Avenue Corridor through a cooperative effort between the public and private sectors. Use techniques such as video imaging to show the "before" and "after."
- Encourage business owners to upgrade legal non conforming signs, particularly those participating in the storefront project.

**ISSUE: C-5****NEED FOR A "TOWN CENTER" OR GATHERING PLACE.**

*There is a need for some type of public space that can serve as a "town center" for village residents. The village core should provide a space where village residents can gather.*

**OPPORTUNITIES:**

- Creates identity and helps bring village residents together.
- Could be used for village fairs and similar activities.

**CONSTRAINTS:**

- Economic feasibility of acquiring and improving a site.
- The long term funding commitment for maintenance and programming.

**STRATEGIES:**

- Determine the economic feasibility of developing a town center in the village core including size, improvement needs, and other characteristics and identify potential sites based on the results of the study.
- Develop prototype design and estimated costs. Consider projects prepared by ASU architecture students. Utilize private sponsorship if available. If not feasible, consider a public/private partnership.

## D. LAND USES

### GENERAL PLAN DESIGNATIONS

Although it was not the purpose of this Plan to address land use issues but rather to focus on market issues, it is difficult to separate the two because of the impact that market factors have on how and when certain land uses develop. In addition, an examination of the General Plan Map indicates that land use designations exist that are no longer valid based on changes that have occurred such as the change in the location of the core.

In response to the changing conditions, the land use designations in the General Plan have been examined for the entire corridor and potential changes are discussed in the following section. The land use designations are discussed for each segment of the study area and are referenced on a map as identified for each segment. These are suggested changes and adoption of this Strategies Report will not result in a change in the land use designations. It will be up to the South Mountain Village Planning Committee to determine whether they want to pursue a change in the land use designations and initiate an amendment to the General Plan.

These suggested land use designation modifications are considered to be long term designations and existing land use may not reflect what may be planned for the future in the General Plan. It should be clearly understood that adoption of the South Central Avenue Strategies Report will not automatically trigger the land use designation changes to the General Plan.

## **SEGMENT 1**

### **RESIDENTIAL**

Current land use designation - **12.5 acres, Residential**

Proposed land use designation - **83.5 acres, Residential**

### **RATIONALE**

The current land use designation is not consistent with the policy as it relates to nonresidential use. Goal 2 in the Land Use Element of the General Plan states, "Encourage development of existing zoned and vacant land before granting additional rezoning."

The Village Plan states, "Enforce the zoning ordinance provisions that maintain the residential character of established neighborhoods."

Although 71 acres of additional residential is proposed to be designated, all but 3.9 acres of that total are currently being used for residential purposes.

### **ANALYSIS**

The neighborhood bounded by Illini Street on the north, 350 feet west of Central Avenue on the east, Pueblo Avenue on the south, and Third Avenue on the west is a stable residential area having 123 single family homes. This area is viable for continued residential use. However, the commercial intrusion of Central Avenue businesses should be stopped by proper mitigation program which should focus on the use of landscape buffers between residential and commercial uses.

Another stable neighborhood having 45 single family homes is bounded by Jones Avenue on the north, Third Street on the east, the alley south of Southgate Avenue on the south, and the Central Avenue businesses on the west. Houses in this neighborhood are generally in good condition, and efforts should be made to maintain its viability.

Two multi-family areas, one on the north and another on the south of the above single family neighborhood, should be encouraged to retain residential uses. These areas will provide a sufficient choice of adequate housing to meet the needs of individuals, of all socioeconomic backgrounds.

### **COMMERCIAL**

Current land use designation - **146.0 acres, Commercial**

Proposed land use designation - **56.0 acres, Commercial**



### ***RATIONALE***

The current commercial land use designation is contrary to the General Plan's policy which states to "Encourage development of existing zoned and vacant land before granting additional zoning." Approximately 12.0 acres of vacant commercially zoned land is available for development.

Although this proposal eliminates 90 acres of commercial land use designation, most of that 90 acres is currently occupied by existing residential and industrial zoning and should more properly be designated for those uses.

### ***ANALYSIS***

There is sufficient and more appropriately located commercially zoned land and land recommended for commercial use available for development. The land use activity in this segment has been stable for the last five years. Portions of the area designated for commercial land uses are currently occupied by viable residential neighborhoods.

### ***INDUSTRIAL***

Current land use designation - **0.0 acres, Industrial**  
 Proposed land use designation - **119.2 acres, Industrial**

### ***RATIONALE***

The need to provide employment opportunities in each village is reflected in the General Plan Policy that states, "Strive to provide in each village the number of jobs equal to 45 to 55 percent of the resident population."

The Village Plan states, "(1) Provide incentives to encourage the use of industrial park standards in areas of existing A-1 and A-2 zoning districts," and "(2) Restrict additional A-1 and A-2 zoning in the village."

The General Plan Map may be amended to reflect the existing and future industrial developments. The proposed industrial land use designations should be limited to approximately 119 acres. The City may want to prepare Development Guidelines for industrial developments so as to protect and preserve the surrounding areas.

### ***ANALYSIS***

Industrial development will provide employment opportunities, minimize the number and length of work related trips, and help balance the jobs to population ratio.

There are three industrial areas within the study boundaries:

- **Pioneer Street to 150 feet east of Third Street to north boundary of the Phoenix Police South Command Station to Central Avenue;**
- **Elwood Street to 150 feet east of Third Street to Warner Street to alley located east of Central Avenue; and**

- **Riverside Avenue to west of commercial properties abutting Central Avenue to West Road to Third Avenue.**

### **PUBLIC AND QUASI-PUBLIC**

Current land use designation - **96.1 acres, Public and Quasi-Public**

Propose land use designation - **16.0 acres, Public and Quasi-Public**

### **RATIONALE**

Originally, the village core was located immediately adjacent the Salt River and was planned as a government center. Change in the core location negates the need for the large Public/Quasi-Public designation. In addition, most government uses in the corridor are located in the new core.

There are 75.1 acres designated in the General Plan for Public/Quasi-Public use for the village core and Rio Salado Project. Those areas will be designated based on the existing land uses.

### **ANALYSIS**

The only government use that has located in the area is the Phoenix Police South Command Station which occupies 19.6 acres, and is located at the northwest corner of South Central and Elwood Street. Other governmental facilities are located in the area that is now designated as the village core.

### **PARKS AND OPEN SPACE**

Current land use designation - **22.7 acres, Parks and Open Space**

Proposed land use designation - **0.0 acres, Parks and Open Space (this may change based on the land use designations included in a Salt River Development Plan)**

### **RATIONALE**

#### General Plan Policy

- **Promote private development's involvement in providing open space and recreational facilities.**

#### Village Plan Policies

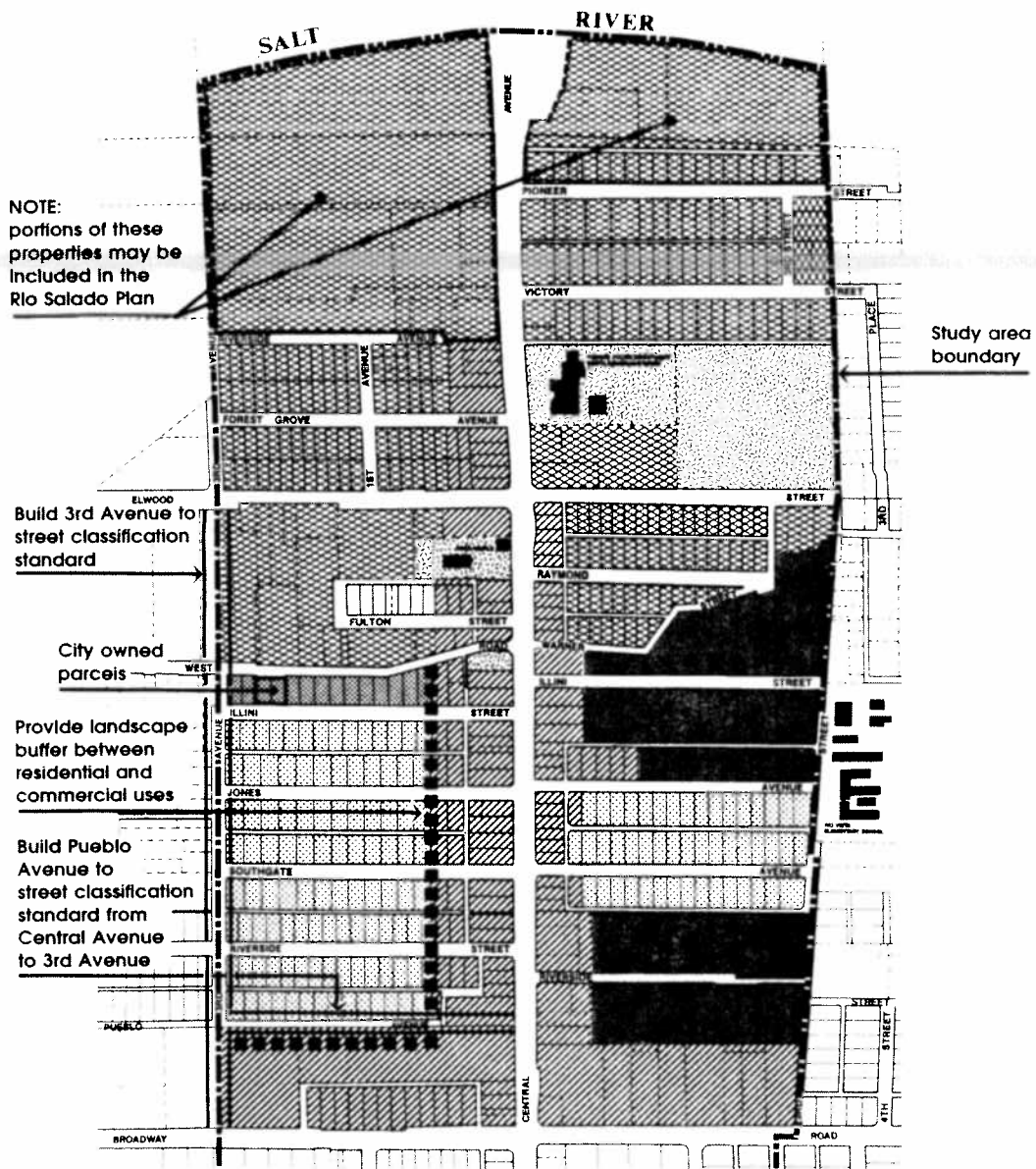
- **Encourage the Salt River Redevelopment Plan to provide recreational opportunities to meet the needs of the village residents and visitors. (Note: Provision of recreational opportunities will require a public/private partnership with market demand and economic feasibility serving as the primary determining factor for what will be provided.)**
- **Develop individual themes utilizing landscaping, sculpture, and building designs within each Gateway. (Gateways are identified in the Character Map in the South Mountain Village Plan.)**

The provision of parks and open space in this area will be dependent on the land use plan developed as part of the Salt River Redevelopment Plan. Private property owners in this area have indicated that they have long term development plans that do not include public parks or public open space.

### **ANALYSIS**

Designation of areas for Parks and Open Space will help make this portion of South Central more attractive. Provision for that land use is dependent on the Salt River Redevelopment Plan. This "Gateway" area is important to the South Central Avenue Corridor and the village and generally includes the area bounded by the Salt River to 150 feet east of Third Street to Pioneer Street to Central Avenue to Riverside Avenue to Third Avenue.








MAP 6

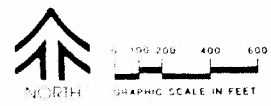


**SOUTH CENTRAL AVENUE CORRIDOR STUDY  
PROPOSED GENERAL PLAN LAND USE DESIGNATIONS**

**SEGMENT 1**

**LEGEND**

-  Residential Single Family 2-5 DU/Ac.
-  Residential Multi-Family 5-15 DU/Ac.
-  Residential Multi-Family 15+ DU/Ac.
-  Office/Commercial
-  Industrial
-  Public/Quasi-Public
-  Parks/Open Space



## **SEGMENT 2**

### **RESIDENTIAL**

Current land use designation - **124.7 acres, Residential**  
Proposed land use designation - **126.4 acres, Residential**

### **RATIONALE**

The designation of residential and commercial land uses has been arranged with consideration for the existing development patterns and the conditions of the residential neighborhoods.

### **ANALYSIS**

The modified configuration of land uses would save stable neighborhoods which are bounded by:

- **Wier Avenue to 400 feet west of Central Avenue to Cody Drive to west side of Mobile Home Park;**
- **Broadway Road to Third Street to Cody Drive to Second Street; and**
- **Cody Drive to 350 feet west of Central Avenue to Roeser Road to alley located west of Central Avenue to Sunland Avenue to Third Avenue/Montezuma Street.**

### **COMMERCIAL**

Current land use designation - **99.0 acres, Commercial**  
Proposed land use designation - **123.2 acres, Commercial**

### **RATIONALE**

Ten single family homes exist on 30 parcels (6 acres) located on the west side of Central Avenue and north of Marguerite Avenue (20 homes have been razed.) These 6 acres are surrounded by commercial zoning on three sides and are recommended for commercial use.

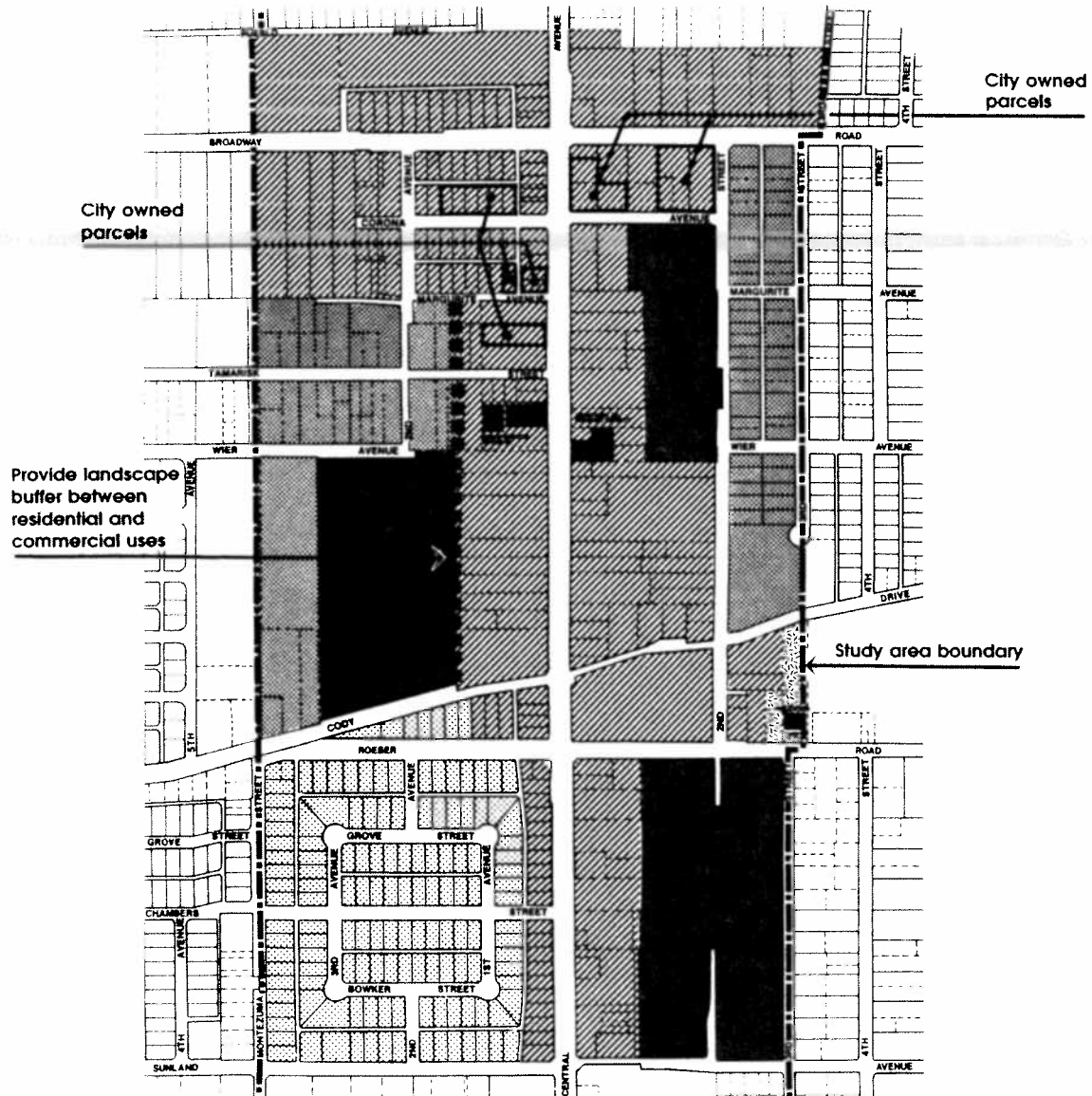
About 18 acres at the northeast corner of Central Avenue and Roeser Road are also recommended for commercial and office uses (11 out of 18 acres are already zoned commercial.)

Some adjustment in the configurations of land uses are recommended to protect existing stable residential neighborhoods.

### **ANALYSIS**

The modified designation of land uses should encourage commercial development on commercially zoned land and/or land recommended for commercial development.








MAP 7



**SOUTH CENTRAL AVENUE CORRIDOR STUDY  
PROPOSED GENERAL PLAN LAND USE DESIGNATIONS**

**SEGMENT 2**

LEGEND

-  Residential Single Family 2-5 DU/Ac.
-  Residential Multi-Family 5-15 DU/Ac.
-  Residential Multi-Family 15+ DU/Ac.
-  Office/Commercial
-  Industrial
-  Public/Quasi-Public
-  Parks/Open Space



## **SEGMENT 3**

### **RESIDENTIAL**

Current land use designation - **204.1 acres, Residential**  
Proposed land use designation - **139.7 acres, Residential**

### **RATIONALE**

Approximately 64 acres have been deleted from the current residential land use designation to reflect the existing land uses. This deletion includes 20.5 acres for Public and Quasi-Public uses, and 10.4 acres for Parks and Open Space uses. The remaining acreage is to cover already commercially zoned land and/or land recommended for commercial development.

### **ANALYSIS**

The modification of land use designations should encourage the protection of established stable residential neighborhoods from commercial intrusion. These residential neighborhoods are bounded by:

- **Southern Avenue to Second Avenue to Lynn Avenue to First Avenue to Saint Catherine Avenue to west boundaries of Southern Baptist Temple and Lutheran Church of Hope to Saint Charles Avenue to Third Avenue; and**
- **San Francisco Canal to Second Street to Alta Vista Road to Third Street to Jesse Owens Parkway to east side of commercial properties abutting Central Avenue.**

### **COMMERCIAL**

Current land use designation - **52.0 acres, Commercial**  
Proposed land use designation - **71.2 acres, Commercial**

### **RATIONALE**

An additional 19 acres have been added to the current commercial use designation to reflect existing commercially zoned land and to help create a logical transition between residential and commercial uses.

### **ANALYSIS**

The modification of land use designations should encourage development of the commercially zoned land and help provide protection for the residential neighborhoods.

### **PUBLIC AND QUASI-PUBLIC**

Current land use designation - **0.0 acres, Public and Quasi-Public**  
Proposed land use designation - **20.5 acres, Public and Quasi-Public**

**RATIONALE**

Approximately 20 acres in this area is used or will be used for Public/Quasi-Public land uses. These uses are not designated on the existing General Plan Map.

**PARKS AND OPEN SPACE**

Current land use designation - **14.2 acres, Parks and Open Space** (*Note: This acreage is part of the El Reposo Park that extends beyond the study boundaries and encompasses a total area of 23.06 acres.*)

Proposed land use designation - **4.8 acres, Parks and Open Space**

**RATIONALE**

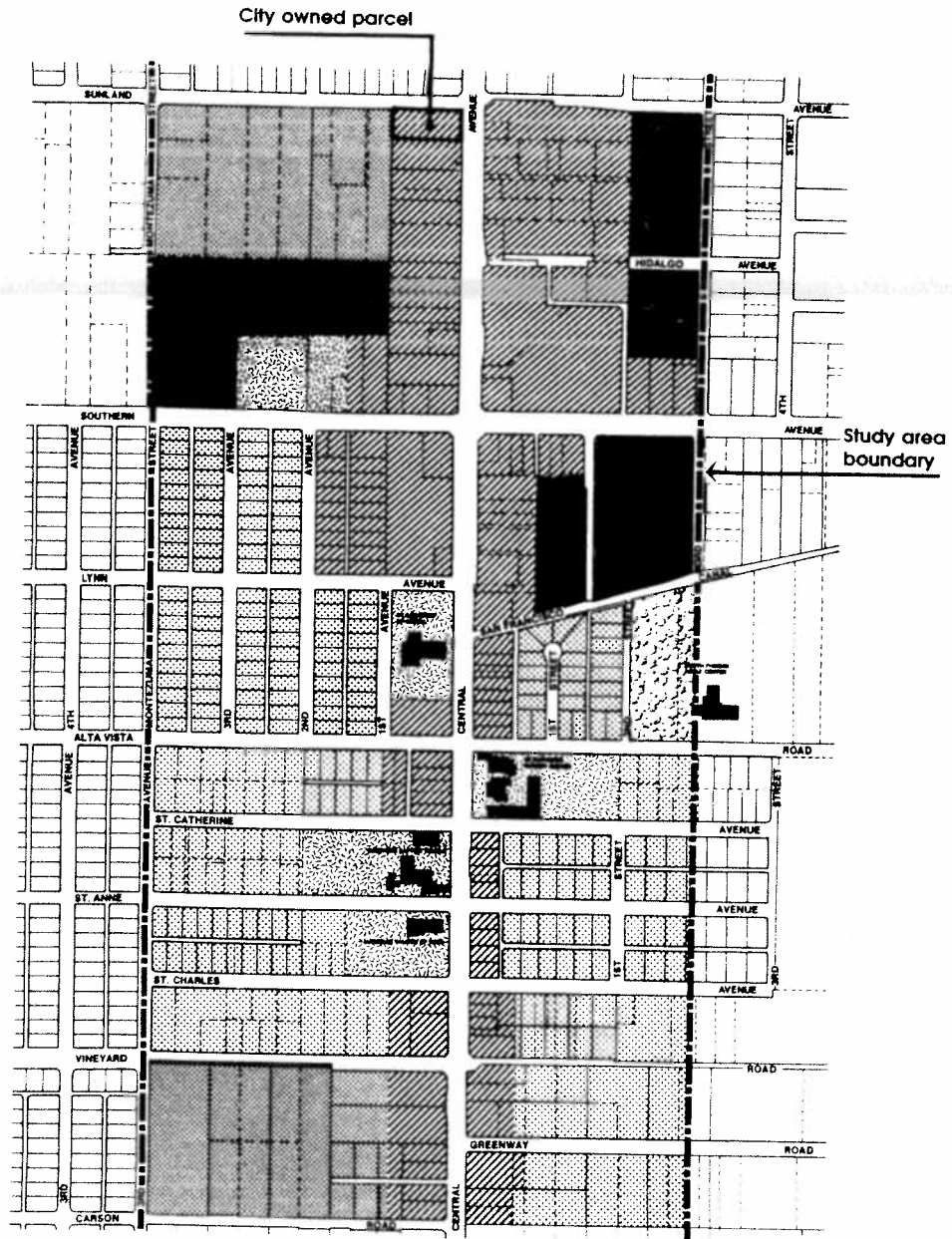
Of the 14.2 acres included in the current designation, 3.0 acres is used by five commercial businesses, 6.4 acres are occupied by 24 single family homes, and 4.8 acres are part of the South Phoenix Adult Center. Only that area that is part of the park should be designated as Parks and Open Space.

**ANALYSIS**

It is not the intention of the City to acquire the area occupied by the businesses or the single family homes to include that area as part of El Reposo Park.










MAP 8

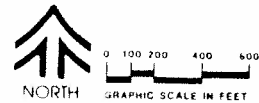


**SOUTH CENTRAL AVENUE CORRIDOR STUDY  
PROPOSED GENERAL PLAN LAND USE DESIGNATIONS**

**SEGMENT 3**

**LEGEND**

-  Residential Single Family 2-5 DU/Ac.
-  Residential Multi-Family 5-15 DU/Ac.
-  Residential Multi-Family 15+ DU/Ac.
-  Office/Commercial
-  Industrial
-  Public/Quasi-Public
-  Parks/Open Space



## **SEGMENT 4**

### **RESIDENTIAL**

Current land use designation - **146.8 acres, Residential**

Proposed land use designation - **124.0 acres, Residential**

### **RATIONALE**

The current land use designation is not consistent with the policy under Goal 2 in the Land Use Element of the General Plan. That policy states, "Encourage development of existing zoned and vacant land before granting additional rezoning."

The Village Plan states, "Enforce the zoning ordinance provisions that maintain the residential character of established neighborhoods."

### **ANALYSIS**

The land use designation for approximately 22 acres is proposed to be changed from residential to commercial to reflect the change in zoning that occurred in 1987.

### **COMMERCIAL**

Current land use designation - **64.3 acres, Commercial**

Proposed land use designation - **90.5 acres, Commercial**

### **RATIONALE**

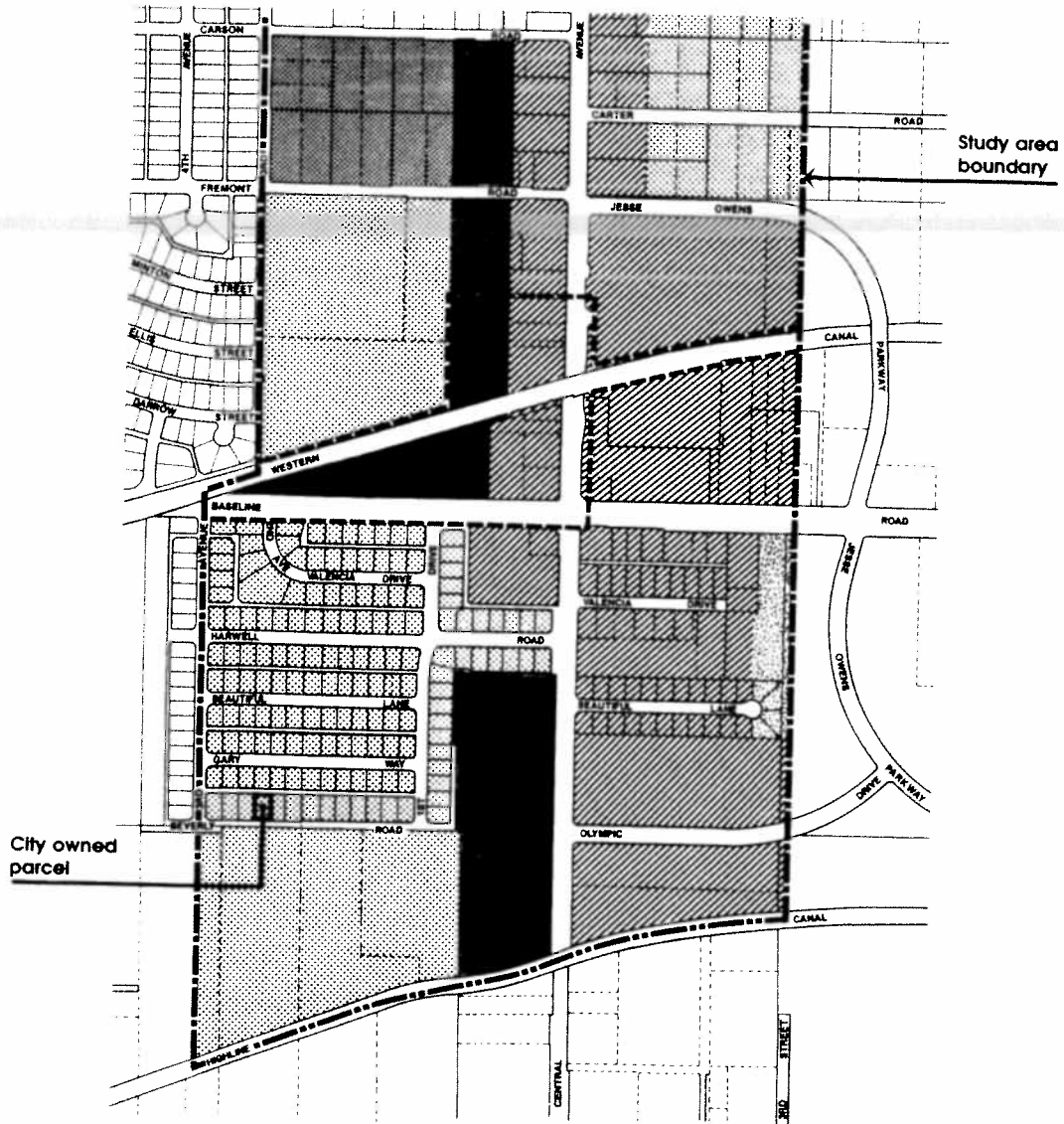
There has been significant change from residential to commercial land uses since the adoption of the General Plan in 1985. This change occurred as the result of a rezoning involving approximately 26.2 acres.

### **ANALYSIS**

The area rezoned in 1987, is vacant except for infrastructure improvements installed. Those improvements were made so that the land could be marketed for commercial development.

Approximately a 25 acres area, along Western Canal and from Third Avenue to Third Street, has been recommended for a Special Canal Study. This area could serve as a gateway and help bring persons into the core from the areas to the east and west.









MAP 9



**SOUTH CENTRAL AVENUE CORRIDOR STUDY  
PROPOSED GENERAL PLAN LAND USE DESIGNATIONS**

**SEGMENT 4**

LEGEND

-  Residential Single Family 2-5 DU/Ac.
-  Residential Multi-Family 5-15 DU/Ac.
-  Residential Multi-Family 15+ DU/Ac.
-  Office/Commercial
-  Industrial
-  Public/Quasi-Public
-  Parks/Open Space
-  Special Canal Area

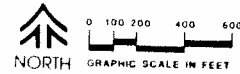


TABLE 5

**LAND USE**

**SOUTH CENTRAL AVENUE CORRIDOR STUDY  
LAND USE DESIGNATIONS BY ACREAGE**

<b>LAND USE</b>	<b>EXISTING GENERAL PLAN</b>	<b>PROPOSED GENERAL PLAN</b>	<b>DIFFERENCES</b>
RESIDENTIAL	463.1	467.0	+3.9
COMMERCIAL	361.3	332.9	-28.4
OPEN SPACE	36.9	6.5	-30.4
PUBLIC/QUASI-PUBLIC	102.5	38.2	-59.3
INDUSTRIAL	0.0	119.2	+119.2
<b>TOTAL</b>	<b>963.8</b>	<b>963.8</b>	<b>---</b>

**ISSUE: D-1****LAND USE CONFLICTS**

*Residential neighborhoods have and are continuing to experience infringement from adjacent commercial and industrial uses. This has a negative impact on residential areas and contributes to the appearance of blight.*

**OPPORTUNITIES:**

- Eliminating land use conflicts will improve the appearance of the residential neighborhoods.

**CONSTRAINTS:**

- Existing land use conflicts are difficult to eliminate without property owner cooperation.

**STRATEGIES:**

- Recommend amendment of the General Plan based on the land use designation changes proposed in this study.
- Enforce the Zoning Ordinance and applicable codes.
- Review commercial and industrial zoning districts regulations, and focus on development standards for buffers where those uses adjoin residential development.

**ISSUE: D-2****DEVELOPMENT OF INDUSTRIAL USES ALONG SOUTH CENTRAL AVENUE SOUTH OF ELWOOD DRIVE**

*Industrial uses (A-1 and A-2 zoning districts) should be limited because they negatively impact surrounding property. Industrial uses detract from the retail character of South Central Avenue.*

**OPPORTUNITIES:**

- Use development standards to provide adequate buffering for nearby neighborhoods and along the public right-of-way.
- Stop industrial uses from infringing on residential neighborhoods and protect the liveability of those neighborhoods.
- Maintain the retail character of South Central Avenue.

**CONSTRAINTS:**

- Existing industrial uses have developed without development standards.
- Development standards may increase the cost of doing business.
- Enforcement of new development standards would not be retroactive.

**STRATEGIES:**

- Analyze existing industrial development and determine future locations and types of industrial uses.
- Encourage owners of industrial zoned land along South Central Avenue to develop the street frontage with commercial uses when and if the property is developed or redeveloped.
- Prepare development standards that will buffer residential development from the impacts associated with industrial development.

**ISSUE: D-3****COMMERCIAL USES WITH OUTDOOR DISPLAY AND/OR OUTDOOR STORAGE.**

*There are businesses along South Central Avenue which have open display or outdoor storage. This is unsightly and detracts from the image of the area.*

**OPPORTUNITIES:**

- Enforcing existing ordinances may alleviate some of the problem.
- Standards for outdoor display/storage including adequate landscaping and buffering would improve the appearance of the area.

**CONSTRAINTS:**

- New development standards are not retroactive.
- Lack of City staff resources makes it difficult to enforce regulations.
- Additional regulations may increase the cost of doing business.

**STRATEGIES:**

- Modify the Zoning Ordinance concerning outdoor storage. Develop design guidelines for allowing limited outdoor display.
- Develop demonstration projects through self-help and/or with the help of appropriate City departments
- Encourage business owners to screen existing outdoor storage areas and where appropriate rezone properties from C-3 to C-2. The Community and Economic Development Department initiated rezoning City acquired property along South Central Avenue from C-3 to C-2.
- Request Neighborhood Services Department to step up enforcement in the area. Work with NSD to establish a citizen enforcement committee.

**ISSUE: D-4****POTENTIAL IMPACTS FROM THE DEVELOPMENT OF THE RIO SALADO PROJECT**

*Development of the Rio Salado project will impact land uses and the transportation system along South Central Avenue.*

**OPPORTUNITIES:**

- Create a gateway to South Central Avenue.
- Serve as a catalyst for new development along the river and along South Central Avenue.
- Provide public open space to serve as a linkage between the pedestrian environment along South Central Avenue and the trail system which will be part of the Rio Salado Project.

**CONSTRAINTS:**

- The Rio Salado project may not be developed.
- The potential redevelopment may result in the displacement of employment and housing opportunities.

**STRATEGIES:**

- The South Central Avenue business community and the Village Planning Committee should encourage the City to prepare a plan for the Rio Salado.
- The Rio Salado Plan should be sensitive to existing plans and respond to the needs of property owners and business owners in the area.
- The Rio Salado Plan should focus on creating a "gateway" to South Central Avenue and the South Mountain Village.



**ISSUE: D-5****CONCENTRATION OF GOVERNMENTAL FACILITIES IN THE VILLAGE CORE**

*The concentration of governmental facilities in the core may impact existing and future development. It is recognized that governmental services provide employment and bring potential retail clientele into the core. These uses also help create a central focus for the core.*

**OPPORTUNITIES:**

- Coordination of development to facilitate sharing of improvements such as parking lots.
- Coordination between public and private sectors to encourage location of complimentary uses that benefit from sharing of clientele.
- Accessibility is improved if social service agencies are located in close proximity to each other.
- High quality design of government facilities provides an example for private development.

**CONSTRAINTS:**

- Concentration of governmental services in the core may displace retail and personal service uses.

**STRATEGIES:**

- Create a citizen task force of property/business owners to study the long term impacts of additional governmental facilities in the core. Consideration should be given to the types of government facilities that will be encouraged to locate in the area.
- Encourage public agencies with buildings and/or land to work together to develop a master plan for future governmental facilities

## NEIGHBORHOODS

Neighborhoods adjacent to South Central Avenue Corridor vary in size, condition, and character. These varying elements determine the issues affecting their stability and the degree to which they support the commercial development in the area.

The success of businesses along South Central Avenue depends on the amount of population living throughout the village, as well as within the neighborhoods surrounding the local businesses. However, population is only one of several essential elements which impact the area. If population declines, crime escalates, housing and public infrastructure deteriorate, and family incomes are low, the success of the neighborhoods and nearby businesses can suffer.

Issues that prove to be a major concern to neighborhoods in the study area, and to some extent the entire village, focus on household income levels, crime, and the need for adequate housing. The data collected indicates that household incomes in the area are some of the lowest in the village and the City as a whole. This is confirmed by the number of students participating in reduced and free lunch programs administered by the federal government. Two of the census tracts in the study area show that nearly 40% of the households are below the poverty level. Since the 1980 Census, the number of persons below the poverty level in these two census tracts has doubled. This has a tremendous impact on businesses along South Central Avenue if merchants depend on the dollars earned by those persons residing in the adjacent neighborhoods.

Population has increased in the three census tracts included in the study area. Census tract 1158, centrally located in the study area, had one of the highest population increases in the village, with 948 additional residents. Overall demographics shows a general increase in population, the number of housing units, and the number of persons per household. While the median rent has nearly doubled, the median income has not kept pace with escalating rent costs.

Crime is an issue that impacts neighborhoods, businesses, and individual families. Data collected indicates that violent crimes, as well as property crimes, are a major concern. Some of these crimes are committed by juvenile gangs. As can be expected, a majority of the crimes committed occur near primary shopping areas along South Central Avenue. In addition, the number of violent crimes have increased since 1980, and many of those have occurred in the area from South Central to 7th Avenue, and between Broadway Road and Vineyard Road. It is unclear why a significant number of violent crimes occur in this area.

**ISSUE: E-1****LACK OF PROPERTY MAINTENANCE**

*A windshield survey of residential structures indicated a need for minor and major repair of structural exteriors and for yard maintenance.*

**OPPORTUNITIES:**

- Improve the visual appearance of the neighborhoods.
- Stop deterioration of existing neighborhoods.
- Stabilize, and if possible, increase property values.

**CONSTRAINTS:**

- Limited economic resources to make property improvements.
- Absentee ownership contributes to the difficulty of enforcing property maintenance code.

**STRATEGIES:**

- Develop a "neighborhood block cleanup demonstration program" or "pride program" using neighborhood and business associations that and give awards to participating neighborhoods.
- Have individual block-by-block neighborhood meetings with a City staff person educating and explaining the importance of property maintenance.
- Contact absentee property owners who do not maintain their properties.
- Have a free graffiti paint program for individual property owners.
- Establish a program where local businesses could assist with neighborhood improvements, possibly an Adopt-A-Street Or Adopt-A-Neighborhood Program.
- Review existing programs and propose new programs to encourage clean-up and neighborhood maintenance.
- Encourage the formation of neighborhood groups with assistance from NSD.
- Encourage nonprofit housing groups to become involved in this area.

**ISSUE: E-2****LACK OF PUBLIC INFRASTRUCTURE IMPROVEMENTS**

*There are a number of unimproved streets in the area. Improvements needed include street paving, curb, gutter, and sidewalks.*

**OPPORTUNITIES:**

- Physical improvements will improve the appearance of the neighborhoods.

**CONSTRAINTS:**

- Lack of sidewalks restricts pedestrian travel.
- Lack of curbs, gutters, and sidewalks distracts from physical appearance of neighborhoods.
- Property owners may not be able to afford improvement district assessments.

**STRATEGIES:**

- Prepare an inventory of the specific infrastructure needs in the area.
- Determine feasibility of area residents forming an improvement district and/or using CDBG money to fund improvements.
- Identify new creative funding sources to finance infrastructure improvements.
- Work with other neighborhood groups to modify public policy and focus public infrastructure monies in older areas of the community rather than continuing to expand the community.
- Get high priority on the Street Retrofit Program for targeted major streets.

**ISSUE: E-3****VACANT BUILDINGS AND LAND**

*Vacant buildings are deteriorating and have the potential for creating a safety and health problem. Some vacant building are in need of demolition, and vacant land needs to be kept cleaned.*

**OPPORTUNITIES:**

- Eliminating vacant buildings and land will improve the overall appearance of the neighborhoods.
- Infilling Indicates a commitment to reinvestment in the community.
- Enforcement of the Housing and Property Maintenance Code may provide cleanup incentives.

**CONSTRAINTS:**

- Enforcement of the existing Housing and Property Maintenance Ordinance is by complaint only.
- Vacant property in residential neighborhoods may be difficult to develop without some form of economic incentive.
- Enforcement of ordinances to prevent dumping of junk or trash on vacant property is difficult.

**STRATEGIES:**

- Revise the enforcement procedure for citing of violations.
- Revise the enforcement procedure to encourage faster and more immediate cleanup.
- Require property owners to remove abandoned structures based on maintenance code violations.
- Identify interim uses for vacant land that are economically feasible.
- Develop an infill strategy including incentives to encourage infill of vacant parcels and/or identification of interim uses.

**ISSUE: E-4****CRIME**

*Crime threatens the stability of existing neighborhoods and has a negative impact on village economics. Crime related activities such as gangs are another indicator of instability in a neighborhood.*

**OPPORTUNITIES:**

- Certain programs such as the Neighborhood Fight Back Program, D.A.R.E., New Turf Project, Drug Free Zone, Neighborhood Block Watch, can educate the public and help incorporate strategies to alleviate crime and social problems.

**CONSTRAINTS:**

- Gives a bad image to the village.
- Keeps lenders and future developers from investing in the community.
- Threatens the safety of residents and their property.
- Increases the need for additional law enforcement and social services.

**STRATEGIES:**

- Enforce and expand existing programs such as Block Watch and creation of neighborhood groups.
- Provide more neighborhood base law enforcement measures including police on foot, bicycles, and/or horses.
- Develop a "Business Watch Program" where neighbors living close to businesses report any criminal and suspicious activity.
- Review development standards to determine whether design changes can help prevent crime.

## EMPLOYMENT

Although this report will not deal directly with the issues relative to employment, a study entitled "Intensity Density - A Look at Phoenix Over the Next 25 Years" states the following concerning employment in the South Mountain Village and indicates that there will be "scattered" employment along South Central Avenue.

Over the next twenty-five years, it is foreseen that South Mountain will continue its current growth pattern—confining employment primarily to north of Southern Avenue and east of 3rd Avenue (excluding Laveen and the Pointe at South Mountain). As mentioned earlier, the economic catalysts in the west are simply less dominant or, at times, non-existent. Therefore, the core and the eastern portion of the Salt River corridor will combine for 11,500 employees by 2015. Laveen will grow to 3,200 employees, stimulated by the completion of the South Mountain Freeway. There will also be scattered employment along Central Avenue and across Broadway Road. The Pointe at South Mountain will grow to 1,000 employees in twenty-five years. One area does stand out, however, as a significant employment concentration. This is the future Southbank/Cotton Center area. Located close to ASU, Sky Harbor, and the East Valley, this area benefits from access to different markets and employment centers, coupled with a large quantity of currently-vacant land. It is anticipated that this area will develop as a large district of retail, office, distribution, and warehousing.

**NOTE:**

Two additional documents are printed as background information for the Strategies Report.

- 1. *Appendix***
- 2. *Neighborhood Stability Report***