

RESOLUTION 21207

A RESOLUTION APPROVING THE NORTH MOUNTAIN
REDEVELOPMENT AREA PLAN; MAKING CERTAIN
FINDINGS RELATING THERETO.

WHEREAS, the Council of the City of Phoenix, by Resolution No. 21112 adopted on the 20th day of February, 2013, found that a redevelopment area exists within the boundaries of the North Mountain Redevelopment Area delineated therein and,

WHEREAS, the Council further found that the redevelopment of such area is necessary in the interest of the public health, safety, morals and welfare of the residents of said City, and

WHEREAS, a general plan for the development of the City of Phoenix has previously been prepared and approved by the Council of the City of Phoenix, and

WHEREAS, the North Mountain Redevelopment Area Plan has been prepared and referred to the Council of the City of Phoenix for review and approval, and

WHEREAS, the City Planning Commission of the City of Phoenix has previously reviewed such Redevelopment Plan for North Mountain Redevelopment Area and has submitted its written recommendations respecting the proposed Plan to the Council of the City of Phoenix, and

WHEREAS, after proper and timely publication of public notice, the Council of the City of Phoenix has held a public hearing affording all interested parties at such hearing a reasonable opportunity to express their views respecting the Redevelopment Plan for the North Mountain Redevelopment Area,

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF PHOENIX as follows:

SECTION 1. That it is hereby found and determined that:

(a) The Redevelopment Plan for the North Mountain Redevelopment Area is feasible and in conformity with the general plan for the development of the City of Phoenix as a whole.

(b) A shortage of housing of sound standards and design, adequate for family life, exists in the municipality.

(c) The need for housing accommodations has been or will be increased as a result of the clearance of slums in other areas under redevelopment.

(d) The conditions of blight in the area and shortage of decent, safe and sanitary housing cause or contribute to an increase in and spread of disease and crime and constitute a menace to the public health, safety, morals or welfare.

(e) The development of the area for predominately residential uses is an integral part of and essential to the program of the municipality for the redevelopment of the area.

SECTION 2. That the Redevelopment Plan for the North Mountain Redevelopment Area, attached hereto as Exhibit A, is hereby approved and adopted.

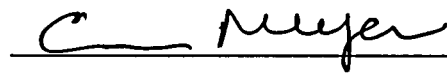
PASSED by the Council of the City of Phoenix this 19th day of

March, 2014.

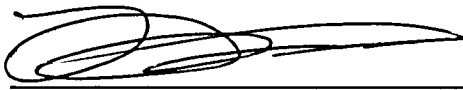



ACTING MAYOR

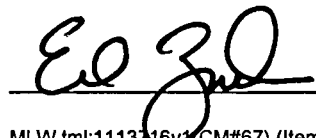
ATTEST:

 City Clerk

APPROVED AS TO FORM:


Acting City Attorney
AKH

REVIEWED BY:

 City Manager

MLW.tml:1113716v1 (CM#67) (Item#100) 3/19/14

Draft

North Mountain Redevelopment Area Plan



Prepared by the City of Phoenix
Planning and Development
Department
12/9/2013

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Acknowledgements

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 Councilman Jim Waring, D2
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The City of Phoenix lovingly dedicates the North Mountain Redevelopment Area Plan to the late Deputy City Manager Jerome E. Miller whose passion for comprehensive neighborhood revitalization and commitment to Phoenix neighborhoods was an inspiration to all. Jerome exemplified what it meant to be a dynamic committed partner in helping build vibrant neighborhoods. He dedicated his life to public service, was a compassionate leader, a supportive mentor and friend. We acknowledge his commitment to revitalizing Phoenix neighborhoods and without his support this plan would not have been made possible.

Executive Summary

The North Mountain Redevelopment Area (NMRA) Plan was created as a result of a call for action by the Phoenix City Council and community members to revitalize the area generally bounded by 19th and 15th avenues on the east; Cholla Street, Sahuaro and Peoria avenues on the north; 35th Avenue on the west; Butler, Alice and the Arizona Canal on the south. An interdepartmental team from the City of Phoenix collaborated with community members to analyze the area's assets and challenges and develop a vision for the area's future. The resulting NMRA Plan has five components - Economic Development, Connectivity, Recreation, Safety / Code Compliance, and Community Education / Engagement. Each component has goals and strategies that identify both public and private opportunities to help revitalize the area. The Plan provides a community based approach to achieving revitalization and supports the continued redevelopment of the area.



Plan Highlights – Components and Strategies

Economic Development	Connectivity	Recreation	Safety and Code Compliance	Community Education and Engagement
Area Planning	Light Rail Extension	Pool Improvements	Property Clean Up	Neighborhood College
Transit Oriented Development	Streetscape Improvements	Parking Lot Upgrades	Code Enforcement	College Depot
Opportunity Sites	Phoenix Bikeway Plan	Increased Lighting	Graffiti Busters	Head Start Program
Special Districts	Increased Pedestrian Safety	New Recreational Opportunities	Street Lighting	Heat Relief Network
Targeted Users			CPTED	Respite Program
			Block Watches	Volunteer Opportunities



Overview



Overview

The city has been working to improve this area for a number of years with various efforts such as the North Mountain Industrial and Commercial Study Area in 2011 and the Urban Land Institute Arizona Technical Assistance Panel in 2009 for the Metrocenter Mall retail area. This plan is a continuation of those efforts. It identifies the areas assets and challenges as well as a vision for the future development in the area.

This Plan identifies five components, each with its own goals and strategies, which address both public and private opportunities to help revitalize the area. A strategic approach is provided in this Plan to achieve revitalization and support the continued growth of the area.

Why Here? Why Now?

The North Mountain Redevelopment Area (NMRA) Plan was created as a result of a call for action by the Phoenix City Council and community members to revitalize the area. City staff analyzed data such as the U.S. Census data; environmental issues; crime statistics; Fire Department statistics; extensively toured the area taking a visual inventory of buildings, property, platting, utilities, streets and other conditions of the properties that may affect the health, safety or welfare of its residents. After completion of the data analysis, Planning staff then completed the report with the recommendation to the Phoenix City Council that the study area met the statutory requirements to declare this area blighted and establish a redevelopment area pursuant to Arizona Revised Statute 36-1471. On February 20, 2013 through Resolution 21112 the Phoenix City Council approved the creation of the redevelopment area. Upon establishment of the redevelopment area, the City may assist residents, property owners and business groups to apply for grants and other funding mechanisms to help eliminate blight. This Redevelopment Plan outlines the local objectives as to appropriate land uses, improved infrastructure, public transportation, and other items of concern based upon input during the planning process.

RDA Requirements

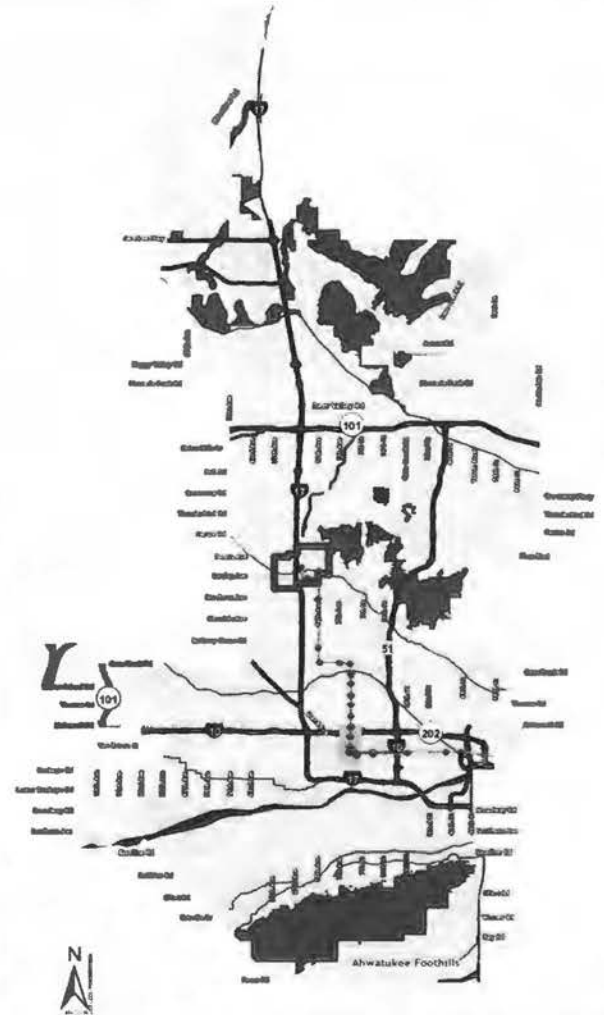
Arizona Revised Statute 36-1470 defines a blighted area as "An area other than a slum area where sound municipal growth and the provision of housing accommodations is substantially retarded or arrested in a predominance of the properties by any of the following:

- Defective street layout
- Faulty lot layout
- Unsanitary or unsafe conditions
- Deterioration of site or other improvements
- Diversity of ownership
- Tax or special assessment delinquency exceeding the fair value of the land
- Defective conditions of title
- Improper subdivision platting
- Existence of conditions that endanger life or property by fire and other causes

Redevelopment Area – Context and Boundaries

The North Mountain Redevelopment Plan area is bounded by 19th and 15th avenues on the east; Cholla Street, Sahuaro and Peoria avenues on the north; 35th Avenue on the west; Butler, Alice and the Arizona Canal on the south. The area is located approximately 10 miles northwest of Downtown Phoenix and is approximately 2,500 acres in size.

Major landmarks are found within the study area. These include, but are not limited to, the Metrocenter Mall, Rose Mofford Sports Complex, the Arizona Canal, several higher education campuses, and the nearby Phoenix Mountain Preserves.



Redevelopment Area – History and Assessment

The total population within the Plan area is approximately 26,000. The demographic information for the area shows a relatively young population with a median age of 29.07, versus 32.2 for the entire city. Only 6.4% of individuals living in the area are 65 years or older. The majority of people living in the area are White (57.6%) which is lower than the city average of 65.9%. Approximately 25.3% of the area's population was living below the poverty threshold. The city average is 15.9%. Within the area, approximately 35.95% of household had incomes below \$25,000.

Varying degrees of each of the three major land use categories (Residential, Industrial, Commercial) are found within the area. The majority of residential uses are along the western and eastern boundaries. The residential uses range from single-family to multi-family. There is a strong presence of commercial and industrial uses within this area. They range from small convenience markets to the Metro Center Mall. The Rose Mofford Sports Complex, the Cave Creek Wash, and the Arizona Canal all provide recreational opportunities and complement the area.

There is a diverse mix of zoning present within the area. Industrial/Commerce Park is the prevalent zoning district (30.68%), followed by Single-Family Residential (27.19%) and Commercial (26.98%). Multi-Family Residential makes up 15.00% and Office at 2.32%

Fast Facts: North Mountain Redevelopment Area

29.02 is the median age

25.3% live below the poverty threshold

31% of the area is zoned industrial/commerce park

26,000 people call the area home

Did you know?

This area was once part of the vast agricultural west valley land until the late 1950s.



There was an airport in the area from 1941 until 1960.



There are several architectural structures within the area. See the NMRA Study for more information (Appendix B).



Assets

There are several assets found within the North Mountain Redevelopment Area. Access to the area is relatively easy with the existing transportation infrastructure. The Black Canyon Freeway (I-17) provides easy vehicular access to and from the area. There are varying degrees of bus services offered, from the free Phoenix Neighborhood Circulator (SMART) up to the Rapid/Express transit station at the Metro Center Mall. Plans are in place to extend the Metro light Rail to 19th Avenue and Dunlap Avenue and options are being explored to connect to the Metro Center Mall.

Public parks as well as the Arizona Canal are found throughout the area. In close proximity is a portion of the Phoenix Mountain Preserves. All offer recreational outlets for neighborhood residents.

There is a diverse array of businesses in the area that serve as the economic engine for the local region. There are over 300 businesses within the area. Major employers in the area are Karsten/Ping, Vangent, Cognizant, Liberty Mutual, and Mass Mutual. There is also a strong presence of locally owned small businesses contributing to the overall economic health of the area.

Two active business partnerships exist within the area. The Metro Business Alliance and the North Mountain Business Alliance both work to ensure that businesses can flourish and continuously strive to make the area attractive to both existing and future businesses.

There are several higher education institutions that complement the area and provide another employment base. Within the area there are more than 20 higher education facilities. This presents a significant opportunity to create an educational corridor or clustering.



Challenges

The North Mountain Redevelopment Area (NMRA) is home to its own unique set of challenges. Due to the concentration of commercial uses clustered around the Metrocenter Mall, commercial vacancy has been an ongoing challenge for the area. The average retail vacancy rate for the NMRA between Peoria Avenue and Dunlap Avenue and Interstate 17 and 35th Avenue is 28%. When contrasted to the citywide rate of 12.4%, the severity of the challenge is highlighted.

Such a high concentration of vacant buildings has led to other challenges, such as graffiti and lack of property maintenance. Collectively these conditions detract from the NMRA's image and can deter additional investment from the area.

As discussed on the previous page, the NMRA is home to a wealth of assets like nowhere else in the city; from its thriving businesses and recreational amenities to the forthcoming extension of the METRO light rail. The goal of this plan will be to build on these assets and strengthen the entire NMRA community in the process.

Fast Facts: North Mountain Redevelopment Area

28% is the average retail vacancy rate between Peoria/Dunlap Avenue and I-17 and 35th Avenue

12.4% is the average retail vacancy rate citywide



Five Components of the Plan

Economic Development

Connectivity

Recreation

Safety and Code Compliance

Community Education and
Engagement

The Plan: Economic Development

Goal

Promote land uses and redevelopment in order to:

- Facilitates private investment and development
- Advance underutilized properties to the market
- Eliminate blighting conditions
- Improves infrastructure
- Create employment opportunities



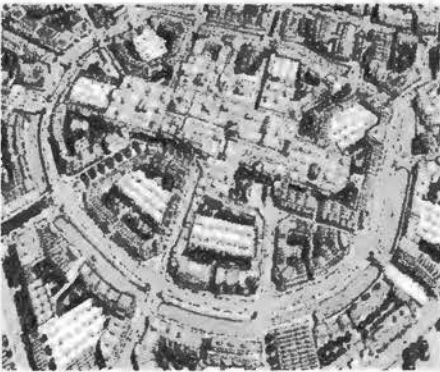
Development Aspirations

Revitalization of Metrocenter Mall: Support efforts to revitalize Metrocenter Mall and the surrounding area to become a thriving economic hub with a diverse mix of uses.

Higher Education: Promote the growth and attraction private higher education institutions to the NMRDA.

North I-17 Regional Employment Center: Ensure that the North I-17 Employment Center remains a competitive location for prospective corporate users.

Sustained Business Activity: Support existing commercial businesses in the NMRDA to be a key contributor to the City's revenue base.



Retrofitted mall example



Grand Canyon University



Campus within NMBA

Resource Spot Light: Enhanced Municipal Services District

An enhanced municipal services district gives municipalities the opportunity to create a legally recognized enhanced municipal services district that provides public services at a higher level or to a greater degree than provided to the remainder of the community. Such services can include enhanced public safety, fire protection, refuse collection, street or sidewalk cleaning or landscape maintenance in public areas, planning promotion, transportation and public parking. The services are paid for by property owners within the district through a special assessment on their property tax bill.

The Plan: Economic Development

Phase I – Short-Term Action Items

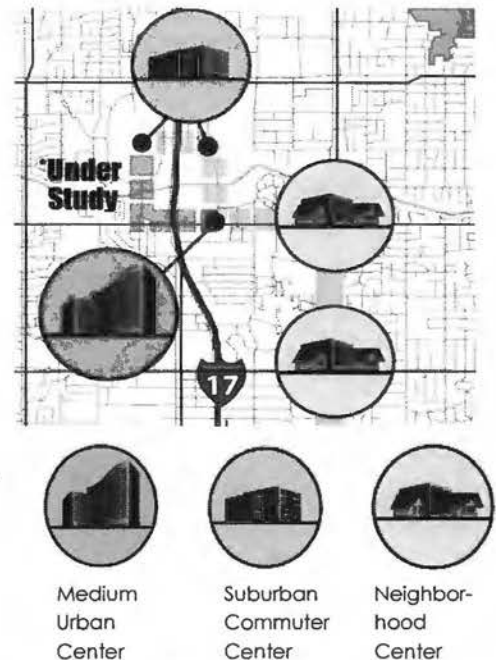
Opportunity Sites: Identify key sites with high market potential for adaptive reuse or redevelopment.

Metrocenter Mall Area: Coordinate and collaborate with property owners on marketing, branding and revitalization strategies.

- Complete Planned Unit Development (PUD) rezoning process to maximize development potential and flexibility.
- Explore adaptive reuse opportunities for vacant big box buildings.
- Promote the use of private sector driven development teams to prepare market-feasible development concepts.

Ottawa University: Collaborate with Ottawa University on development of its campus expansion plans.

- Explore feasibility of incorporating sports programs into the Rose Mofford Sports Complex.
- Evaluate direct economic impact potential of campus expansion to finance public infrastructure.
- Coordinate campus expansion plans with future light rail station planning to maximize public and private investment.
- Identify pipeline projects for pre-development analysis and due diligence.



Transit Oriented Development (TOD): Support rezoning requests that are consistent with the adopted Transit Oriented Development Policy Framework for Place Types within the study area based upon appropriate timing of development.

Phase II – Medium to Long-Term Strategies

Entrepreneurship: Explore the feasibility of expanding the ASU Alexandra Network co-working space model to the Cholla Branch Library.

Area Planning: Coordinate private sector driven planning and development teams to work with property owners to develop project specific solutions and opportunities. Evaluate existing development regulations to ensure that they are not unnecessary impediments to private sector investment.

Special Districts: Work with property owners to explore interest/feasibility of forming special districts as permitted by State statutes such as Enhanced Municipal Services Districts or Infrastructure Improvement Districts.

Station Area District Plans: Utilize Phoenix TOD policies to shape walkable mixed use environments and focus redevelopment near high capacity transit stations.

The Plan: Connectivity

Goal

Enhance access and mobility of residents to jobs, retail, schools, and housing through improved public transportation options.



Phase I –Short Term Strategies

What are we already doing?... What will we start doing right away?

Light Rail Extension: Phase I will extend light rail 3.2 miles north on 19th Avenue from Montebello to Dunlap Avenue and serve 5,000 riders per day. This extension includes three stations, one park-and-ride and additional bus service extensions. Plans are being evaluated to extend the light rail from 19th Avenue and Dunlap Avenue west towards the Metrocenter Mall vicinity.

Streetscape Improvements: The City is working on identifying possible projects in the existing Street and Sidewalk Modernization Program to improve the appearance of streets in the study area. The program is used to construct sidewalks on local and collector streets in residential areas that have curb and gutter but are lacking sidewalks. It also is used to complete existing local and collector streets that lack curb, gutter, sidewalks and full width paving to City standards. As part of this effort include needed bus stop improvements with ADA upgrades and bus pullouts as detailed in the Bus bay Priority Study.



Resource Spot Light: Landscape Retrofit Program (LRP)

The Street Transportation Department is dedicated to ensuring that Phoenix neighborhoods have safe, clean, well-maintained streets. The department's programs provide improvements to the City's infrastructure and to improve the quality of life in Phoenix, and it oversees programs for sidewalk improvements, lighting improvements, speed humps and the **Landscape Retrofit Program (LRP)**. The LRP enhances the community by providing new or replacing damaged/dead landscape on the street right-of-way, and it includes new irrigation, new design and landscaping.

For more information on other resources available, please review Appendix A.

Phase II - Medium to Long Term Strategies

What will we do next?

Dunlap Avenue Improvements: From 31st Avenue to 43rd Avenue, there will be improvements made to Dunlap Avenue. They include the installation of new streetlights, solar crosswalks, dual left-turn lanes and as well as modified signal operation at 35th Avenue and Dunlap Avenue.

I-17 RAPID Operation: Continue to explore the possibility of allowing RAPID I-17 buses priority over ramp metered vehicles on the southbound Dunlap Avenue/I-17 on-ramp. This would act as an interim solution in lieu of the future development of a multi-modal bridge crossing I-17.

Light Rail Extension: The Northwest Extension Phase II to the Metro Center vicinity shall be identified and planned, maximizing the link between transportation and transit-oriented development opportunities.

Transportation Capital Needs Assessment: The City's transportation infrastructure needs are far greater than the funding provided by existing sources. An assessment of city-wide transportation infrastructure needs is being conducted in order to determine funding requirements. This is a first step toward identifying possible funding strategies.

Phoenix Bikeway Plan: Staff is partnering with Maricopa Association of Governments (MAG), Valley Metro, other City departments, and a Citizen Ad Hoc committee to develop an updated comprehensive Phoenix Bikeway Plan. This effort would align with the City's planPHX efforts and prioritize planned projects to take into account factors such as bike connectivity to/from major destinations and neighboring cities.



Phase III Strategies

What will we aspire to do together?

Complementary Transit Service: Continue to work on connecting transit options from Winifred Green Park to the light rail.

Increased Pedestrian Safety: Install a High-Intensity Activated crossWalk (HAWK) beacon to protect pedestrians crossing Peoria Avenue near Winifred Green Park.

Canalscape Improvements: Create sustainable public spaces along the Arizona Canal to add vibrancy to the area and connected by dedicated, improved bikeways as part of the Phoenix Bike Master Plan. These improvements could be in the form of naturally landscaped public recreation areas to small urban hubs complete with restaurants, grocery stores and dry cleaners.

Funding Mechanism for Transportation Capital Needs: After the assessment of city-wide transportation infrastructure needs is completed, funding strategies will be recommended.

LED Streetlight Conversion: The Street Transportation Department is in the process of converting the 90,000 streetlights in the City of Phoenix from High Pressure Sodium (HPS) fixtures to Light Emitting Diode (LED) fixtures. The LED fixtures will reduce energy consumption by roughly 50% and improve lighting levels along the roadway.

Federal Grant Opportunities: Street Transportation will pursue Integrated Corridor Management (ICM) Deployment Planning Grants provided by the Federal Highway Administration for Intelligent Transportation Systems (ITS) projects on 19th and 35th Avenues.

Northwest Light Rail Transit Line Extension: Enter into a collaborative effort with Valley Metro and ADOT to extend a multi-modal bridge structure across the I-17 at the mid-mile location between Dunlap Avenue and Peoria Avenue. Planning may also include the relocation of the existing Metrocenter Transit Center in the creation of a multi-modal transit hub in conjunction with the developing educational corridor.



The Plan: Recreation

Goal

Upgrade or improve existing facilities and their amenities in parks that neighbor the North Mountain Redevelopment Area to provide additional recreational opportunities, promote active, healthy lifestyles, and improve the safety for local residents.

Partner with local schools and businesses to inform, facilitate and enhance the services and programs to area residents.



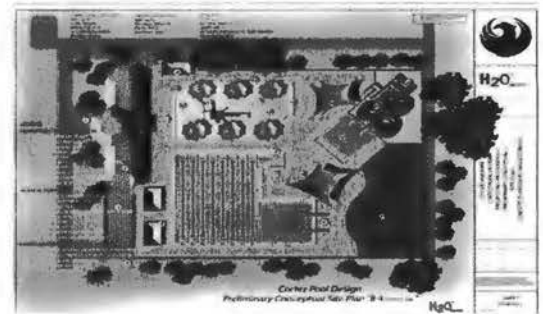
Phase I – Short Term Strategies

What are we already doing?... What will we start doing right away?

Pool Improvements: Cortez Pool improvements are already underway. The project includes the design and construction of a new swimming facility with features such as a water slide, play features and a lap swim pool. The anticipated completion is May 2014.

Parking Lot Upgrades: Repair and re-stripe the north parking lot at Cortez Park with new accessible parking spaces.

Increased Lighting: Additional security lighting will be added to Cortez Park to assist park patrons through the evening programming.



Resource Spot Light: Phoenix Parks and Preserve Initiative Program (3PI)

3PI is funded through a \$0.001 cent sales tax approved by City of Phoenix voters and reauthorized by the Phoenix City Council. The tax amounts to one cent for every ten dollars spent. This small contribution is a huge benefit to Phoenixians quality of life. Over the past nine years this sales tax has funded the renewal of neighborhood parks all over the city, including installation of new playground equipment and lighting. **3PI** funding may help improve and enhance the recreation facilities within the North Mountain Redevelopment Area.

For more information on other resources available, please review Appendix A.

Phase II – Mid to Long Term Strategies

What will we do next?

New Recreational Opportunities: Install a new 18-hole disc golf course within the Cave Creek Wash recreation area.

Community Volunteers: Promote volunteerism in the community through My Phoenix My Park and Adopt-a-Park Programs.

Demolish the Parks Department maintenance building at the northwest corner of Cortez Park, just south of the canal.



Buffalo Ridge Disc Golf Course

Phase III Strategies

What will we aspire to do together?

Softball Field Upgrades: Upgrade softball fields and court surfaces that will enhance the recreation experience at Cortez Park.

Upgrade Parks: Upgrade and development of park amenities in and near the area.

Community Events: Continue the efforts in shared responsibility with businesses to promote fairs, educational and networking events such as the "Back to School" fair with Metro Center Mall.

Community Activities: Educate and market activities to the community through the Phoenix Afterschool Center, Phoenix Play and FitPhx programs and initiatives.

Community Center: Build a small community center in the northwest corner of Cortez Park, just south of the canal.

The Plan: Safety and Code Compliance

Goal

To eliminate blight, improve the area aesthetics and achieve increased code compliance.

Decrease and prevent crimes that are hampering the neighborhood's overall safety and the ability to stimulate business investment.



Phase I – Short Term Strategies

What are we already doing?... What will we start doing right away?

Neighborhood Code Enforcement: Expand on existing strategic code enforcement strategies to the residential areas that will help address zoning code, blight, rental registrations and illegal signs.

Graffiti Busters: Increase the frequency and number of Graffiti Buster sweeps. Solicit volunteers to join the Blight Buster Program. Utilize the use of flash cameras as surveillance at extreme problem areas to deter graffiti.

Neighborhood Associations and Block Watches: Identify areas to establish new associations or block watches and continue to provide existing groups with training and assistance as necessary as it relates to crime and blight.

Dusk to Dawn Lighting: Work with the local utility company to provide additional lighting on private property as well as public right-of-way areas.

Crime Abatement: Issue crime abatement notifications to property owners regarding properties with a history of criminal activity.

Crime Free Multi-Housing Program: Provide an opportunity for rental property owners and residents to share responsibility with police for creating and maintaining a safe housing environment.

Safe Biz: Coordinate educational opportunities for business owners on a variety of topics such as Crime Prevention through Environmental Design (CPTED), workplace violence classes, employee personal safety and security awareness as well as a number of other topics.



The Plan: Safety and Code Compliance

Phase I – Short Term Strategies continued

The **Cactus Park Precinct** has implemented a 2-person team to address the growing issues related to transients, such as illegal encampments, trespassing, aggressive behavior, etc. This team conducts weekly sweeps of parks, intersections, and other transient locations in order to contact, educate, and enforce issues related to order maintenance. They complete a weekly report on their efforts.

For the first quarter of 2014, the Cactus Park Precinct will implement a patrol saturation model for the North Mountain Redevelopment Area. This involves utilizing our double-squad days and assigning the secondary squad to work a designated area within the boundaries of the NMRA, in order to address specific issues related to criminal activities, blight, and other order maintenance issues.

Resource Spot Light: Block Watch Program (BWP)

The BWP is a program of neighbors looking out for each other and a long standing partnership between the City, Police Department and residents. With the guidance from Community Action Officers, residents from neighborhood networks unite against crime by learning simple techniques that help deter, delay and detect crime, improve the quality of life for the neighborhood. Listed block watch groups and neighborhood associations can apply for Neighborhood Block Watch Grants for projects designed to enhance the safety of their neighborhoods. Eligible grant projects include crime fighting workshops, two-way radios, walkie-talkies, binoculars, bicycles and even solar/LED lighting assistance. For more information on other resources available, please review Appendix A.

Phase II – Mid to Long Term Strategies

What will we do next? What will we continued to do?

The City will serve as a catalyst for long term revitalization to promote property maintenance and safety through education and enforcement. By laying the foundation in the short term we provide the tools and resources to residents, business owners and employees to take ownership of their issues and work toward the long term success of the area.

Property Maintenance and Code Enforcement: Continue to coordinate and target enforcement through a comprehensive strategy in areas identified by community organizations.

Provide access to Educational Opportunities: Improve access to City information on programs and services around property maintenance and crime prevention.

Seek Additional Funding: Continue to seek additional funding for services that will improve the aesthetics and safety of the community.

The Plan: Community Education and Engagement

Goals

Facilitate sustained and comprehensive community engagement aimed at:

- Providing educational opportunities for community residents and businesses
- Enhanced neighborhood capacity
- Increased neighborhood capacity



Partner with local schools and businesses to inform, facilitate and enhance the services and programs to North Mountain Redevelopment Area residents.

Phase I – Short Term Strategies

What are we already doing?... What will we start doing right away?

Community Education: The City will promote educational opportunities through programs such as the Neighborhood College, Good Neighbor Program, Tomorrows Involved Leaders Today (TILT) and the College Depot. These programs provide knowledge about city programs, services and resources; the tools to access those resources; and the skills and ideas with which to build positive, sustainable communities.

Civic Engagement: The City will encourage community involvement with programs such as Adopt-a-Street, My Phoenix My Park, Head Start, Phoenix Play and FitPhx. The City will continue its efforts in shared responsibility with businesses to promote fairs, educational and networking events such as the "Back to School" fair with Metro Center Mall.

Increase Community Capacity: The City will work with existing business and neighborhood organizations and facilitate the development of new groups in areas of need.

Heat Relief Network and Respite Program: The City will work with businesses, faith and community-based organizations in mitigating the effects of summertime heat on the homeless and vulnerable populations.

Project Connect: The City will work with the Valley of the Sun United Way to bring together a broad range of vital health and human services to a single accessible location to help the homeless population. These critical resources are provided at a different Valley location each month to broaden their reach and scope. More than 13,000 individuals have been helped by Project Connect since its launch in June 2008.



The Plan: Community Education and Engagement

Resource Spot Light: Neighborhood College and Good Neighbor Program

The **Neighborhood College** is a one-of-a-kind collaboration of workshops and hands-on learning experiences from multiple City departments. The intent of the program is to provide each participant with knowledge about the City's programs, services and resources; the tools to access those resources; and the skills and ideas with which to build positive, sustainable communities. The **Good Neighbor Program** features a series of educational classes and workshops with topics such as improving communication between residents and City department and building community pride. For more information on other resources available, please review Appendix A.

Phase II – Mid to Long Term Strategies

What will we do next? What will we continue to do?

Comprehensive Revitalization can only be sustained by the residents, business owners and employees that live and work in the area. As a committed partner the City will continue to provide support and facilitate community engagement and training opportunities to ensure continued success for the area. The City will achieve this by encouraging:

Community Engagement: Continue to coordinate and target City services in the area by creating outreach strategies to inform residents, businesses, and the community about City programs and services around school, family and business involvement opportunities.

Continue to Increase Access to Services: Provide ongoing education, training and resources to the community on programs and services.

Seek Additional Funding: Continue to seek additional funding for neighborhood improvement, community leadership development, early childhood literacy, tutoring during out-of-school time, college access, youth employment, and mentorship that target disconnected youth in the area.

Conduct a Youth Town Hall: Coordinate a youth town hall to hear directly from young people and identify their concerns and struggles. The youth town hall will also train them as future leaders and give them a voice in the area.

Community Network Conference: The City will work with the Chamber of Commerce to hold a Community Network Conference to provide guest speakers as well as workshops on issues of importance.

Conduct a community focus group and include community based organizations: Work with retail and local businesses to seek their input on possible solutions, target business assistance visits and services to area merchants. The participant's input shall be prioritized, the services provided and information given.