

Conservation, Rehabilitation, & Redevelopment Element

EXECUTIVE SUMMARY

The Conservation, Rehabilitation and Redevelopment element recommends strategies to protect stable areas, to rehabilitate those with moderate levels of deterioration and to redevelop those areas that are very deteriorated or transitioning from their present land uses.

Historic, cultural and character preservation: protect historic buildings, districts and resources through historic overlay districts; preserve Phoenix's unique qualities and neighborhood character; and encourage compatible development in and around them.

Property preservation: encourage and enforce compliance with the ordinances to prevent blight and deterioration and ensure a high quality community.

Comprehensive neighborhood revitalization: focus comprehensive revitalization efforts in targeted areas to maximize the impact of scarce resources.

Adaptive reuse of obsolete development: encourage appropriate reuse and rehabilitation of vacant and obsolete buildings.

Elimination of deterioration and blight: use redevelopment power to assemble vacant and blighted land to encourage investment.

Leveraging of public resources: support business and community-based efforts to stabilize and enhance neighborhoods.

INTRODUCTION

As the oldest city in the region, Phoenix faces many community development challenges. The barriers and opportunities to supporting and maintaining viable and healthy neighborhoods and commercial and employment centers vary considerably, from the oldest central city neighborhoods to the newer areas being developed in the city's five outlying growth areas. See Growth Area element, Figure 1. Changes in housing standards and design, concerns about local and collector street circulation, changing population characteristics, issues of environmental remediation and a mosaic of zoning and land use patterns, many incompatible or obsolete, are a few of the issues that may combine to influence the character of an area. Through recognizing such issues, the Conservation, Rehabilitation and Redevelopment element directs community preservation, stabilization and revitalization efforts.

This element includes goals, policies and recommendations eliminating slum and blight and conserving and redeveloping residential, commercial and industrial areas. Many of its objectives are supported by goals, policies and recommendations found in other General Plan elements, particularly the Land Use, Housing, and Neighborhood elements.

Phoenix has grown phenomenally since the 1950s. Today, many of the structures built after World War II are deteriorating. Some are beyond economic feasibility to repair. The challenge to Phoenix is to improve deteriorating areas and protect stable neighborhoods. The goals, policies and recommendations of the Conservation, Rehabilitation and Redevelopment element apply to neighborhoods characterized as either stable, declining or transitional.

In stable areas, where there are little or no signs of decay or blight, there is a need to preserve and protect these neighborhoods, which contribute to the vitality of the community. These areas have often benefited from citizen-initiated Special Planning Districts or Historic Preservation Districts.

Declining areas may be in good condition but are beginning to show signs of deterioration and blight, such as vacant buildings and lots, declining population, deferred property maintenance and declining private investment. If not corrected, these conditions could encourage deterioration of the surrounding area. Programs such as Fight Back Neighborhoods, Graffiti Busters and Block Watch, as well as various housing assistance and property maintenance programs, address these problems.

Transitional neighborhoods and deteriorated areas have experienced years of disinvestment and decline, with vacant buildings and lots, poor building maintenance and substandard housing. These areas may also be zoned for nonresidential development or have nonconforming nonresidential uses. In these areas a decision needs to be made, with input from neighborhood residents, whether to revitalize the area by removing blight, or to apply strategies that will allow the area to transition to new uses over time. Since removing blight through the city's redevelopment authority requires considerable financial and staff resources, objectives should be clearly established first. Then, it should also be done in a manner that minimizes the impacts on residents and businesses that remain.

Activities and programs directed to achieve the objectives of the Conservation, Rehabilitation and Redevelopment element are pursued through the combined efforts of many City Council-appointed boards, commissions and citizen committees. Nonprofit groups, schools, business and community organizations are also an essential partner in improving some neighborhoods. They can provide needed expertise and coordination to construct new housing, rehabilitate existing housing, help organize the community and coordinate projects such as neighborhood cleanups. For example, nonprofits work closely with the city on revitalization efforts partially funded with Community Development Block Grants or other public monies.

GOAL 1 HISTORIC, CULTURAL AND CHARACTER PRESERVATION: OUR RICH HERITAGE SHOULD BE PRESERVED AND PROTECTED.

Historic and cultural preservation, along with conservation of unique neighborhoods and development patterns, contribute to community pride, investment and redevelopment. Among the highest goals is preserving a "sense of place" and recognizing a community's heritage, values and connection with the past. Because Phoenix is a relatively new city compared to other large cities in the U.S., and it has a large proportion of recently transplanted residents, significant efforts to preserve our limited historic resources are especially important. Older buildings and neighborhoods provide a connection with the past that would otherwise be lost. Preserving and adapting older structures for re-use provide options for living and working that are becoming increasingly desirable as the city continues to grow. Unique neighborhoods and area characteristics should also be recognized and enhanced, adding to the diversity and vitality of the city. Efforts to revitalize the central city are enhanced by the successful preservation of the oldest neighborhoods and individual buildings, which tend to be centrally located. Additional historic areas will be designated further out as newer neighborhoods, developed after World War II, become eligible for historic designation (50 years old or more).

The city's Historic Preservation Program seeks to identify properties of historic, architectural and/or cultural significance; nominates eligible properties to the Phoenix Historic Property Register and the National Register of Historic Places; establishes and supports city ordinances, policies, and procedures for the protection, preservation, and enhancement of historic resources, and promotes community appreciation of them.

Historic Preservation bond funds are used:

- for the exterior rehab program available to residents of city-designated historic districts.
- various demonstration projects, which may receive matching funds to restore the exterior of historic structures that will be



FIGURE 1 - Historic Neighborhood

used for schools, churches, commercial buildings, multi-family residences, or other uses.

- as matching money for nonprofits to assist with the exterior rehabilitation of historic structures for use as affordable housing.

Policies:

1. Encourage the protection, preservation and designation of historic resources. (Also see the Neighborhood element, Goal 4.)

Recommendations:

- A. Protect historic neighborhoods and buildings by designating them as Historic Preservation (HP) Overlay Districts.
- B. Develop strategies to rehabilitate and occupy historic resources for governmental and non-governmental use as an alternative to demolition.
- C. Designate, rehabilitate and protect city-owned historic resources.
- D. Continue to fund the Exterior Rehabilitation Program, the Affordable Housing Program, and demonstration projects.
- E. Encourage new development within and outside, but adjacent to historic districts or sites, to be compatible with historic resources and their setting.

- F. Investigate and implement measures to encourage preserving the streetscape and landscaping in historic districts.
- G. Investigate measures to strengthen enforcement of the historic district guidelines and development procedures on properties with historic designation.
- H. Evaluate post-World War II generation development for significant contribution to community character, and create guidelines and policies for historic district designations.



FIGURE 2 - Housing Rehabilitation

2. Identify and promote the preservation of areas that exhibit unique cultural or character attributes.

Recommendations:

- A. Facilitate Special Planning Districts for neighborhoods that have special characteristics that should be preserved. (See Neighborhood element, Goal 4.)
- B. Promote methods to preserve architectural or other unique characteristics of neighborhoods and set standards for acceptable alterations.
- C. Develop area plans and accompanying provisions that recognize and preserve an area's unique attributes.
- D. Continue existing and investigate new mechanisms to require new construction and additions to existing buildings, to respect the character of the

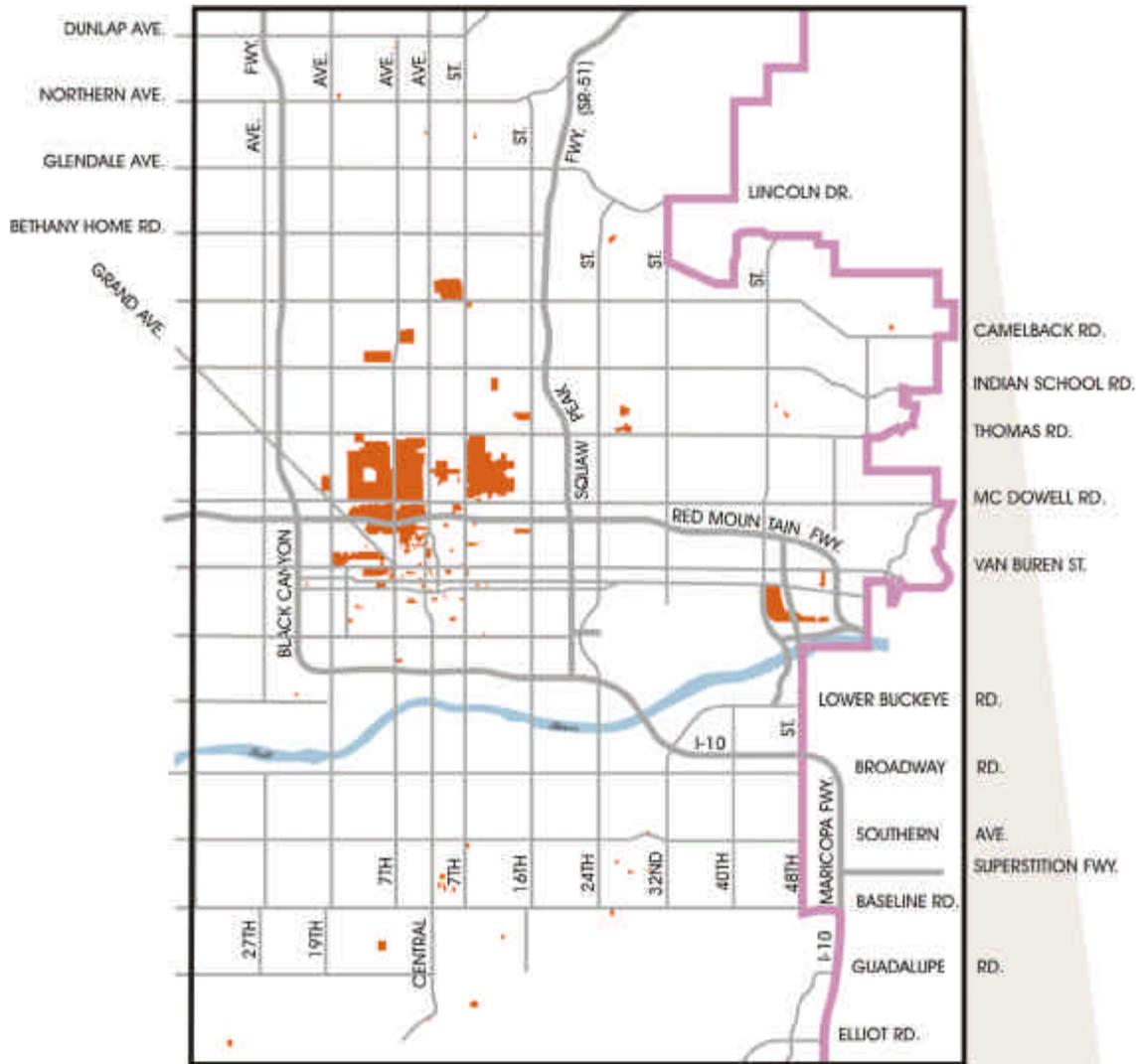


FIGURE 3
HISTORIC
PRESERVATION
DISTRICTS

 HISTORIC DISTRICTS AND DESIGNATIONS



neighborhood and fit into the streetscape.

- E. Continue to establish character districts to protect areas with unique characteristics.
 - F. Encourage property owners to record conservation easements that protect cultural resources.
3. Develop community awareness of the historic and cultural identity of Phoenix.

Recommendations:

- A. Initiate and maintain regular communication and educational activities with those stakeholders having a role in the purchase, ownership and/or conservation of historic and cultural resources.
 - B. Identify and promote examples that depict the cultural, social and/or economic benefits of conserving cultural resources.
 - C. Develop printed material/maps of Phoenix historic neighborhoods and other publications for the public.
 - D. Promote successful partnerships in the preservation of historic resources.
4. Development should be compatible with architectural, archeological and historic resources and their setting.

Recommendations:

- A. Develop guides to Phoenix historic neighborhoods and other publications to educate the public and those developing.
- B. Investigate with other agencies regulations and incentive mechanisms to encourage compatible development.
- C. Investigate regulatory and voluntary methods to identify, assess, and preserve archaeological and historic

resources in both public and private development projects.

- 5. Preserve archaeological resources found at development sites of public and private projects.

Recommendations:

- A. Investigate and establish policies and procedures to identify and appropriately treat, prior to development, archaeological resources that might be disturbed. Take into account related cost and time to developments.
- B. Pursue funding sources for investigating archaeological sites and preserving archaeological resources.

GOAL 2 PROPERTY PRESERVATION: PRESERVATION, MAINTENANCE AND IMPROVEMENT OF PROPERTY CONDITIONS SHOULD BE PROMOTED TO ENSURE PHOENIX NEIGHBORHOODS ARE ATTRACTIVE AND DESIRABLE PLACES TO LIVE.

Property conditions and the adequacy and quality of an area's public infrastructure provide an indication of a neighborhood's ability to maintain its character, quality and value. Good property conditions make for more livable, attractive and identifiable neighborhoods, better able to support private reinvestment. These areas also present a safe and healthy environment in which to live, work and play.

The city's Neighborhood Services Department was formed in 1993 to preserve and improve the physical, social and economic health of the city's neighborhoods. Existing programs such as Zoning Enforcement, Target Area redevelopment, and Historic Preservation were placed in the Department. New programs such as Graffiti Busters, Neighborhood Fight Backs and Rental Renaissance were developed, and the Neighborhood Notification Office formed to broaden the community outreach and activities to improve neighborhoods.

Policies:

- 1. Secure the cooperation and participation of area residents, property owners and



FIGURE 4 - Property maintenance violation

businesses in city programs with special emphasis on stabilizing property values, improving reinvestment and development potential, and increasing the safety and attractiveness of neighborhoods.

Recommendation:

- A. Enhance education efforts for neighborhood groups to learn about property maintenance issues, zoning and property standards, enforcement procedures and how this tool can be used to address neighborhood maintenance problems.

- 2. Strengthen and enforce compliance with the Neighborhood Preservation and Zoning Ordinances and codes to enhance neighborhood stability.

Recommendations:

- A. Strictly enforce the city's slumlord laws enacted under the State's Residential Rental Property legislation.
- B. Continue the Hardship Assistance Program to assist low and moderate-income households to correct cited property maintenance violations.
- C. Continue the community prosecution program, which focuses and coordinates with other agencies long-term solutions to problems identified by neighbors in program areas.

- 3. Promote actions that keep neighborhoods clean and free of graffiti and debris.

Recommendations:

- A. Continue the Graffiti Buster's Program and the rapid removal of graffiti wherever it appears.
- B. Develop surveillance techniques for graffiti-prone areas and procedures for using in enforcement.
- C. Investigate measures to enforce against illegal dumping.
- D. Encourage and support neighborhood cleanup activity.
- E. Continue the Tool Lending Program to assist neighborhoods and community organizations with cleanup efforts.

- 4. Encourage programs or measures to mitigate effects of nonconforming uses on adjacent properties (e.g., commercial in residential areas, outside storage, abandoned cars).

Recommendations:

- A. Promote the screening of legal but incompatible land uses from adjacent residential neighborhoods.
- B. Assist neighborhoods and lower-income households through programs and actions that improve property maintenance and eliminate illegal uses.

- 5. Improve failing, obsolete or absent public infrastructure to enhance a neighborhood's sustainability.

- 6. Rehabilitate and conserve sound but aging housing.

Recommendations:

- A. Undertake a citywide windshield sample survey of exterior building/housing conditions, in census tracts indicating some degree of blight, to coincide with

Special and Decennial Censuses. Such surveys should identify the location and number of deteriorated structures (residential, commercial and industrial) in order to monitor changes and formulate a plan to address deteriorating building conditions.

- B. Continue the Rental Rehabilitation Program.
7. Provide commercial rehabilitation assistance to complement other neighborhood preservation activities.

Recommendation:

- A. Continue the Storefront Improvement Program, which provides assistance to qualified business and property owners to rehabilitate the exterior of commercial properties in targeted areas.

GOAL 3 COMPREHENSIVE NEIGHBORHOOD REVITALIZATION: COMPREHENSIVE AND SUSTAINABLE ECONOMIC AND COMMUNITY DEVELOPMENT SHOULD BE IMPLEMENTED.

The complexity of urban problems in some areas of the city, and the costs to solve them, may require a long-term, phased and comprehensive approach that prioritizes resources. Incremental progress is possible through a comprehensive strategy that utilizes all city programs operating in the area to leverage private actions.



FIGURE 5 - Commercial Center Redevelopment in Sunnyslope

The city's Neighborhood Initiative Areas (NIA) program, housed in the Neighborhood Services Department, provides a concentrated and comprehensive focus of resources to address social, economic and physical needs and revitalize targeted neighborhoods. Adopted in 1993, the NIA program's mission is to improve the physical, social, and economic health of Phoenix neighborhoods. Components include: code enforcement, blight abatement, housing rehabilitation and development, neighborhood economic development, Graffiti Busters, neighborhood capacity building and training and coordination with programs of various city department and private agencies.

This program is currently provided in five neighborhoods, which were selected based on specific criteria. Consideration was given to:

- Existing city commitments and staff assigned to the area
- Ability to leverage resources in the area
- Neighborhood organization capacity and activity level
- Level of owner-occupied housing
- Geographical distribution of the targeted areas
- Potential for success

Targeting resources in these neighborhoods will have the greatest impact on revitalization and will bring positive change into adjacent areas. The NIAs all include portions of some of the city's designated redevelopment areas within their boundaries.

Policies:

- 1. Focus comprehensive revitalization resources to targeted areas such as Neighborhood Initiative Areas and redevelopment areas.

Recommendations:

- A. Complete comprehensive revitalization in each of the city's NIAs within an identified timeframe.

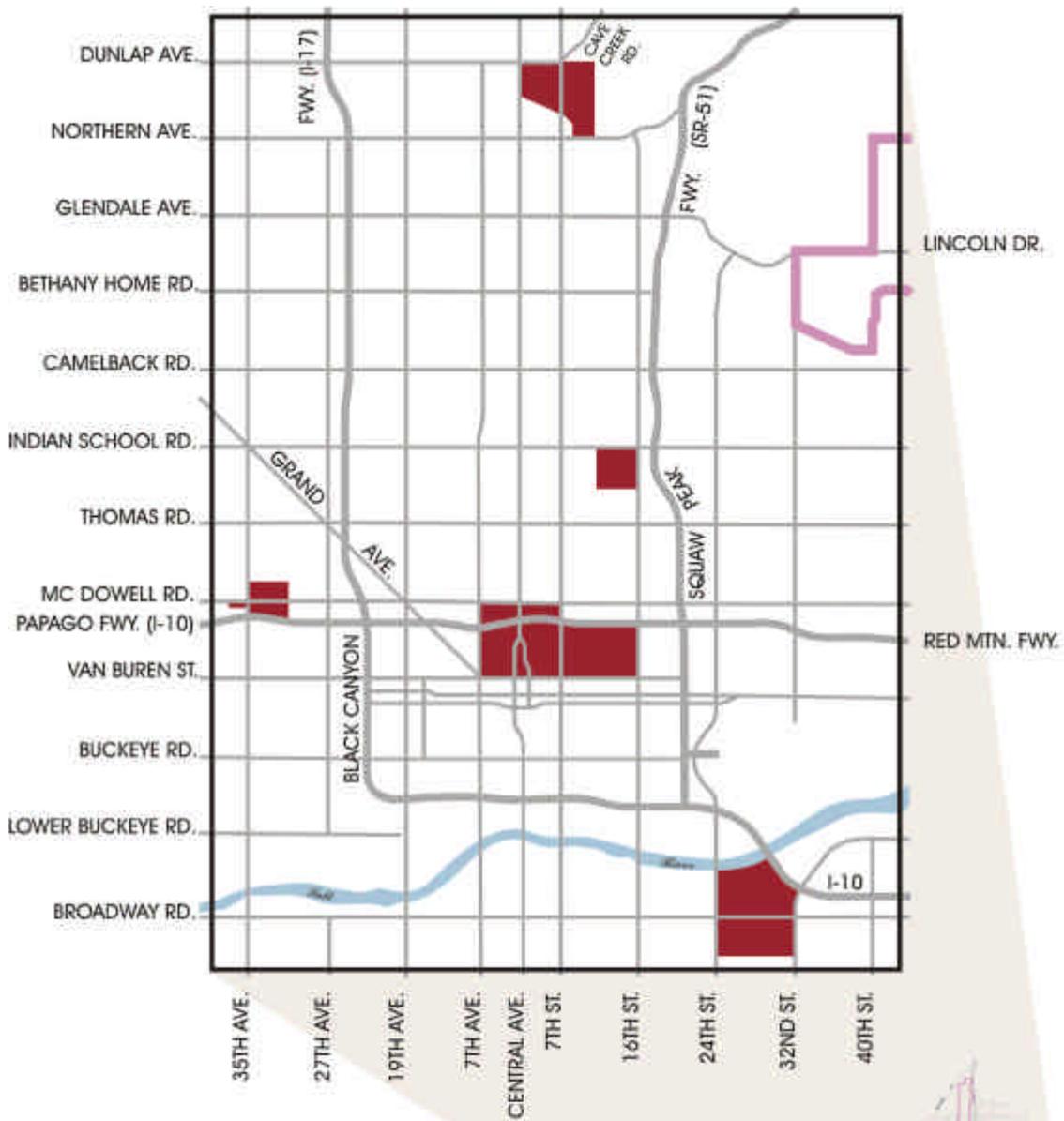
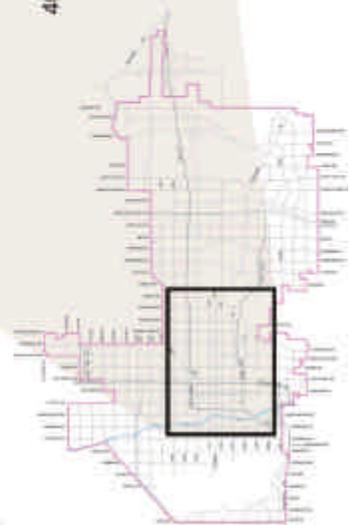


FIGURE 6
NEIGHBORHOOD
INITIATIVE AREAS



- B. Install public improvements in targeted areas where needed, to encourage and strengthen rehabilitation and redevelopment activity.
 - C. In Weed and Seed Program areas coordinate neighborhood restoration activities with the programs of other city departments and private agencies.
 - D. Address and, where possible, mitigate environmental problems that impede neighborhood revitalization.
2. Evaluate revitalization progress against short-term objectives established to determine NIA and redevelopment area program success.

Recommendation:

- A. Continue program measurements and evaluation as part of an area's revitalization planning process.
3. Continue the city's commitment to revitalize and redevelop the Downtown Redevelopment Area with an appropriate mix of uses, in accord with the adopted Downtown Specific Plan.

Recommendations:

- A. Advance comprehensive downtown revitalization efforts through policies and projects that provide a full range of uses including: housing, office, community retail, cultural, entertainment and public amenities.
 - B. Increase housing opportunities in the downtown area and create incentives to encourage neighborhood and community businesses.
4. Provide community and economic stability through retail/commercial development, workforce development and job creation. (See Land Use Element Goals 1, 2 and 4.)

Recommendation:

- A. Review new rezoning or financial assistance requests for their ability to strengthen or preserve the predominant character of the area.
5. Support private economic development efforts with public improvements and community facilities when needed.
6. Assess and improve community economic stability.

Recommendation:

- A. Continue current efforts to coordinate the timing and location of city capital improvements with significant private economic development projects to maximize impact.

GOAL 4 ADAPTIVE REUSE OF OBSOLETE DEVELOPMENT: ENCOURAGE REUSE OF VACANT STRUCTURES AND SUBSTANTIAL REHABILITATION OF OBSOLETE BUILDINGS.

Maintaining occupied commercial and industrial buildings provides a positive image for the area and a stable neighborhood environment that encourages and supports private reinvestment. Throughout the city, strip commercial buildings, 1960s-era malls, grocery stores, gas stations and big box buildings within commercial centers are being abandoned, put to marginal use or are in need of a redesign and facelift. This type of building obsolescence is due to changing user needs, business consolidations and changing market conditions that no longer support long established businesses. Another factor is the



FIGURE 7 - Abandoned and Marginal Development

environmental damage some properties may have experienced and the related liability for cleanup. See Environmental Planning element, Goal 3. If not abandoned outright, buildings may transition to marginal uses that are not consistent with the character of the area. The redevelopment and reuse of these properties should support the character and vitality of nearby residential areas, and discourage unplanned, negative land use transitions. This may be difficult along strip commercial areas unless property can be assembled to provide enhanced landscaping and other buffering measures. Larger commercial centers, on the other hand, may need the flexibility of phased improvements to shift existing tenants and work on leasing commitments.

Policies:

1. Consider programs to promote the adaptive reuse and modernization of outdated commercial centers and regional malls that are compatible with and serve the surrounding area.

Recommendation:

- A. Develop incentive programs and provide technical assistance for area compatible reuse of commercial centers.

2. Foster the redesign of strip commercial development into pedestrian-friendly, mixed use development, compatible with adjacent neighborhoods.

Recommendations:

- A. Develop criteria by which strip commercial areas could expand onto existing noncommercial properties.
- B. Develop standards for expanding commercial properties adjacent to residential properties.
- C. Enhance pedestrian access from commercial activities to bordering neighborhoods, when to do so will not create safety or security problems.
- D. Continue the Storefront Improvement Program that provides financial assistance to improve the physical appearance of businesses.

3. Provide strategic assistance to rehabilitate obsolete industrial, commercial and retail sites. (Also see Conservation, Rehabilitation and Redevelopment element, Goals 3 and 4.)

Recommendations:

- A. Identify conditions under which the city could provide assistance to improve obsolete non-residential properties.
- B. Provide information and educate real estate brokers and developers on an area's redevelopment opportunities.

4. Encourage adaptive reuse and investment in older industrial and commercial areas.

Recommendations:

- A. Prepare market studies and marketing materials for targeted areas experiencing a concentration of abandoned buildings.
- B. Develop programs that will encourage reuse of environmentally contaminated properties. (See Environmental Planning element, Goal 3.)
- C. Provide information and educate real estate brokers and developers on an area's redevelopment opportunities.

5. Encourage adaptive reuse of obsolete or vacant non-residential structures.

Recommendation:

- A. Develop an inventory of vacant structures available, and inform potential users and the real estate community of their potential for redevelopment and their locational characteristics.
- B. Encourage village planning committees and other interested groups to review their inventory of vacant structures on a regular basis.



FIGURE 8 - Fenced Lot with Blight

GOALS **ELIMINATION OF DETERIORATION AND BLIGHT:** PREVENTION OR ELIMINATION OF DETERIORATION AND BLIGHT CONDITIONS SHOULD BE PROMOTED TO ENCOURAGE NEW DEVELOPMENT AND REINVESTMENT.

Deterioration and blight conditions depress surrounding property values, reduce the quality of life for the area and increase the risk to public health and safety. They contribute to neighborhood instability and disinvestment and are both a cause and effect of community decline. Abandoned or vacant properties result in a loss of tax base to support community services and underutilization of existing infrastructure. Slum and blight conditions, if not corrected, negate area improvements and discourage private investment.

City redevelopment and revitalization programs are designed with members of the community to stabilize and regenerate blighted areas. Once improvements are made, increased property values and appearance can help revamp the investment climate and provide an incentive for private improvements to other nearby properties. The core of neighborhood revitalization strategy is this pattern of public improvements encouraging private investments.

Successful revitalization requires a mixture of short-term objectives such as home rehabilitation, elimination of blight, transportation improvements, park development, and water-line construction. It is completed with the long-term maintenance of those investments and other resulting private investments. Chances of maintaining the neighborhood are significantly improved by providing mechanisms for funding and by resident participation in redevelopment planning.

To aid local redevelopment, the federal government established the Community Development Block Grant (CDBG) Program in 1974. In 1978 Congress revised the CDBG Program to require cities to geographically target their programs to ensure visible improvements to predominately low- and moderate-income neighborhoods. This led to the city establishing its own Target Area Program.

Arizona Revised Statutes 36-1471 govern the establishment of a redevelopment area. Each redevelopment area is subject to the guidelines and requirements of a redevelopment plan adopted by the City Council. The adoption of a redevelopment plan allows the city to acquire by condemnation any interest in real property necessary to implement the redevelopment plan. The city has 15 adopted redevelopment plans. Each helps to guide growth and redevelopment in its respective area and is consistent with the goals of the General Plan.

Policies:

1. Redevelopment areas should target city assistance to acquire land to remove blight, and at the same time to realize market-driven development.

Recommendation:

- A. With the help of the community, identify and acquire strategic sites for future development that removes blight conditions.

2. Facilitate the acquisition of vacant, underutilized and blighted parcels for appropriate redevelopment, compatible with the adjacent neighborhood character and adopted area plan.

Recommendations:

- A. Continue strategic acquisitions as part of comprehensive revitalization efforts.
- B. Work with businesses, developers and the community to identify and acquire sites needed for immediate development.
- C. Prepare information, marketing materials and requests for proposals for city-owned sites.

3. Provide a range of programs that strengthen neighborhoods such as Neighborhood Initiative Areas, redevelopment areas and Fight Back neighborhoods, residential rehabilitation, infill development and small business development or retention.

Recommendations:

- A. Identify and prioritize revitalization areas based on property conditions, impact on surrounding areas, fiscal impacts, community support, available resources and the long-term potential for change.
 - B. Continue revitalization of the existing Neighborhood Initiative Areas and redevelopment areas.
4. Secure or remove dilapidated and blighted buildings that are health and safety hazards.

Recommendations:

- A. Within redevelopment areas identify dilapidated buildings.
- B. Continue the Property Abatement Program, which boards up or demolishes dilapidated structures or otherwise ensures code compliance.



FIGURE 9 - Fenced Property with Abandoned Cottages

5. Upgrade obsolete and substandard infrastructure and improve natural habitat areas to encourage and support private investment.

Recommendations:

- A. Upgrade or improve public infrastructure within identified revitalization areas, as funding can be secured.
 - B. Assist needed private redevelopment efforts through the construction or upgrading of public facilities, including public buildings, streets, sidewalks, sewers, storm drains, water systems and streetlights.
 - C. Continue the Neighborhood Infrastructure Program for infrastructure projects that support other neighborhood revitalization efforts.
6. Encourage public transit improvements, such as transit center locations, local bus service and bus rapid transit, which support ongoing revitalization efforts.
 7. Restore the natural habitat and attractiveness of Rio Salado so that it serves as a catalyst for revitalizing adjacent areas.

Recommendation:

- A. Develop plans for the area adjacent to the Rio Salado that will take advantage of the river's restoration and revitalize the area with a desired mix of uses.
8. Minimize relocation displacement and hardship caused by the demolition or conversion of existing housing.
 - A. Continue to follow the city's relocation policies and procedures, which provide for fair compensation when relocation does occur as a result of city involvement.
 - B. Replace affordable housing removed by development when public assistance is provided to that development.
 - C. Develop relocation strategies for transitional neighborhoods to encourage keeping neighborhood units together.

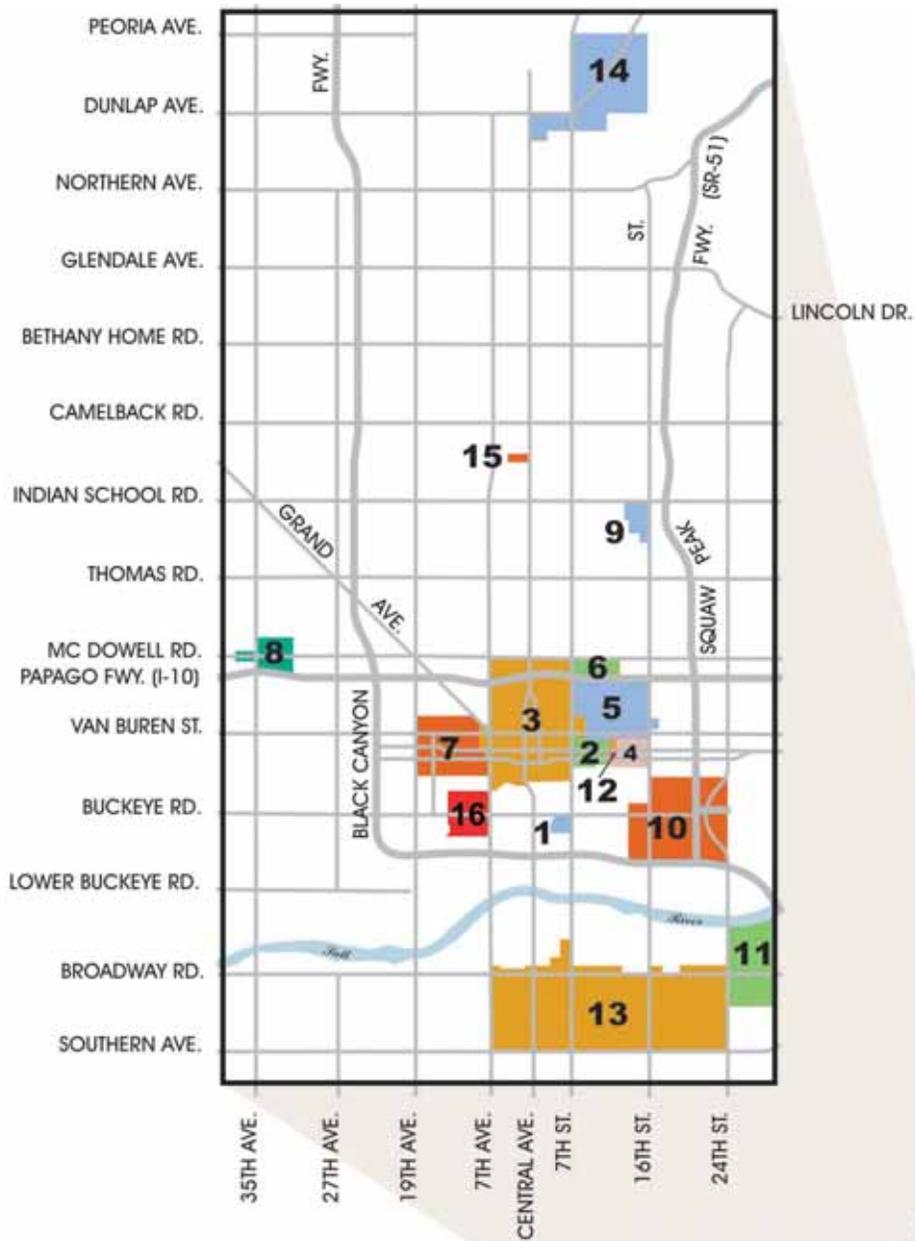


FIGURE 10

REDEVELOPMENT AREAS

- | | |
|-----------------------|----------------------------|
| 1 - 7TH ST. / BUCKEYE | 9 - LONGVIEW |
| 2 - B. T. WASHINGTON | 10 - SKY HARBOR |
| 3 - DOWNTOWN | 11 - SOUTH PHOENIX VILLAGE |
| 4 - EASTLAKE PARK | 12 - SPECIAL |
| 5 - GARFIELD | 13 - TARGET AREA B |
| 6 - GOOD SAMARITAN | 14 - TARGET AREA F |
| 7 - GOVERNMENT MALL | 15 - WEST MINNEZONA |
| 8 - ISAAC | 16 - HOPE VI |



GOAL 6 LEVERAGE PUBLIC RESOURCES: BUSINESS AND COMMUNITY-BASED EFFORTS TO STABILIZE AND ENHANCE NEIGHBORHOODS SHOULD BE PROMOTED.

Preserving viable communities or rebuilding those that have declined over years of neglect cannot be accomplished or sustained solely by the city. Because of limited, public funds, successful revitalization hinges on new funding sources and reinvestment by the private sector. These efforts involve the commitment and resources of businesses, civic groups and individual residents, using their own resources, finances, and time. Public resources should be strategically used as a catalyst to improve confidence and encourage others to participate in conservation, rehabilitation and redevelopment efforts.



FIGURE 11 - Minnezona RDA Multifamily Project under Construction

Public actions often are most effective when used to coordinate the actions of multiple participants or to provide public improvements and infrastructure to attract private investment to revitalize an area. The greatest success in such partnerships has occurred in the downtown area. Substantial blight, deterioration, and obsolescence threaten its stability and vitality. The city recognized the need for vigorous, coordinated public-private action to secure this area as the business, governmental, institutional, and cultural heart of the region and as a focus of community pride and achievement. The City Council adopted the Downtown Redevelopment Plan in 1979, and in 1986, created the Economic Development Department (now Community Economic Development Department) to coordinate revitalization efforts in downtown and several other redevelopment areas.

In 1990 the city formed the Downtown Enhanced Municipal Services District to provide higher levels of

service to the core of downtown. Redevelopment efforts have been successful with the addition of several new commercial office towers, Arizona Center, Bank One Ballpark and America West Arena, and over 1,000 new units of market-rate housing. Rehabilitation of older structures for office, retail, restaurant and entertainment uses has diversified the appeal of downtown to new markets.

Fundamentally, any new development in downtown Phoenix supports conservation of resources since the current highway, transit and public infrastructure systems are in place. By encouraging new activities in the heart of the city, where good development sites can still be found, conservation of natural desert lands is achieved.

Policies:

1. Encourage and facilitate community partnerships with city departments to access city programs and solve neighborhood problems.

Recommendations:

- A. Expand and enhance training topics and venues for community-based organizations that want to address revitalization issues, including neighborhood organizing, crime, and code enforcement and problem rental properties.
- B. Continue support of revitalization efforts through such awards and recognition efforts as Neighborhoods that Work celebration, Community Development Block Grant Week, Historic Preservation Week events and newsletter articles.
2. Enhance and promote neighborhood and business partnerships and revitalization through technical assistance and training opportunities.
3. Identify and, through existing programs, assist and promote public/private partnerships focused on revitalization efforts.

Recommendations:

- A. Continue the Commercial/Industrial Improvements Program that leverages public funded improvements with privately funded commercial and industrial developments to stabilize neighborhoods.
 - B. Pursue public/private partnership opportunities for housing and neighborhood development.
- 4. Continue to provide and increase assistance to non-profit agencies and community development corporations whose missions are consistent with neighborhood revitalization.
 - 5. Adopt redevelopment plans for areas that qualify under the city's Private-Sector Redevelopment Area Program.

Recommendation:

- A. Establish private sector redevelopment areas to remove slum and blight conditions and to create quality, compatible development.