

# City of Phoenix: West Phoenix Revitalization Area Economic Development Plan

July 2008





## **West Phoenix Revitalization Area Economic Background and Plan**

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## EXECUTIVE SUMMARY

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The Economic Development Plan is an outline of economic development priorities over the short and long term for the West Phoenix Revitalization Area (WPRA). This plan provides the “framework” for action and identifies both opportunities and gaps that WPRA and its stakeholders will focus on to facilitate economic development success.

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

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

### GAP ANALYSIS

Throughout the planning process a variety of approaches were utilized to identify opportunities and gaps within the WPRA. To begin, a comprehensive literature review was conducted, which was supplemented by input from WPRA Board and key stakeholders. In a WPRA Board retreat held September 2007, the Board identified a series of priorities to be pursued in order to stimulate economic development in West Phoenix. At a Stakeholders Forum held in April 2008 participants identified challenges preventing West Phoenix from achieving success in economic development. Both groups were consistent in their assessment of gaps that are holding the area back, as reflected in Table 1. Based on this input, the framework for the economic development plan contains three primary focus areas.

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

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

## PLAN SUMMARY

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

**Objective 1:** Increase the collaboration between schools and business.

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

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

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

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

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

**Objective 2:** Consider the creation of a master plan for a village core with mixed use, office, retail and entertainment around the Cricket Pavilion and Desert Sky Mall.

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

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

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

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

**Objective 7:** Continue support for and redevelopment of Metro Center and surrounding neighborhoods and commercial district, which is adjacent to the WPRA.

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

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

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

**Objective 3:** Build media relations to promote the WPRA.

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

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

## **MOVING FORWARD**

The goals that have been identified will help guide the future decision making about how WPRA can change and develop. There are several key elements of moving the plan forward and measuring success. These points create a framework for a synergistic and holistic approach that will enhance ongoing efforts and foster partnerships in the economic sectors<sup>1</sup>. Activities may include:

- Coordination of various plans and initiatives underway such as “Making Strides in Maryvale.”

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<sup>1</sup> Retail and entertainment; industrial and warehousing; office and medical office; healthcare; and workforce and education.



- Assuring readiness for soliciting additional resources to fill in gaps by tapping sources such as EDA, Weed and Seed, State Home funds, other philanthropies and preparing for the next bond program.

Tracking progress towards achieving the stated goals and objectives is a critical component of plan implementation. Choosing indicators to monitor progress should be directly related to the primary goal of the focus area. Baseline data should be collected for each indicator selected and updated on an annual basis for the WPRA. An annual report should be prepared which highlights progress made within the WPRA.

### **NEXT STEP**

City staff is working on the creation of a one-year action plan, which is based on the five-year economic development plan (Appendix A). The one-year plan will identify collaborative partners for each strategy or action item, and include the timeframe for completion, estimated cost and possible sources of funding, and performance measures.

On an annual basis an economic development progress report will be presented to the WPRA Advisory Board. Following the implementation of the one-year action plan, a second year action plan will be created. This will be done by referring to the five-year economic development plan and holding discussions with the WPRA Advisory Board, collaborative partners and key stakeholders.

# I. INTRODUCTION AND BACKGROUND

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## OBJECTIVES

The City of Phoenix Neighborhood Services Department (NSD) received a planning grant from the Economic Development Administration to develop a sub-plan for West Phoenix that reflects a consensus of the economic development needs and gaps of the area. This sub-plan is intended to be a community plan whose goals are incorporated into the West Phoenix Revitalization Area (WPRA) Advisory Board priorities and City staff's plan of action for West Phoenix, and be consistent with and supported by the citywide economic development plan as adopted by the Phoenix City Council, included as Appendix B. The WPRA sub-area plan will identify goals, gaps and opportunities in a number of areas and foster stakeholder alliance, as well as identify other resources. Aligning existing city department resources and identifying new funding sources to implement the plan will help NSD and the WPRA Advisory Board achieve their goals.

This initial summary provides an overview of the WPRA in regards to basic socioeconomic indicators that will be used to initiate the discussion of the needs and gaps of the West Phoenix community. Information contained in this summary was gleaned from a variety of reports including:

- A Plan for Planning: The West Phoenix Revitalization Area
- City of Phoenix Retail Market Analysis Final Report
- West Phoenix Revitalization Area Base Data Report
- West Phoenix Revitalization December 2006 Report
- Making Strides in Maryvale, ASU, College of Human Services
- Other basic research material

## PLANNING PROCESS

Meetings were held with the WPRA Board to discuss the planning process and solicit feedback on proposed economic development strategies. In addition, broader input was obtained through a Stakeholders Forum, which was held at Grand Canyon University during the month of April. Over 200 stakeholders were invited with approximately 70 people in attendance. Attendee list and their comments are included as Appendix C. The objective of the Forum was to



present preliminary findings of existing conditions in West Phoenix and solicit attendees' input on key economic development opportunities to leverage and barriers to overcome. Five working groups were organized by economic sectors and included:

- Retail/Entertainment
- Healthcare
- Education and Workforce
- Industrial/Manufacturing/Warehouse and Distribution
- Office/Medical Office

A series of questions were prepared and both a facilitator and note taker were present to record the Stakeholders' input. In addition, each participant was asked to complete a comment card with any other thoughts and ideas. This information is included in Appendix D. Based on the findings from the literature review, combined with Stakeholders' input, an economic development plan was prepared.



Follow-up telephone interviews were also conducted with representatives from the office sector to better understand the market and the opportunities and constraints for West Phoenix.

## **DESCRIPTION OF THE WEST PHOENIX REVITALIZATION AREA**

The West Phoenix Revitalization Area (WPR) is roughly 52 square miles in size, located to the northwest of downtown Phoenix. The diverse collection of neighborhoods within the WPR varies from an historic housing district along the eastern border, to new residential communities in the west. The mix of housing in between spans the decades with a large proportion built between the 50's and 70's. The WPR is depicted in Figure 1 and is nestled between three major freeways, spanning from 19<sup>th</sup> Avenue on the east to Loop 101 on the west and roughly Dunlap/Camelback Avenues on the north and Van Buren on the south.

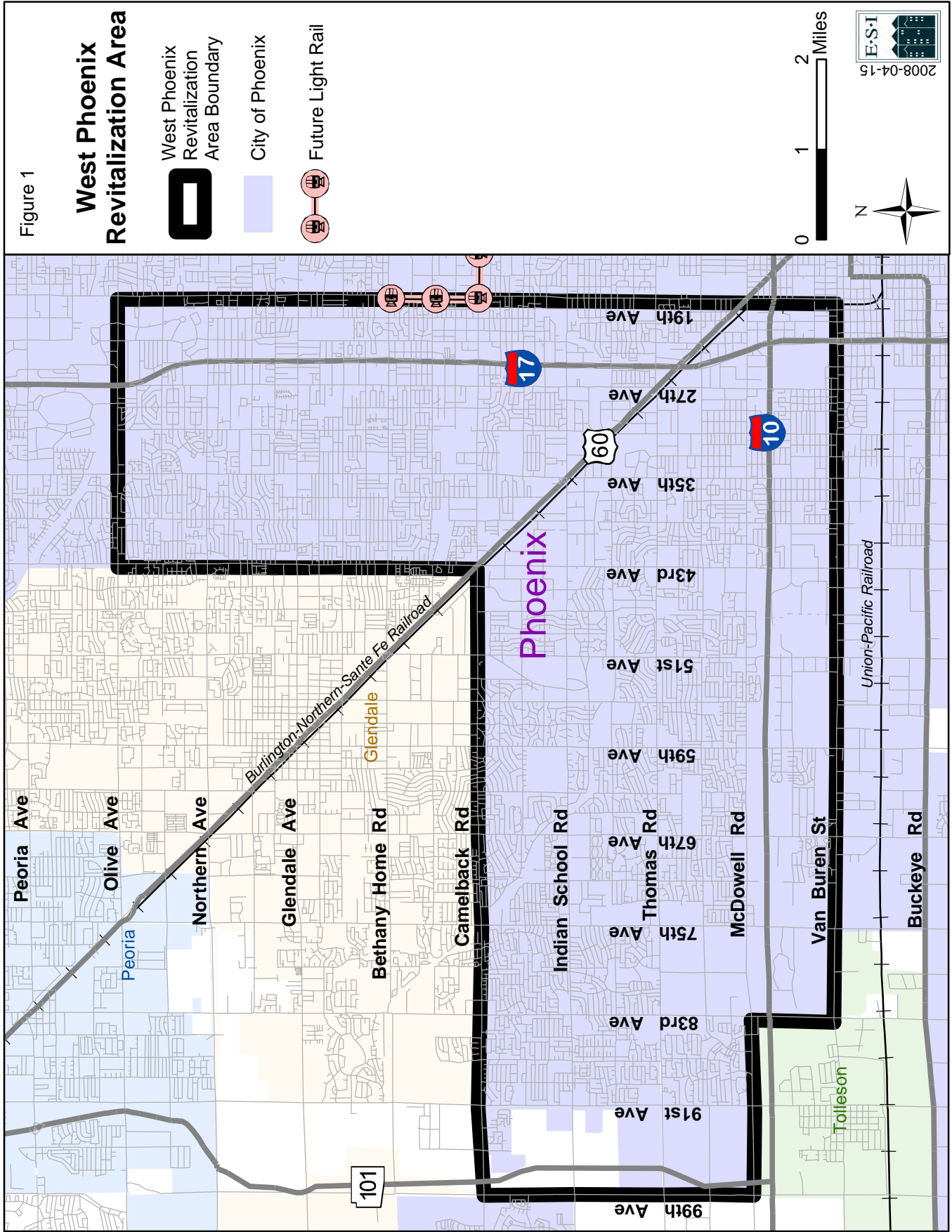
Historical business growth in the WPR was characterized by many large industrial parks built along Grand Avenue and the Union Pacific railroad line. Rapid explosion of residential construction in the decades following World War II accompanied the booming industries developing along the railway line. The West Phoenix Revitalization Area is now faced with a host of issues typical of a maturing metropolitan area. Some of these issues include: aging infrastructure, above City of Phoenix average crime rates, low educational attainment, blighted neighborhoods, a lack of high paying jobs, and a changing demographic of residents.

The WPR has been targeted for revitalization efforts due to both social and economic problems that detract from the quality of life for residents who live in the

area. By first identifying these problems in the areas where they are most prevalent, the local communities can put resources into action where they will be the most effective.

## **BOUNDARY MAP**

The following map shows the boundaries of the 52 square miles West Phoenix Revitalization Area as defined by the Neighborhood Services Department of the City of Phoenix.



## II. EXISTING CONDITIONS

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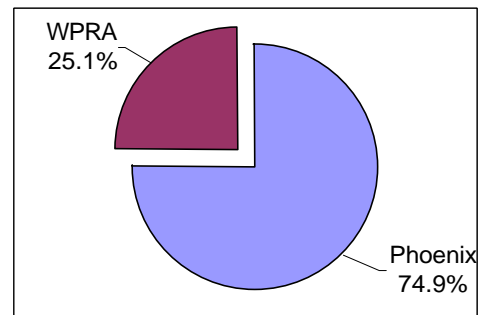
### POPULATION

As of the 2000 U.S. Census, 25.1% of Phoenix's 1,321,045 residents reside in the West Phoenix Revitalization Area. This population grew by 33 percent from 1990 to 2000, adding an additional 82,064 residents. This growth in population is consistent with the growth in Phoenix which had a 34 percent increase in population over the same decade. This growth in population has changed the face of the WPRA considerably as many new residents moving in vary in age and ethnic makeup from those present in 1990. The current composition of residents in the WPRA is quite different than 10 years ago and Phoenix as a whole, which is typically characterized by a younger and more ethnically diverse population.

	WPRA Total	Phoenix Total
Year 1990	248,997	983,403
Year 2000	331,061	1,321,045
Net Change	82,064	337,642
Annual Population Growth	3.3%	3.4%

Source: Census 1990, 2000

**Chart 1 – Population Comparison of the WPRA and Phoenix (2000)**



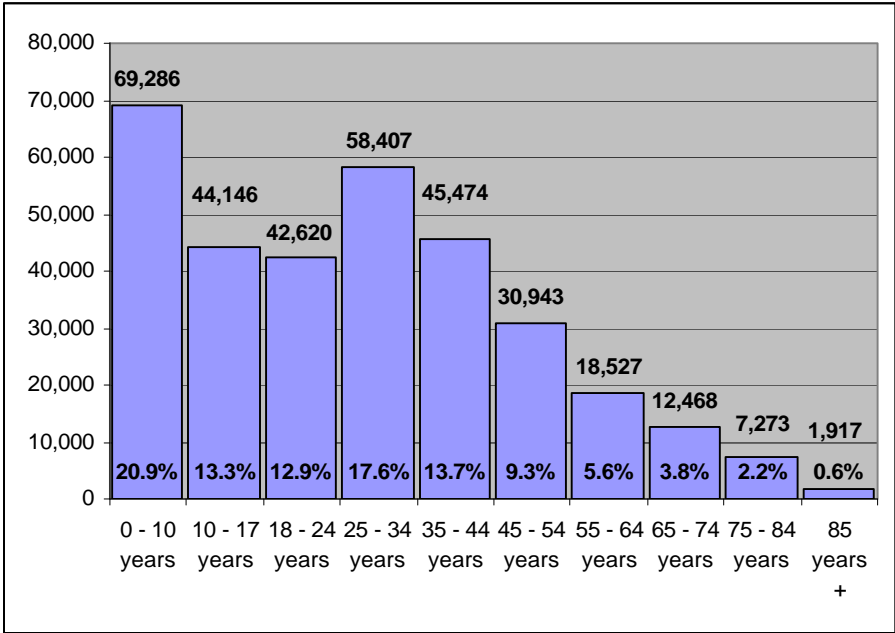
### AGE AND ETHNICITY

The age distribution of WPRA residents has been shifting in favor of a younger population over the past decade. Table 3 below shows that residents 24 years and younger now make up a larger percentage of the total than before. In 1990 persons 24 and under represented 42.1 percent of the population while in 2000 they made up 47.1 percent. This increase in younger population parallels a decrease in senior population. Those 65 and older declined from 8.5 percent to 6.5 percent. Table 3 depicts a full breakdown of each age group for both 1990 and 2000. Chart 2 shows the number and percentage of residents in each age group for the year 2000. It is clear that those under 10 are the largest group followed by those who are 25 to 34 years old.

<b>Table 3 – Age Distribution of WPRa Residents</b>				
	<b>1990</b>		<b>2000</b>	
	Count	%	Count	%
Less than 10 years	44,899	18.0%	69,286	20.9%
10 - 17years	29,337	11.8%	44,146	13.3%
18 - 24 years	30,630	12.3%	42,620	12.9%
25 - 34 years	48,020	19.3%	58,407	17.6%
35 - 44 years	34,423	13.8%	45,474	13.7%
45 - 54 years	22,348	9.0%	30,943	9.3%
55 - 64 years	18,117	7.3%	18,527	5.6%
65 - 74 years	13,785	5.5%	12,468	3.8%
75 - 84 years	6,072	2.4%	7,273	2.2%
85 years +	1,370	0.6%	1,917	0.6%

Source: Census 1990, 2000

**Chart 2 – WPRa Age Distribution, 2000**



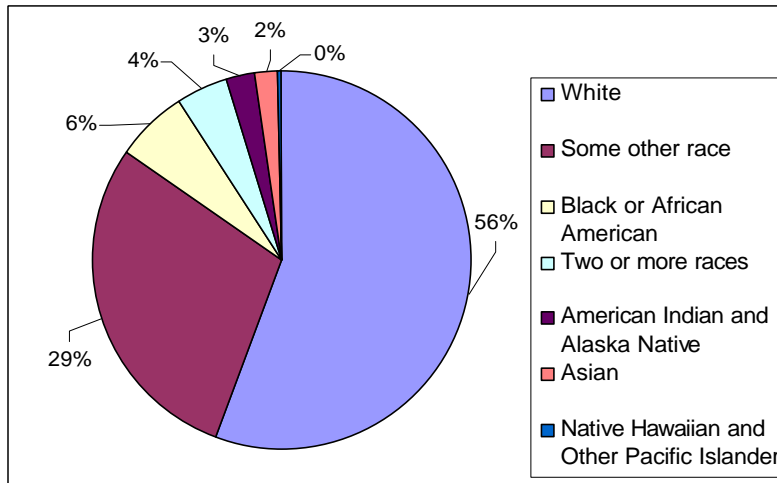
Source: Census 2000

The race and ethnic composition of the WPRa population is detailed in Table 4. The WPRa has seen a significant shift in the ethnic diversity of its residents in the recent past. As of 2000, 55.6 percent of residents were white, which is down from 77.6 percent in 1990, which represents the single largest segment of the population. The growth rate of residents who consider themselves as “other” has more than doubled in the same time period. A notable percentage is those who consider themselves Hispanic or Latino. The number of Hispanics now constitutes almost 55 percent of the population of the WPRa. This is significantly higher than the Hispanic percentage for Phoenix which is 34 percent.

Table 4 – WPRa Race & Ethnicity				
	1990		2000	
	Count	%	Count	%
White	193,338	77.6%	184,211	55.6%
Black or African American	14,247	5.7%	19,997	6.0%
American Indian and Alaska Native	5,391	2.2%	8,538	2.6%
Asian	4,652	1.9%	7,000	2.1%
Native Hawaiian and Other Pacific Islander	328	0.1%	516	0.2%
Some other race	31,041	12.5%	96,315	29.1%
Two or more races	-	-	14,483	4.4%
Hispanic or Latino (of any race)	63,399	25.5%	181,101	54.7%

Source: Census 1990, 2000

Chart 3 – Race & Ethnic Distribution (2000)



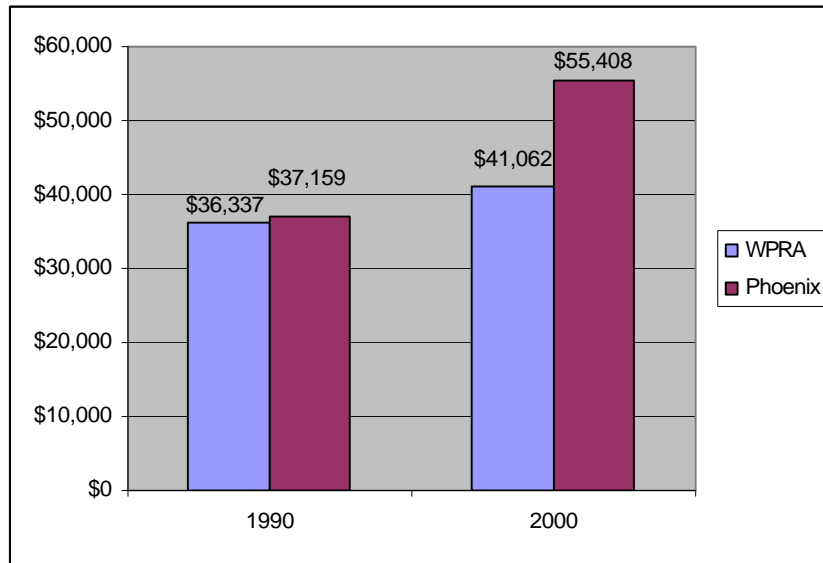
Source: Census 2000

## INCOME

Residents of the WPRa had an average household income of \$41,062 in 2000, which is significantly lower than the average household income for Phoenix at \$55,408. As Chart 4 indicates, the discrepancy in income developed over the decade from 1990 to 2000. While very close in terms of average household income in 1990, the WPRa has fallen considerably behind the Phoenix average. Whereas WPRa residents were earning about 98 percent of the city average in 1990, they are now (in 2000) only bringing in 74 percent of the average. This deterioration of income levels within the WPRa is a sign that the area is not attracting high paying jobs.



**Chart 4 – Average Household Income of WPRa and Phoenix**



Source: Census 1990, 2000

## EDUCATIONAL ATTAINMENT

From 1990 to 2000, the WPRa experienced a decline in overall educational attainment. Residents without a high school diploma rose from 28 percent to 38 percent. Additionally, the percentage of people who graduated college, attended some college, or earned college degrees all decreased. Table 5 shows in detail the changes within the WPRa from 1990 to 2000.

**Table 5 – WPRa Educational Attainment**

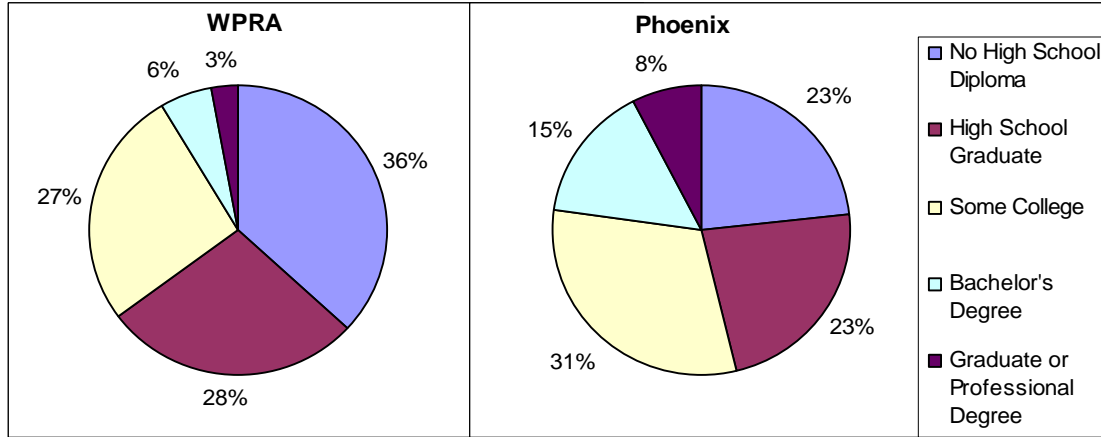
	1990		2000	
	Count	%	Count	%
Population 25 years and over	144,090		175,009	
Less than 9th grade	14,480	10.0%	31,419	18.0%
9th to 12th grade, no diploma	23,384	16.2%	33,249	19.0%
High school graduate (includes equivalency)	45,148	31.3%	48,806	27.9%
Some college, no degree	36,984	25.7%	37,675	21.5%
Associate degree	9,978	6.9%	9,021	5.2%
Bachelor's degree	9,791	6.8%	10,012	5.7%
Graduate or professional degree	4,324	3.0%	4,826	2.8%

Source: Census 1990, 2000

Noting this decrease in education levels over time, it is not surprising that when compared to Phoenix as a whole in the year 2000, the WPRa fell behind in overall educational attainment. Chart 5 shows the distribution of educational attainment

between the WPRA and Phoenix. It is clear that Phoenix has a higher percentage of residents who have graduated high school, attended college and earned college degrees than those living in the WPRA. Education is often a strong indicator of future earning potential and a possible reason for the lack of high paying jobs in the area.

**Chart 5 – Educational Attainment 2000**



Source: Census 2000

**LABOR FORCE AND UNEMPLOYMENT**

The growth in the labor force in the WPRA has been almost identical to that of Phoenix as a whole from 1990 to 2000, increasing by 25.5 percent. Table 6 shows the percentage of the labor force of Phoenix compared to the WPRA as well as unemployment rates from 1990 to 2000.

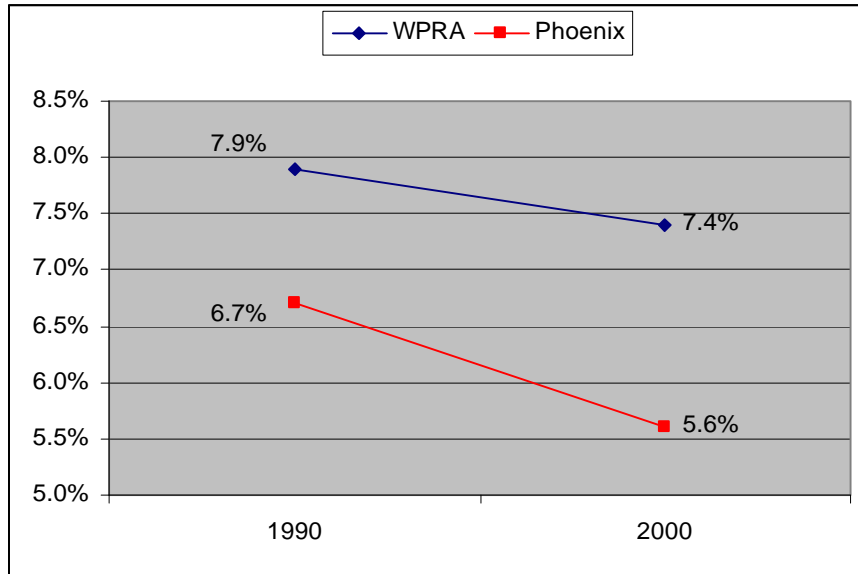
Table 6 – Labor Force Participation and Unemployment				
	1990		2000	
	Count	%	Count	%
WPRA Labor Force	181,792		228,155	
Growth in WPRA Labor Force		-		25.5%
Phoenix Labor Force	517,387		648,496	
Growth in Phoenix Labor Force		-		25.3%
WPRA Unemployment Rate		7.9%		7.4%
Phoenix Unemployment Rate		6.7%		5.6%

Source: Census 1990, 2000

The average annual unemployment rate in the WPRA is typically higher than the City of Phoenix although both have decreased in the past decade. Additionally in recent years, the WPRA’s unemployment levels have grown by a wider margin in

comparison to Phoenix. The WPRA had an unemployment rate of 7.4 percent in 2000 representing 10,438 people.

**Chart 6 – Unemployment Rates of Phoenix and the WPRA**



Source: Census 1990, 2000

## **EMPLOYMENT BY INDUSTRY**

In the analysis of the economic base of a region, industry types are a key factor to understanding employment. Within the WPRA, the largest employers consist of construction, manufacturing, and educational, health and social services industries at 13.6 percent, 13.4 percent, and 13.4 percent respectively. In contrast, the largest industries in the City of Phoenix are educational, health and social services; professional, scientific, management, administrative and waste services; and retail trade at 15.0 percent 12.5 percent and 11.6 percent of employment, respectively. Though proportionally consistent with Phoenix in retail trade, the WPRA lags behind in professional, scientific, management, administrative and waste services industries. Additionally, careers in finance, insurance, real estate, and rental and leasing are under represented in the WPRA compared to Phoenix as a whole.

**Table 7 – Employment by Industry Type**

	WPRA		Phoenix	
	Count	%	Count	%
Agriculture, forestry, fishing and hunting, and mining	647	0.5%	2,257	0.4%
Construction	17,732	13.6%	59,010	9.7%
Manufacturing	17,479	13.4%	64,421	10.5%
Wholesale trade	5,330	4.1%	21,911	3.6%
Retail trade	15,146	11.6%	70,887	11.6%
Transportation and warehousing, and utilities	6,867	5.3%	29,494	4.8%
Information	3,020	2.3%	19,374	3.2%
Finance, insurance, real estate, and rental and leasing	8,626	6.6%	58,340	9.5%
Professional, scientific, management, admin, and waste services	12,295	9.4%	76,364	12.5%
Educational, health and social services	17,517	13.4%	91,380	15.0%
Arts, entertainment, recreation, accommodation and food services	12,182	9.3%	58,880	9.6%
Other services (except public administration)	7,612	5.8%	30,440	5.0%
Public administration	6,332	4.8%	28,261	4.6%

Source: Census 2000

## TOP EMPLOYERS

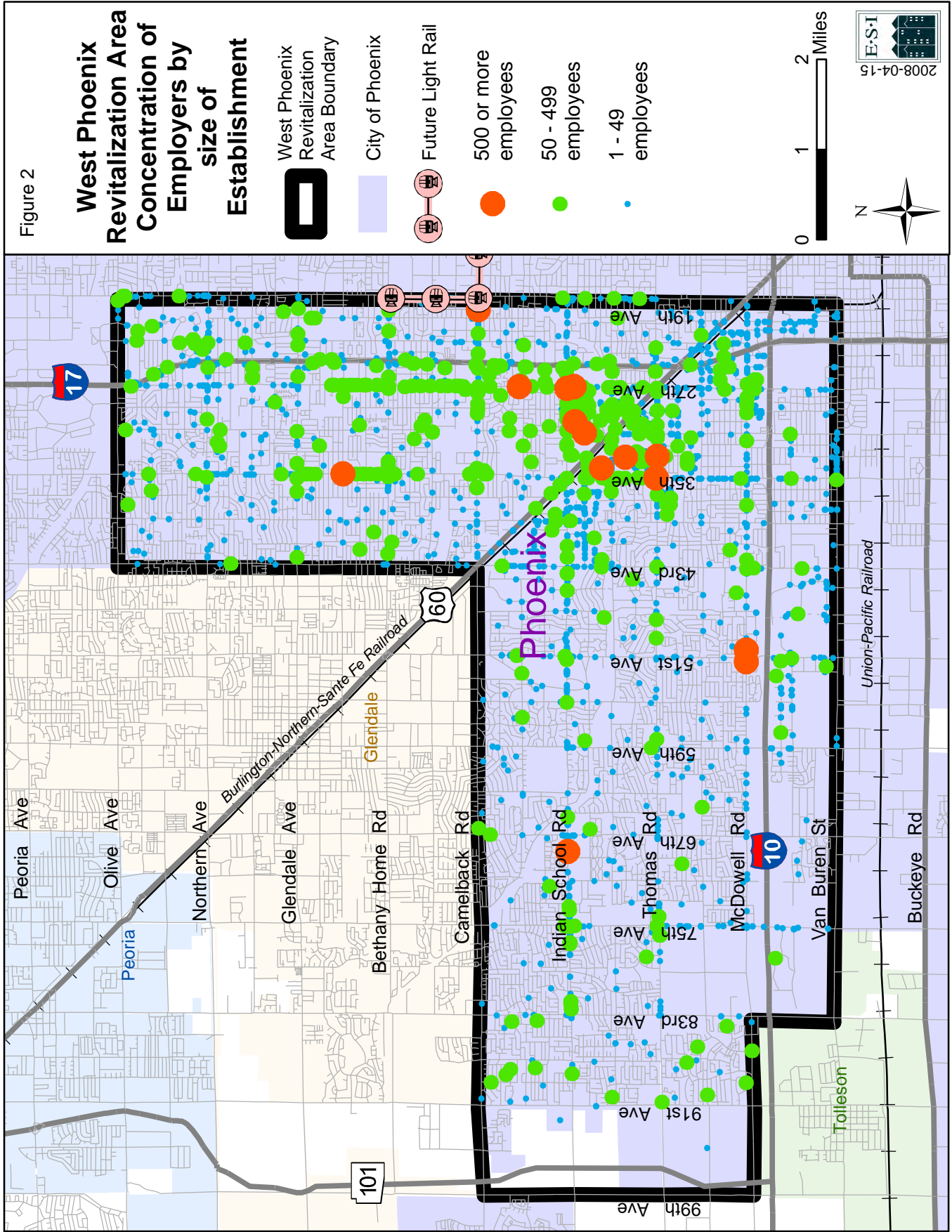
According to the Maricopa Association of Governments (MAG), there are approximately 5,900 companies located within the WPRA employing 144,000 people. With the heavy emphasis of the service sector in the WPRA, it stands to reason that this sector, which includes education, insurance, health and engineering and management services, also employs the most number of people and represents 31 percent of the total establishments in the WPRA, as noted in Table 8. Manufacturing includes industrial machinery and equipment, printing and publishing, and fabricated metal products and represents 12 percent of all businesses, followed by wholesale trade at 11.3 percent. The construction industry, which makes up nearly 8 percent of all business, is dominated by special trade contractors. Retail trade has the greatest number of establishments and represents 16.2 percent of all business in WPRA.

Small business dominates the landscape within the WPRA with 89 percent of companies employing 49 people or less, followed by companies employing 50 to 499 at 10.6 percent. Companies employing greater than 500 employees are primarily concentrated along the Grand Avenue and 27<sup>th</sup> Avenue corridors as can be seen in Figure 2, and represent less than 1 percent of all West Phoenix employers.

<b>Table 8 – Number of Companies by Industry Within WPRA</b>		
<b>NAICS Description</b>	<b>Number of Companies</b>	<b>Percent</b>
Agriculture, Forestry, Fishing and Hunting	13	0.2%
Mining	1	0.0%
Utilities	8	0.1%
Construction	468	7.9%
Manufacturing	685	11.6%
Wholesale Trade	669	11.3%
Retail Trade	957	16.2%
Transportation	212	3.6%
Information	70	1.2%
Finance & Insurance	232	3.9%
Real Estate & Renting-Leasing	254	4.3%
Professional & Technical Services	359	6.1%
Management of Companies & Enterprises	3	0.1%
Administrative & Waste Services	284	4.8%
Educational Services	143	2.4%
Health Care & Social Assistance	474	8.0%
Arts, Entertainment & Recreation	70	1.2%
Accommodation & Food Services	383	6.5%
Other Services ex. Public Administration	558	9.5%
Government inc. Public Education	58	1.0%
<b>Total</b>	<b>5,904</b>	<b>100.0%</b>

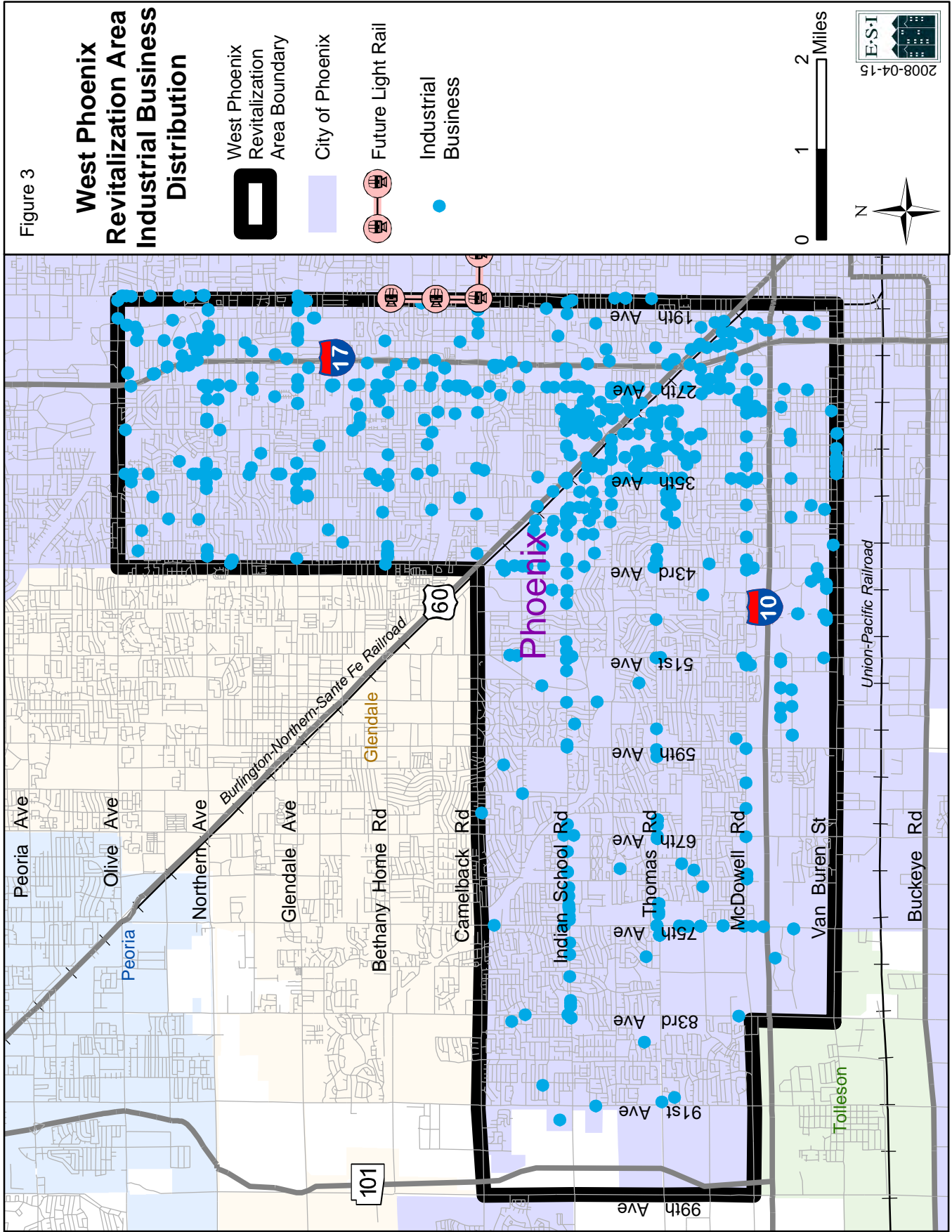
Source: MAG Employer Database, 2004

Figures 3, 4, and 5 show where the concentrations of industrial, office and retail establishments are located within the WPRA. As expected, industrial is focused along Grand Avenue and I-17. Office employers have a heavier concentration along I-17 and major road corridors such as Indian School Road and 35<sup>th</sup> Avenue. Retail is scattered throughout the WPRA along major road corridors.



Source: MAG 2004, TIGER 2000, City of Phoenix





Source: MAG 2004, TIGER 2000, City of Phoenix

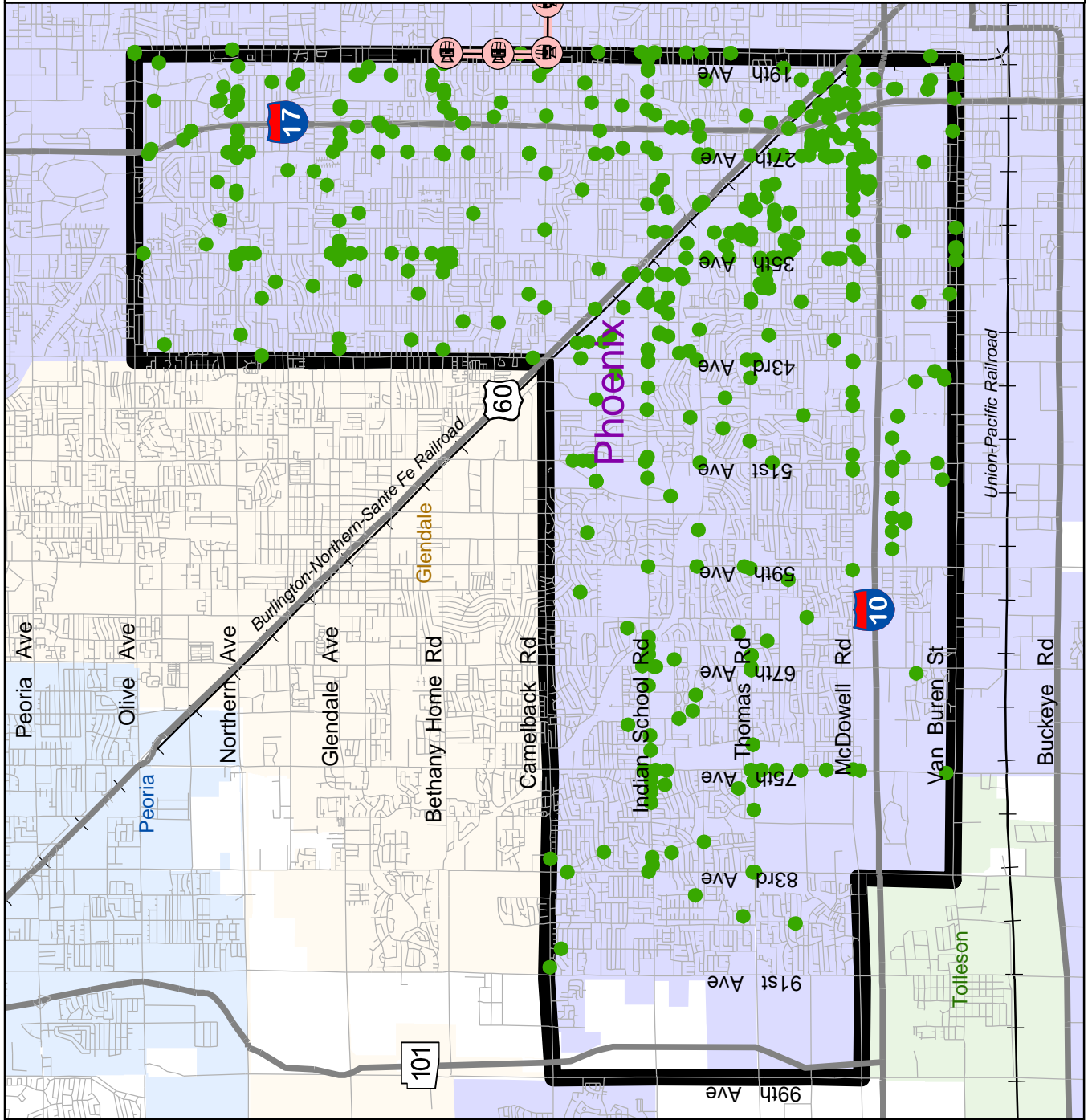
Figure 4

# West Phoenix Revitalization Area Office Business Distribution

- West Phoenix Revitalization Area Boundary
- City of Phoenix
- Future Light Rail
- Office Business

2008-04-15  
E-SI

0 1 2 Miles



Source: MAG 2004, TIGER 2000, City of Phoenix





# West Phoenix Revitalization Area Retail Business Distribution





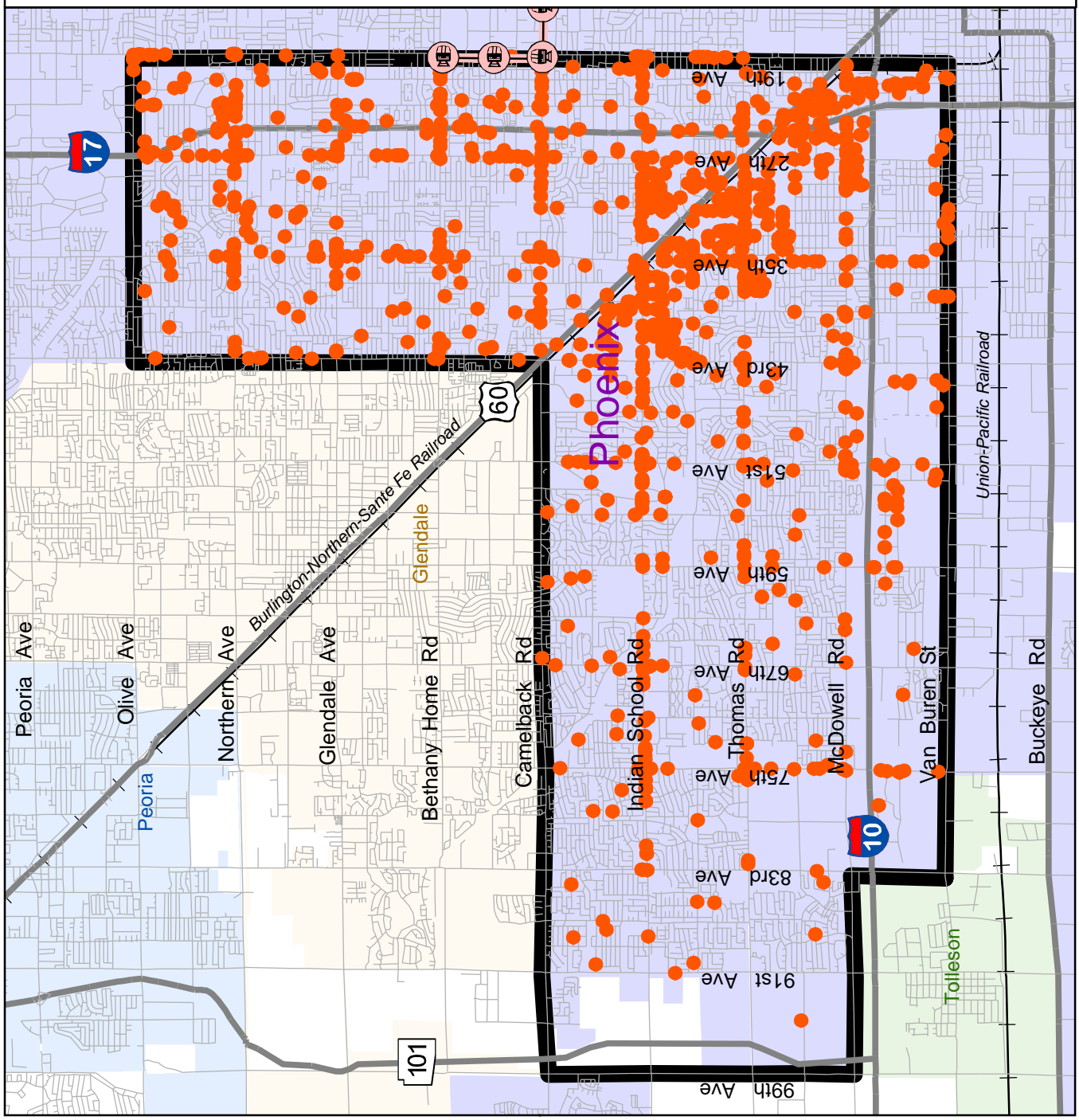
-  West Phoenix Revitalization Area Boundary
-  City of Phoenix
-  Future Light Rail
-  Retail Business

Figure 5



Source: MAG 2004, TIGER 2000, City of Phoenix

## CRIME

Crime within the WPRA is on average higher than reported citywide. In fact, the Phoenix Police Department found 30 percent more violent crimes per 1,000 residents in the WPRA than the City of Phoenix. Violent crimes encompass homicide, forcible rape, robbery and sexual assault. There were also 17 percent more drug crimes in the WPRA.

The Phoenix Police Department found property crimes including burglary, theft, motor vehicle theft and arson to be only marginally higher in the WPRA. There were also 21 percent fewer reported traffic collisions and 16 percent fewer traffic citations.

One very interesting statistic shows there are 20 percent more patrol officers per 1,000 residents in the WPRA. A new approach is needed for the WPRA to target those areas in most need of rehabilitation. Before this targeting can occur, a determination needs to be made as to where the problematic areas are and how they got that way.

**Note: The summary in the Crime section of this report was information gathered in 2006 and compiled in early 2007. Since then, the three precincts within the WPRA have reported a decrease in crime. A narrative on each of the precincts follows:**

**Maryvale:** The implementation of programs focused on enhancing the quality of life in the community through a reduction in violent crime has demonstrated positive results. The Maryvale Revitalization Enforcement Program pooled existing Police resources and established partnerships with other law enforcement agencies, as well as Neighborhood Services Department, other city departments and the community in order to reduce the level of violent crime in designated neighborhoods in the Precinct. Four geographic areas that have the highest overall crime were identified and received concentrated efforts that also included an education component. For the calendar year 2006 compared to 2005, violent crime in the targeted areas decreased by 12 percent and property crime decreased by 20 percent

A precinct-wide comparative analysis was conducted by the Crime Analysis Research Unit (CARU) for the months from July 2007 through December 2007. Crime rates were compared to the same months the preceding year. The results were a 9.4 percent reduction in homicides, 13.5 percent reduction in aggravated assaults and a slight increase in robbery of 4 percent which was lower than city wide rates of 12 percent. There was a 4.4 percent reduction in total violent crimes which is remarkable based on previous crime rates.

A similar analysis was conducted on property crimes in Maryvale Precinct revealing significant reductions in theft, auto theft and total property crimes. In addition to these reductions in crime, calls for service have been reduced by 10.3 percent, traffic

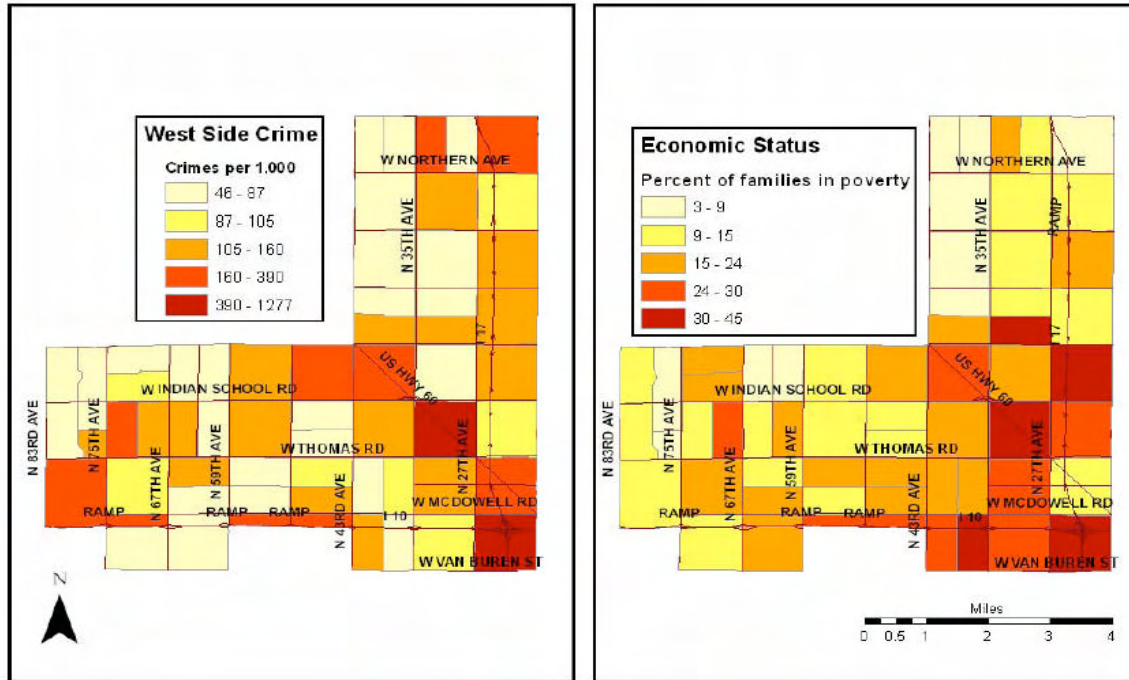
accidents have been reduced by 11.8 percent and adult bookings increased by 6.8 percent.

**Cactus Park:** The primary focus of the NET teams was to supplement the enumerated crime suppression programs already implemented and formulate new strategies that would significantly impact the Violence Impact Project (VIP) and Canyon Corridor area. The new strategies introduced during this timeframe were the Auto Theft Program and Blight Light to the Rear. An important adjustment was made that increased the success of the NET teams. This new approach was to merge the efforts of the team to a smaller geographical area while spearheading a targeted attack in deep-rooted crime areas. Once success was achieved, the teams expanded their interdiction strategies in a coordinated effort at the specific adjacent areas, increasing the size of the operation and its impact. It is important to note that although these crime suppression strategies were used primarily in the VIP/Canyon Corridor area by the NET teams, the programs or variations thereof were also implemented throughout the precinct. The results of these six programs in a targeted locale produced the positive results. During December 2006, CARU conducted a comparative analysis for the area of I-17 to north 35th avenue and Indian School Road to Missouri Avenue. The comparison of specific crimes of 2006 with 2005 indicated a 29.4 percent reduction in all violent crimes and 16.5 percent reduction in property crimes.

A crime analysis for the same targeted area was conducted for the months of August 2007 to January 2008. A 15 percent reduction in property crimes and 29 percent reduction in auto theft are noted. The NET teams also targeted prostitution and drug enforcement resulting in a reduction in prostitution by 43 percent and drugs by 44 percent.

**Squaw Peak:** In September 2007, the Precinct reported that there was no change in violent crime statistics in the area for 2007 versus 2006, January through July. Property crimes declined 3 percent for the same period led by an 11 percent decrease in motor vehicle theft. The downward crime trend in Squaw Peak Precinct's portion of the WPRA continues.

In the report "A Plan for Planning: The West Phoenix Revitalization Area", the authors evaluated high crime rate areas in relation to: 1) Percent of families in poverty; 2) Median house values; and 3) Land use. The report found a relationship between the socioeconomic factor of families in poverty and the level of crime. Results for each of these indicators are shown below by census tract. There is a strong relationship between these factors around the I-10/I-17 interchange and along Grand Avenue. The students and faculty of the School of Planning @ Arizona State University (SoP@ASU) who authored the paper recommend that areas with high crime rates and high poverty levels be the focus of additional study.



The SoP@ASU team found lower median home values were a fairly reliable indicator of crime levels.

## HOUSING

The average price of a home sold in the WPRa increased from \$61,668 to \$83,369 from 1990 to 2000 but was still well below the Phoenix average of \$146,525. The percentage of homes valued below \$100,000 in 2000 was 85.4 percent in the WPRa compared to 42 percent in all of Phoenix. Home values vary significantly by zip code within the WPRa as seen in the following chart showing housing value growth from 2002 to 2005.

Table 9 – Change in WPRa Home Values 2002-2005			
Zip Code	2002 Home Value	2005 Home Value	Percentage Change 2002-2005
85021	148,000	225,000	52%
85037	110,900	172,000	55%
85015	115,000	169,500	47%
85051	113,500	161,000	42%
87019	106,000	150,000	42%
85031	99,900	140,000	40%
85033	99,900	145,000	45%
85017	97,750	136,000	39%
85035	97,500	133,100	37%
85009	85,000	115,000	35%

Source: City of Phoenix, Neighborhood Services Department, Dec. 2005

Single family residential homes account for 43.2 percent of the land use in the WPRA, while multi-family residential makes up 9.5 percent. Almost 91 percent of the single family homes are zoned R1-6 (minimum lot area 6,000 square feet) and are located in older neighborhoods, contributing to lower housing values. These homes are small by today's standards usually consisting of only one story and either a simple carport or small garage. The lack of diversity of home sizes in the WPRA leads to some unique problems including lower housing values and the inability to attract a diverse base of employees from multiple sectors.

Valley wide home prices rose from an average of \$179,500 in 2002 to \$263,000 in 2005 which represents an increase of 47 percent. This shows a similar rise in values for the WPRA with the exception of zip code 85009 in the Southeast corner of the targeted area.

Housing in the WPRA is on average older than Phoenix as a whole. 22.1 percent of all homes in the WPRA were constructed prior to 1960 compared to 18.6 percent for Phoenix. The percentage of units built in more recent decades is as follows:

<b>Range of Years</b>	<b>WPRA</b>	<b>Phoenix</b>
1990-2000	8.4%	20.0%
1980-89	19.6%	22.9%
1970-79	28.5%	25.1%
1960-69	21.4%	13.4%
Before 1960	22.1%	18.6%

Source: City of Phoenix, Neighborhood Services Department, Dec. 2005

Home ownership in the WPRA is almost the same as Phoenix as a whole and has improved slightly in recent years. From 1990 to 2000, ownership rose from 58.4 percent to 58.6 percent and the city average was 60.7 percent

## **LAND USE AND ZONING**

Residential land uses account for nearly 53 percent of the total acres in the WPRA. Of that, 42 percent consist of small lot residential while medium and high density residential makes up 9.5 percent. Almost 91 percent of the single family homes are zoned R1-6. Employment-generating land uses make up 22.3 percent of the total acreage. The remaining land uses consist of open space, cemeteries, transportation, water, agriculture and the like. Figure 6 is the existing land use map for the WPRA.

## **BROWNFIELD SITES**

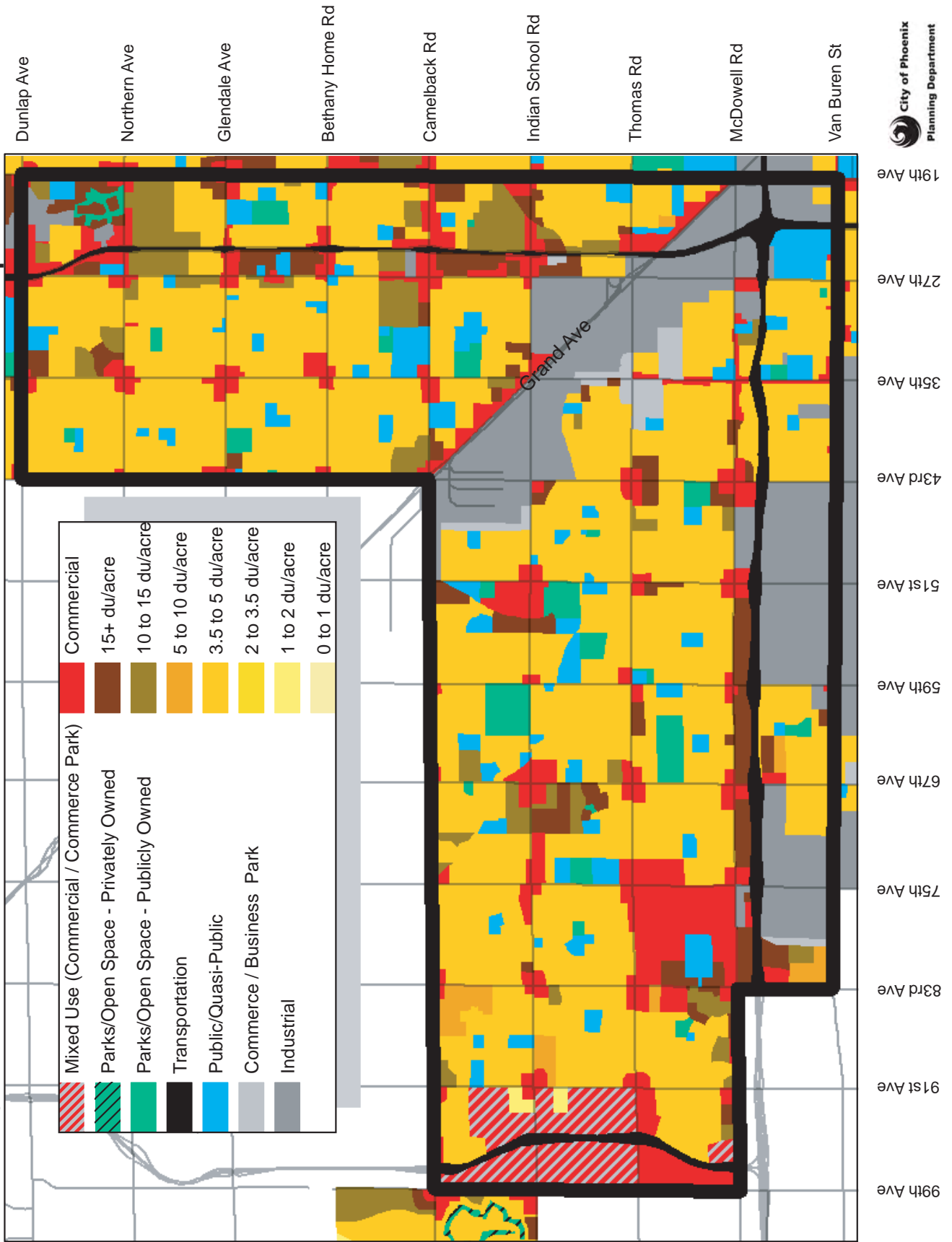
The WPRA is included as a priority target area for providing brownfields financial and technical assistance for public and private redevelopment projects involving the cleanup of a contaminated property. The Office of Environmental Programs has identified six brownfield sites within the area and has provided assistance towards cleanup and redevelopment of those sites. To date, a complete inventory of brownfield sites in the WPRA has not been completed due to the liability concerns and significant costs associated with identifying, screening, and investigating properties. Historically, industrial facilities have been located throughout the area with a heavier concentration along Grand Avenue.

## **FINANCIAL INVESTMENTS**

The City of Phoenix through the 2006 Bond Program has over \$41 million of proposed improvements specifically for the WPRA to be spent over the next five years. Most of this money is allocated for drainage and storm sewers (\$6.5 million) followed by economic development (\$5 million) and streets and streetscape improvements (\$5 million). In addition, the City's total bond program has an additional \$100 million dollars programmed with potential WPRA uses.



Figure 6: West Phoenix Revitalization Area - General Plan Land Use Map



**Table 11 – Westside Area Projects, 2006 Bond Program (in thousands)**

	2006-07	2007-08	2008-09	2009-10	2010-11	5-year total
<b>Description</b>						
Economic Development	\$0	\$0	\$1,782	\$1,584	\$1,584	\$4,950
Human Services	\$0	\$0	\$0	\$2,592	\$0	\$2,592
Neighborhood Revitalization and Housing	\$0	\$565	\$1,915	\$992	\$992	\$4,464
<b>Parks</b>						
Boys & Girls Club*	\$0	\$0	\$1,485	\$0	\$0	\$1,485
Ciellito Park Renovation	\$0	\$0	\$0	\$355	\$932	\$1,287
Maryvale Park Renovation	\$0	\$0	\$495	\$0	\$0	\$495
Maryvale Pool Building Renovation	\$0	\$520	\$1,262	\$0	\$0	\$1,782
Park at 32nd Ave. & McDowell	\$0	\$0	\$546	\$1,434	\$0	\$1,980
Upgrade La Pradera Multi-Generational Center	\$0	\$0	\$755	\$2,417	\$0	\$3,172
YMCA-Maryvale Branch Gym Partial Funding	\$0	\$0	\$346	\$0	\$0	\$346
<b>Streets and Streetscapes</b>						
35th Ave. & McDowell Pedestrian/Bikeway						
Overpass	\$0	\$0	\$3,800	\$0	\$0	\$3,800
Westside Revitalization Program	\$0	\$0	\$942	\$989	\$1,039	\$2,970
Westside Streetscape/Retrofit Program	\$0	\$0	\$1,261	\$1,632	\$2,057	\$4,950
Van Buren 75th Ave to 67 Ave	\$0	\$0	\$5,161	\$619	\$0	\$5,780
<b>Total</b>	<b>\$0</b>	<b>\$1,085</b>	<b>\$19,750</b>	<b>\$12,614</b>	<b>\$6,604</b>	<b>\$40,053</b>

\*A portion of these funds is planned for a site near the Isaac School Admin Offices

Source: City of Phoenix, NSD June 2008



### III. WEST PHOENIX AREAS OF INFLUENCE

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The West Phoenix Revitalization Area is a very large, culturally diverse section of West Phoenix that may be best understood by looking at the needs and issues of specific sub-areas. Upon assessing underlying socioeconomic, historical, cultural, and land use data, three areas have been identified by the WPRA Board and city staff, which are noted as Areas of Influence. In addition to these three Areas of Influence there are other key employment corridors worthy of discussion.

The WPRA represents 25 percent of the entire Phoenix population. Key socioeconomic comparisons show that the WPRA trails the City in household income, higher education graduation rates and percent owner occupied housing.

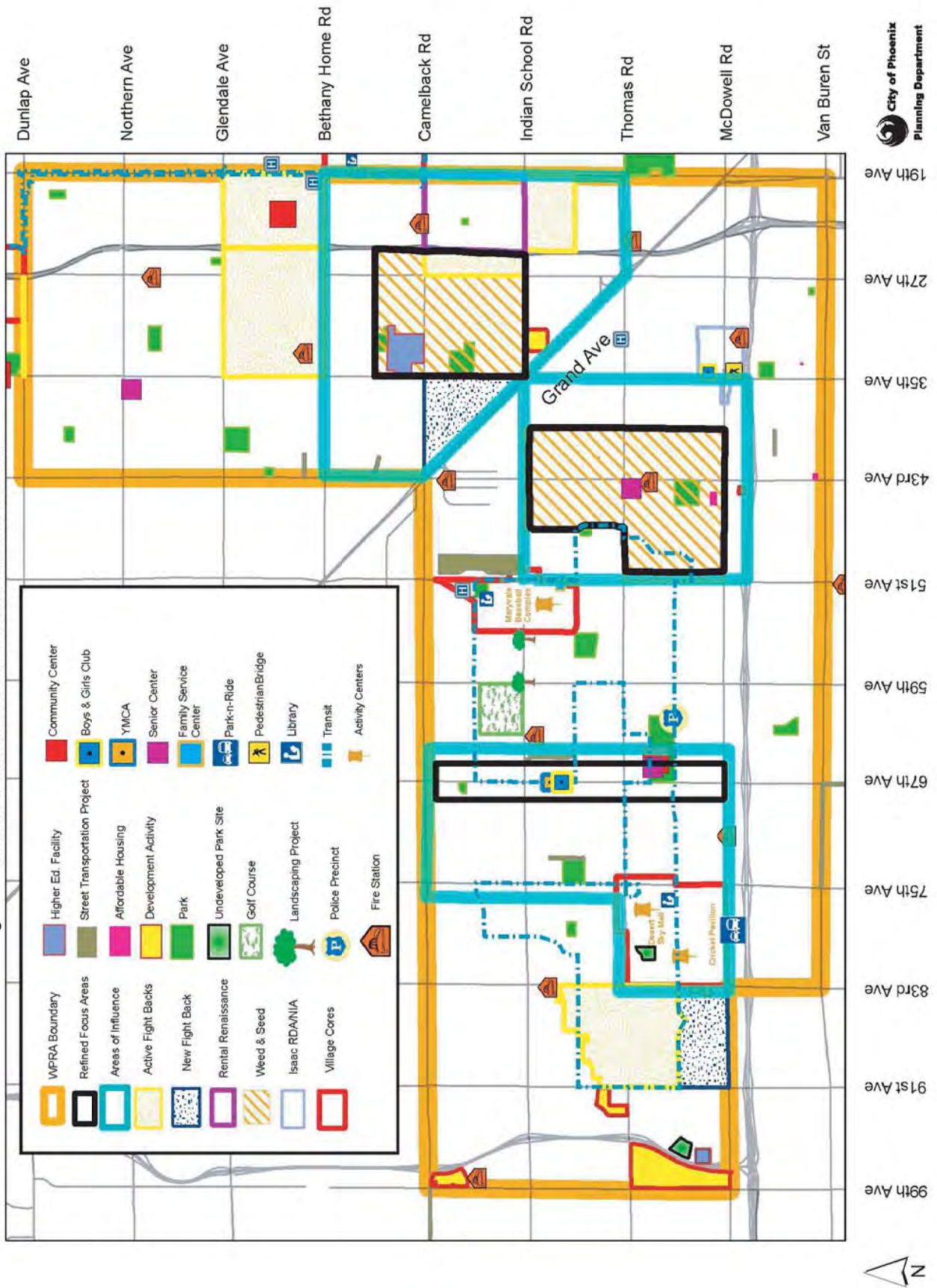
<b>Table 12 – West Phoenix Revitalization Area Socioeconomics</b>		
	<b>WPRA</b>	<b>Phoenix</b>
Population	331,061	1,321,045
Households	100,193	495,793
Average HH Income	\$41,062	\$55,408
Unemployment	7.4%	5.6%
HS Graduates	27.9%	23.9%
BS Degree	5.7%	15.8%
Grad Degree	2.8%	8.0%
Owner Occupied Housing	55.3%	60.7%
Hispanic or Latino Origin	54.7%	34.1%

Source: Census 2000 Block Group Data

#### AREAS OF INFLUENCE

In 2007 the WPRA Board selected three areas in which to concentrate initial revitalization efforts, which are identified in Figure 7. Two of the areas had previously been selected by the Department of Justice as Weed and Seed neighborhoods qualifying them for federal monies to address crime prevention, law enforcement and neighborhood restoration. The third area, the 67th Avenue corridor, was selected by the WPRA Board as a focus area to address landscaping, condition of commercial properties and the economic vitality of businesses in the area. Currently, staff is working with the WPRA Landscape Subcommittee to identify landscaping needs and bus shelter improvements along the corridor.

Figure 7: West Phoenix Revitalization Area



Each of the three focus areas is surrounded by a larger Area of Influence designated by the WPRA Board. This larger area will be a secondary focus for revitalization efforts.

A fourth area (not designated for revitalization) is the Loop 101 corridor. This area is comprised of vacant parcels planned for intense commercial, high rise office, high rise residential and mixed use developments. The area is located on the western WPRA boundary and is expected to develop privately.

Some highlights of the three focus areas and the Loop 101 corridor are listed below.  
WPRA focus Areas:

#### **INDIAN SCHOOL ROAD – MCDOWELL ROAD, 51<sup>ST</sup> AVENUE – 39<sup>TH</sup> AVENUE**

- Maryvale Weed and Seed area
- 27,423 persons based on 2000 census
- 75% Hispanic or Latino
- Crime statistics through 2006 indicated the area has unusually high rates of both violent and less serious crimes compared to the city average
- Fire station #24 (43rd & Thomas)
- Sueno Park (43rd & Encanto)
- Adam Diaz Senior Center, Golden Gate Community Center, Maryvale Community Center, John F. Long Family Services Center, Gary L. Tang Adult Services Center and Palo Verde Branch Library located in this area
- Isaac School District located in this area
- Transit circulator bus MARY runs in this area

#### **35<sup>TH</sup> AVENUE – I-17, INDIAN SCHOOL ROAD – MISSOURI AVENUE**

- Canyon Corridor Weed and Seed area
- Active Canyon Corridor Fight Back
- Cielito Park (35th & Campbell)
- Little Canyon Park (33rd & Missouri)
- Grand Canyon University
- Bourgade Catholic High School
- Area consists primarily of single family homes with scattered apartment complexes

#### **67<sup>TH</sup> AVENUE, MCDOWELL ROAD – CAMELBACK ROAD**

- Transit corridor

- Desert West Park (67th & Encanto)
- Desert West Senior and Community Center
- Park located along corridor (67th & Minnezona)
- YMCA and Boys and Girls Club (67th & Clarendon)
- Transit circulator bus MARY runs along corridor

### **LOOP 101, McDOWELL ROAD – CAMELBACK ROAD**

- Sheely Farms located from Thomas Rd. – McDowell Rd. on the west side of 101 and approved for C-2 High Rise up to 250 feet in height (197 acres)
- Algodon located from Thomas Rd. – Campbell Ave. on the west side of the 101 and approved for General Commerce Park and C-2 PCD and planned for additional high rise development (875 acres)
- Baseball stadium under construction at NWC of 107th Ave. and Camelback Rd. Associated retail planned.

### **OTHER WEST PHOENIX AREAS**

**Grand Avenue Corridor** is located between two areas of influence and is dominated by industrial land use. The industrial heart of the WPRA is centrally located with abundant access to freeways and railroads for easy transportation. Although the areas surrounding the Grand Avenue Corridor are sometimes characterized as having blight and higher crime rates, the importance of this industrial region is profound for the entire Phoenix economy, due to the high concentration of construction and manufacturing employment.

**East of 83<sup>rd</sup> and West of the Grand Avenue Corridor** contains a rich diversity of land uses and regional attractions. This area is home to the renovated Desert Sky Mall, Cricket Pavilion, Maryvale Baseball Park (spring training home of the Milwaukee Brewers), the Grand Canal multi-use path, and Maryvale Hospital Medical Center. Along with residential and retail space, there is a large tract of industrial usage south of the I-10 freeway. The majority of homes built in this sub-area were constructed between the 1950's and early 1980's. There are only a few undeveloped agricultural areas left mostly around the recently renovated Desert Sky Mall.

**101 Corridor** is located west of 83<sup>rd</sup> Avenue continuing to the Loop 101 freeway, and contains many newer residential developments. There are also several tracts of agricultural land awaiting development along the Loop 101 corridor. Banner Estrella Medical Center could be a major driver of medical research for the West Valley, with the potential to attract other health related businesses. Plans for the 1,000 acre business and commerce park for the Algodon Center adjacent to Banner Estrella will bring new higher paying employment opportunities for those living in the WPRA. The Census data shows that this group is younger, highly educated and

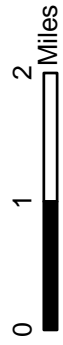
has a higher earning potential than other sub-areas of the WPRA. The majority of the homes within this area were built in the late 1980's up until the present day.

**Other Roadway Corridors.** In addition to the areas noted above, within the WPRA are several key roadway corridors that set the tone and perception for the area. These major corridors include 27<sup>th</sup>, 51<sup>st</sup>, and 67<sup>th</sup> Avenues and Indian School and Camelback Roads. These corridors have significant retail and office activity which service the needs of residents and business establishments alike.

## **ENTERPRISE ZONES**

There are two Enterprise Zone designations within the WPRA, as noted in Figure 8, which encompass the majority of the WPRA. One is called the Western Maricopa County Enterprise Zone and the other is the City of Phoenix Enterprise Zone. Areas along the Loop 101 Corridor and north of Bethany Home Road have the least amount of land within a designated Enterprise Zone.






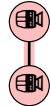


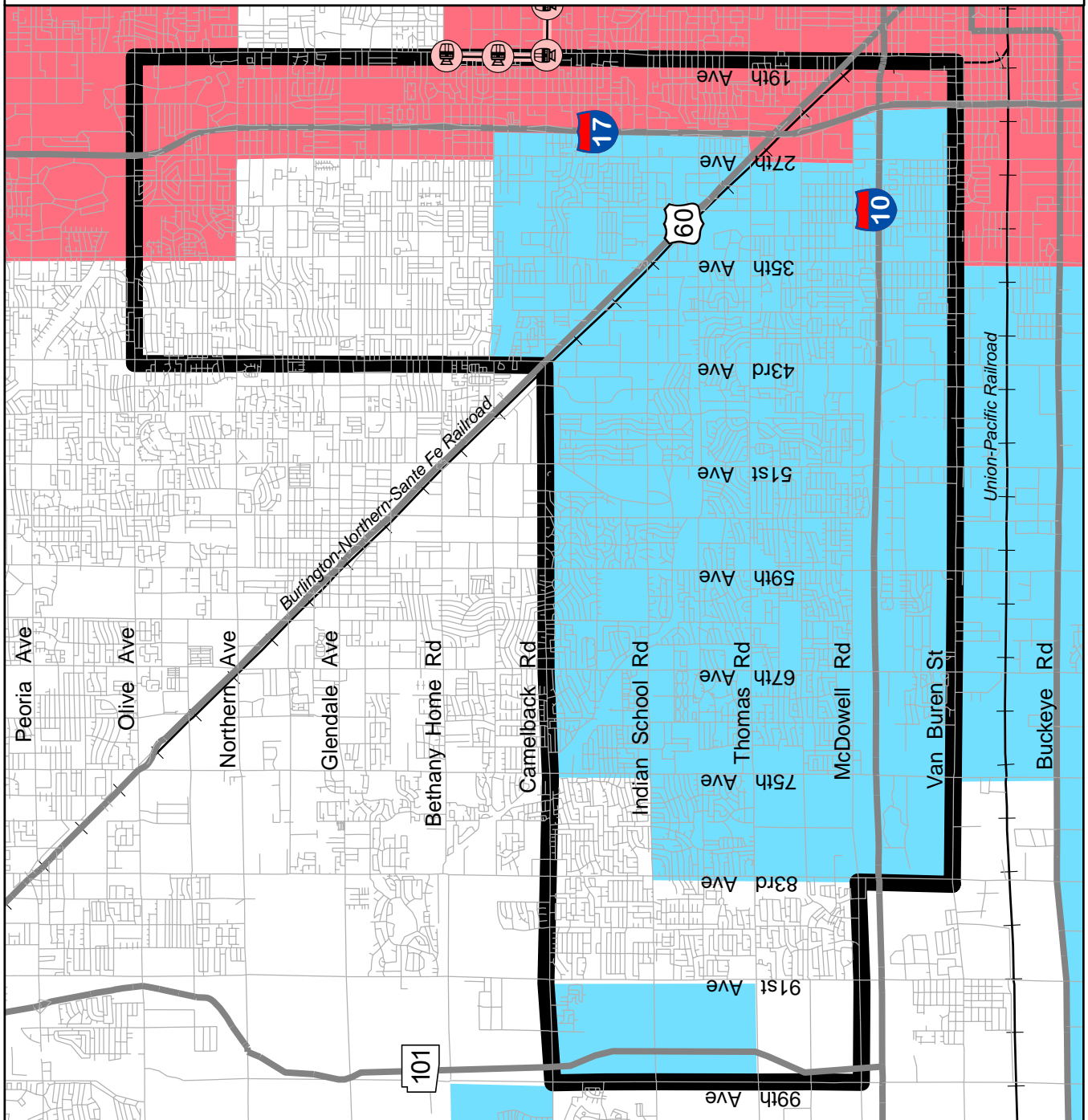
-  West Phoenix Revitalization Area Boundary
-  Future Light Rail
-  City of Phoenix Enterprise Zone
-  Western Maricopa Enterprise Zone

Figure 8

# West Phoenix Revitalization Area Enterprise Zones



Source: TIGER 2000, City of Phoenix

## BUILDING INVENTORY

As noted in Table 13, the WPRA has over 10.3 million square feet of office, industrial and commercial space, of which 4.3 million square feet is commercial, 3.6 million square feet is industrial and 2.3 million square feet is office. Occupancy of commercial space in WPRA is the highest, followed by office and industrial.

The Grand Avenue corridor dominates with industrial space and The Desert Sky Mall area boasts the greatest commercial space. The area north of Camelback Road has the most office space, while the area along the Loop 101 corridor is the least populated, but has the greatest potential as a newly emerging office corridor.

<b>Table 13 – West Phoenix Revitalization Area Building Inventory</b>			
	<b>Total Sq. Ft.</b>	<b>Sq. Ft. Avail.</b>	<b>Occupancy</b>
<b>Office</b>			
Class A	491,688	260,529	47.0%
Class B	1,448,877	605,430	58.2%
Class C	429,133	126,394	70.5%
Total	2,369,698	992,353	58.1%
<b>Industrial</b>			
Warehouse	2,429,206	1,176,013	51.6%
Manufacturing	686,814	417,728	39.2%
Distribution	412,880	269,619	34.7%
Industrial	82,358	62,348	24.3%
Service	53,978	17,072	68.4%
Telecom Hotel/Data Hosting	19,926	19,926	0.0%
Total	3,685,162	1,962,706	46.7%
<b>Commercial</b>			
Strip Center	420,078	101,903	75.7%
Neighborhood Center	1,364,209	196,554	85.6%
Community Center	1,476,174	148,596	89.9%
General Free Standing	161,076	96,814	39.9%
Super Regional Mall	889,190	22,896	97.4%
Total	4,310,727	566,763	86.9%
<b>GRAND TOTAL</b>	<b>10,365,587</b>	<b>3,521,822</b>	<b>66.0%</b>

Source: City of Phoenix, June 2007

## IV. LITERATURE REVIEW KEY FINDINGS

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The literature review entails a high level summary of the key findings regarding existing conditions and opportunities in West Phoenix today. In addition to the socioeconomic data and information, a number of reports also provided insight into community and economic development potential for West Phoenix. Information contained in this summary was gleaned from a variety of reports including:

1. A Plan for Planning: The West Phoenix Revitalization Area
2. City of Phoenix Retail Market Analysis Final Report
3. West Phoenix Revitalization Area Base Data Report
4. West Phoenix Revitalization December 2006 Report
5. Making Strides in Maryvale, ASU, College of Human Services

### A PLAN FOR PLANNING

“A Plan for Planning” was produced by three students and two professors from the School of Planning at Arizona State University (SoP@ASU). “A Plan for Planning” was created as a tool for planning revitalization efforts in the West Phoenix Revitalization Area (WPRA). This report contains an excellent summary of pertinent demographic and economic characteristics including colorized area maps and tables. The SoP@ASU team divided the WPRA into three zones designated as Inner City, Inner Suburb, and Outer Suburb. These three zones characterize differences in physical zoning, cultural makeup and socioeconomic status.

The SoP@ASU team identified four issues of immediate concern facing the WPRA which may affect the success of future economic redevelopment efforts. The four targeted issues are: Transit, Housing, Inclusion, and Crime.

- The team found the demand for mass transit to be very high in the WPRA and therefore recommended increased access within neighborhoods as well as an effective tie in with the future light rail system.
- Although often a difficult task, they also suggested improving the accessibility of affordable home ownership. Owner occupied residences can instill a sense of pride, enthusiasm and stability for improving the community, leading to a better quality of life for all residents.
- The WPRA contains the highest concentration of Hispanics in the Phoenix area, producing a notable contrast in cultural values. Fostering neighborhood cohesiveness and civic engagement by all groups of people throughout the area will produce positive results and ensure the success of development programs.



- The high occurrence of crime in the WPRA affects the quality of life of all residents, the attractiveness to businesses, and overall image of the area. The team recommends focusing on first and second level priority issues within the Inner City sub area where crime rates are at the highest level.

▪

The SoP@ASU team concludes their report with several exciting opportunities within the WPRA for redevelopment. One main focus is the Inner City which is a valuable resource for employment and growth. With its central location it is destined to be a hub of future activity for the region. Attracting new businesses to the area will be key in replacing older, blighted properties. The other significant resource of the area is the largely Hispanic population. The rich culture and entrepreneurial nature of the Hispanic community can transform this area and fuel economic growth. Cohesively uniting the community including the Hispanic community is key to the success of the West Phoenix Revitalization Area.

## **CITY OF PHOENIX RETAIL MARKET ANALYSIS**

The “City of Phoenix Retail Market Analysis” was prepared for the City of Phoenix: Community & Economic Development Department by Applied Economics and Crystal & Company. The report identifies key opportunities and challenges facing local retail markets within the Phoenix area. Areas of interest to the WPRA include the Maryvale border area, Alhambra/North Mountain border area, and several niche/local studies.

### **MARYVALE BORDER AREA**

The Maryvale Border Area is defined by Camelback Road to the North, the I-10 Freeway to the South, Grand Avenue to the East and the City of Phoenix borders to the West, past the Loop 101 freeway.

Current Retail Market Leakage and Growth through 2010: The Maryvale area showed an overall leakage of retail & service markets of \$56.3 million or 13 percent of the market demand in 2005. Leakage is defined as the market demand that exceeds local sales volume. These consumers must go outside of the boundary area to purchase their goods and services. The following table summarizes the industries which are experiencing leakage:

**Table 14 – Maryvale Border Area Leakage and Potential (Millions of Dollars)**

Industry	Leakage Amount (\$)	Leakage Percentage	Area Saturation	Total Potential (\$)
Vehicle Repair & Maintenance	11.8	75.7%	Yes	3.7
Entertainment & Admissions	8.4	70.3%	No	11.2
Drugs & Supplies	8.4	66.8%	No	11.3
Food at Home	38.0	56.8%	No	53.7
Cars & Trucks	44.9	46.7%	Yes	25.4
Personal Care	4.8	37.8%	No	7.8
Food & Alcohol Out	21.2	28.5%	No	38.3
Specialty Merchandise	3.0	16.1%	No	7.4

Source: Applied Economics, 2005

The total market potential takes into account growth through 2010, the current amount of market leakage and area saturation. Total market potential for the area through 2010 is \$187.6 million.

Retail Market and Absorption Potential through 2010 by Store Location: The \$187.6 million market potential breaks down into the following types of store locations:

**Table 15 – Maryvale Border Area Market Potential by Location through 2010**

Store Location	Sales Potential (Millions of Dollars)	Absorption Potential (Square Feet)
Regional Retail	22.1	62,377
Community/Big Box	51.7	138,188
Neighborhood	65.8	164,435

Source: Applied Economics, 2005

#### ALHAMBRA/NORTH MOUNTAIN BORDER AREA

The Alhambra/North Mountain Border Area is defined by Greenway Road to the north, Grand Avenue to the south, the I-17 freeway to the East and 51<sup>st</sup> Avenue to the West.

Current Retail Market Leakages and Growth through 2010: The Alhambra/North Mountain area showed a small leakage of retail & service markets of \$22.2 million or 1.9 percent of the market demand in 2005. The following table summarizes the industries which are experiencing leakage:

**Table 16 – Alhambra/North Mountain Border Area Leakage and Potential  
(Millions of Dollars)**

Industry	Leakage Amount (\$)	Leakage Percentage	Area Saturation	Total Potential (\$)
Cars & Trucks	157.1	61.1%	Yes	0.0
Entertainment & Admissions	16.1	52.0%	No	16.4
Personal Care	5.5	16.0%	No	5.9
Vehicle Repair & Maintenance	6.0	14.2%	Yes	0.6
Food at Home	17.5	9.5%	Yes	3.3
Specialty Merchandise	2.5	4.7%	Yes	1.6

Source: Applied Economics, 2005

Total market potential for the area through 2010 is \$43.9 million. The Alhambra/North Mountain area shows a much lower potential than the Maryvale Area for future retail growth.

Retail Market and Absorption Potential through 2010 by Store Location: The \$43.9 million market potential breaks down into the type of retail.

**Table 17 – Alhambra/North Mountain Border Area Market Potential by Location through 2010**

Store Location	Sales Potential (Millions of Dollars)	Absorption Potential (Square Feet)
Regional Retail	7.1	20,011
Community/Big Box	15.8	43,083
Neighborhood	13.5	39,888

Source: Applied Economics, 2005

## **COMMUNITY AND NICHE RETAIL:**

### **HISPANIC NICHE MARKET**

Hispanic populations and their associated buying power are growing fast across the state and country, but especially fast in the West Phoenix Revitalization Area. The percentage of Hispanic residents in the WPRa grew from 25.1 percent in 1990 to 54.8 percent in 2000. Companies and revitalization planners should look at the needs of the Hispanic market and how they differ from the general Phoenix population. They may demand goods found in their native culture, prefer to shop in an open-air marketplace or require marketing materials produced in Spanish.

## MALL REGENERATION

The format of the mall is changing these days, adapting to include a larger mix of goods and services organized in new and exciting ways. The regeneration of the typical big box anchored mall is a reality in today's world. The Retail Market Analysis Report emphasizes that malls become entire community centers where people can not only shop but use recreational facilities and manage all aspects of their life.

Desert Sky Mall is a perfect example of a mall in the WPRC that is taking the Hispanic niche and mall regeneration ideas into practice. They are catering to the needs of the local community by encouraging Hispanic tenants. They also have been reaching out at local swap meets to invite vendors to open up shop in a more permanent location within the mall. The WPRC should continue this trend to locate Hispanic businesses and get them into local community type markets and shopping centers. This should not be limited only to malls, but every shopping center.

## V. ECONOMIC DEVELOPMENT ACTION PLAN

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

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

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

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

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

Each focus area noted above includes a discussion of the current situation, and has an overarching goal accompanied by objectives and implementation steps.

### EDUCATION AND WORKFORCE DEVELOPMENT

The key to successful economic development resides in the quality of the workforce. An overarching theme identified at the Stakeholders Forum is a lack of a qualified workforce to fill the positions within WPRA. As the demographics indicate, residents in West Phoenix as a whole have lower educational attainment and few career skills to obtain a job that will allow them to earn a decent living.

Many business representatives and education providers indicated that the Youth in WPRA are not prepared for the world of work. Students desiring to go on to college have little means or understanding in completing college applications. Those who have dropped out of school are ill prepared to interview for a job, let alone find a job.

A common complaint of area employers is that today's youth have a poor work ethic and few soft skills, such as oral and written communications and the ability to work well in a team.

In a recent study conducted for the National Association of Manufacturers (NAM) it was reported that 80 percent of manufacturers indicate a "moderate to serious" shortage of qualified job applicants. With increasing global competition and the retirement of the baby boomers, the workforce shortage is becoming more urgent. This problem, combined with an outdated image and stereotype of manufacturing, is making it extremely difficult for this sector to interest young people in a career in manufacturing. To compound the problem, there is a national trend to eliminate vocational training within the high schools.

A pathway to lifting people out of poverty is playing out in communities across America today as initiatives are developed that would create a complete job training pathway into "green" careers. Most green-collar jobs are middle-skill jobs requiring more education than high school, but less than a four-year degree. These jobs are well within reach of lower skilled and low-income workers providing they have access to effective training programs. WPRA has an unprecedented opportunity to capitalize on the research and lessons learned from other areas of the country and find ways to leverage local environmental, economic development and workforce development programs to grow green-collar jobs of the future.

**An Illustration:**

Green-collar jobs, are well paid, career track jobs that contribute directly to preserving or enhancing environmental quality. Like traditional blue-collar jobs, green-collar jobs range from low-skill, entry-level positions to high-skill, higher-paid jobs, and include opportunities for advancement in both skills and wages. Green-collar jobs tend to be local because many involve work transforming and upgrading the immediate built and natural environment—work such as retrofitting buildings, installing solar panels, constructing transit lines, and landscaping. Green-collar jobs are in construction, manufacturing, installation, maintenance, agriculture, and many other sectors of the economy. While some green-collar jobs (e.g. wind turbine technician) are in new occupations, most are existing jobs that demand new green economy skills. For example, construction companies building and retrofitting America's cities need workers with traditional construction skills who also have up-to-date training in energy efficiency. And employers doing solar installation need workers with conventional electrical training, in addition to specialized solar skills.  
---The Apollo Group

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

**Objective 1:** Increase the collaboration between schools and business.

**Strategies:**

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

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

**Strategies:**

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

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

**Strategies:**

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

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

**Strategies:**

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

## **COMMUNITY AND ECONOMIC DEVELOPMENT**

WPRA has tremendous assets to attract investment, such as major transportation corridors, a young labor force, and proximity to west coast markets. With the increase in maritime trade at the ports of Los Angeles and Long Beach, it is projected that domestic freight movements for both truck and rail will increase substantially over the next 12 years. The WPRA is strategically poised to take advantage of the economic activity that results from trade.

The presence of Cricket Pavilion and Desert Sky Mall provides the nucleus for a vibrant retail and entertainment district within the WPRA. However, to truly

capitalize on this asset, creating gateways that differentiate the area, planning for additional mix of uses, embracing the cultural diversity, and creating an identity for the area will help draw people.

Having “shovel ready” land and available buildings for business expansion is crucial to the success of economic development. Redevelopment in some areas may be required in order to compete with the growing suburban markets and capture the domestic freight movement taking place in the U.S. Targeting developers to build office and medical office space will spur the attraction of professional and medical service businesses to the area, which are in short supply.

Embracing the cultural diversity of WPRA and fostering entrepreneurship and small business development is the root of an “economic gardening program.” A component of this is the availability of a strong arts and cultural sector, which can be a determinant in where talented professionals choose to live and work. Considerable talent exists in West Phoenix, but without guidance, nurturing and technical support, this asset will never be realized.

In 2007 the federal government passed the Green Jobs Act and the Energy Savings Act for an initial investment of \$275 million, which is meant to be a launch pad for green-collar jobs. Spurring the creation of green sectors and jobs for residents of WPRA should start by identifying what green sectors should be targeted, creating programs to help existing business take advantage of emerging opportunities and creating the regulatory climate that fosters the green economy.

“The green economy is taking shape, bringing with it the promise of well-paying manufacturing jobs; of management and sales opportunities with huge growth potential and lots of niche positions for enterprising students and job seekers looking for alternative careers”  
- emagazine.com

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

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

**Strategies:**

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

**Objective 2:** Consider the creation of master plan for a village core with mixed use, office, retail and entertainment around the Cricket Pavilion and Desert Sky Mall.



**Strategies:**

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

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

**Strategies:**

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

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

**Strategies:**

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

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

**Strategies:**

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

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

**Strategies:**

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

**Objective 7:** Continue support for and redevelopment of Metro Center and surrounding neighborhoods and commercial district, which is adjacent to the WPRA.

**Strategies:**

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

## QUALITY OF LIFE

Reducing and controlling crime is integral to fostering sustainable economic development. Areas in West Phoenix that are plagued by crime are not attractive to residents or merchants and are a deterrent to attracting and retaining business. Intervention and prevention will be key in reducing crime, which is necessary in order to achieve successful community and economic development.

The physical appearance of an area has an impact on whether a business would be willing to locate or invest in the area. Graffiti, vacant lots with debris, and old and poorly maintained buildings are a deterrent to the comfort and enjoyment of residents, customers and merchants. These visual cues communicate the message that the neighborhood and business establishments don't care about the area. Improving the appearance of key economic corridors can help instill community pride and be a visual cue of renewed vitality.

"The condition of our public spaces (e.g. sidewalks, plazas parks, streets) often serves as a barometer of our communities' vitality, social cohesion, public health, sense of place, image, and identity"  
- American Planning Association

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

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

### Strategies:

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

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

**Strategies:**

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

**Objective 3:** Build media relations to promote the WPRA.

**Strategies:**

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

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

**Strategies:**

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

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

**Strategies:**

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

## **MOVING FORWARD AND MEASURING SUCCESS**

The goals that have been identified will help guide the future decision making about how WPRA can change and develop. There are several key elements of moving the plan forward and measuring success. These points create a framework for a synergistic and holistic approach that will enhance ongoing efforts and foster partnerships in the economic sectors. Activities may include:

- Coordination of various plans and initiatives underway such as “Making Strides in Maryvale.”
- Assuring readiness for soliciting additional resources to fill in gaps by tapping sources such as EDA, Weed and Seed, State Home funds, other philanthropies and preparing for the next bond program.

Tracking progress towards achieving the stated goals and objectives is a critical component of plan implementation. Choosing indicators to monitor progress should be directly related to the primary goal of the focus area. Examples of indicators include reduction in drop out rates, number of students enrolled in career technical education (CTE) or higher education institutions, number of college graduates, sales tax revenue, value of corridor improvements made, number of new jobs created/retained, reduction in crime, etc.

Baseline data should be collected for each indicator selected and updated on an annual basis for the WPRA. An annual report should be prepared which highlights progress made within the WPRA.

## **ONE-YEAR ACTION PLAN**

City staff is working on the creation of a one-year action plan, which is based on the five-year economic development plan (Appendix A). The one-year plan will identify collaborative partners for each strategy or action item, and include the timeframe for completion, estimated cost and possible sources of funding, and performance measures.

On an annual basis an economic development progress report will be presented to the WPRA Advisory Board. Following the implementation of the one-year plan, a second year action plan will be created. This will be done through discussions with the WPRA Board, collaborative partners and key stakeholders

## APPENDIX A – FIVE-YEAR ECONOMIC DEVELOPMENT PLAN

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

**Objective 1:** Increase the collaboration between schools and business.

**Strategies:**

1. Create mentoring and internship programs which are a pipeline to higher education and careers after high school.
2. Work with the Arizona Community Foundation to help implement the nationally recognized HW-SC Program<sup>2</sup> aimed towards “at risk” youth, which helps youth succeed in school, earn their high school diploma or GED and acquire the habits and skills that will prepare them for success at work and in life.
  - a. Identify school-business partnerships.
  - b. Pair students with local employers to provide meaningful part-time work experience.
3. Expand the Aquilar program to help students who are college bound apply for financial aid and create a school-to-career plan.

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

**Strategies:**

1. Expand existing incentive programs offered to area businesses such as employer reimbursement for training.
2. Through discussions with the area hospitals, identify the number of nurses and nurse practitioners that will be needed over the next 5 to 10 years.
  - a. Create a scholarship program funded by private donations to train WPRA residents to be nurses and nurse practitioners.
  - b. Identify or create an organization to administer the scholarship program.
3. Create a network of service providers.
4. Redirect, consolidate, and pool funds from federal, state, local, and private sources to fund workforce development/training programs.

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<sup>2</sup> Hillside Work-Scholarship Connection (HW-SC). Launched in 1987 and administered by the Hillside Family of Agencies, the program’s remarkable success is demonstrated by the fact that three-quarters of participating students graduate from high school and go on to college

**Objective 3:** Help minorities and women attain self-sufficiency by preparing them for employment, beginning in the construction industry and expanding into higher paying jobs in other economic sectors.

**Strategies:**

1. Create a construction apprenticeship program that includes life skills, GED and other educational activities.
2. Assist minority contractors who are interested in competing as prime and sub-contractors for public work projects, by providing classroom training, bonding and financial assistance.
3. Integrate English as a second language (ESL) programs with mentoring, apprenticeship, and classroom training programs by recruiting and advertising to students from ESL programs.
4. Assist minorities and women to develop plans to guide them through education and employment.
5. Involve employers in all strategies to ensure that employer skills are met and curriculum is tied to workplace applications.
6. Mitigate barriers of entry to education and training by providing services such as day care to women while involved in training programs.
7. Work with women's and cultural community organizations to implement programs for their respective audience.

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

**Strategies:**

1. Work with the middle and high schools to create career technical education (CTE) to help students learn a trade that will provide a decent living.
  - Involve employers in strategies to ensure that employer skills are met and curriculum is tied to workplace applications.
2. Participate in the "Dream It. Do it"<sup>3</sup> program developed by the Manufacturing Institute and the National Association of Manufacturers to help young adults find careers in manufacturing.
  - a. Identify an organization, such as the Arizona Association of Industries, to be the driving force behind the Phoenix initiative.
  - b. Develop the Phoenix website, which will be the portal linked through the national web site.
3. Create a grant or scholarship program targeted toward students who participate in CTE programs.

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<sup>3</sup> <http://www.dreamit-doit.com/>

4. Coordinate at-risk youth and dropout programs to provide a path from education to employment.
5. Evaluate alternative education programs identified in the report entitled "Whatever it Takes: How Twelve Communities Are Reconnecting Out-of-School Youth" published by the *American Youth Policy Forum*.

**Objective 5:** Create a pilot program known as "Green Jobs Corps" to create green pathways out of poverty for WPRA low-income residents.

**Strategies:**

1. Research the City of Oakland, California project for lessons learned, and adapt the program for the needs of the Phoenix metro area.
2. Focus job training for jobs that actually exist in the metro area.
3. Identify Green-collar job training partnerships to leverage City, State, and Federal resources.

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

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

**Strategies:**

1. Conduct an asset inventory of each major corridor and identify potential sites for development or redevelopment.
2. Create a list of various uses/projects that would be appropriate (i.e. arts district, Latino marketplace, handmade crafts, entertainment, antiques, etc.) and identify steps to foster implementation.

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

**Strategies:**

1. Working with the community, create and promote a design and theme of the district that captures the history, culture, and values of the residents of West Phoenix.
2. Create distinctive gateways that visually announce when you are in the district.
3. Determine the mix of uses that compliment the existing retail/entertainment activity.
4. Consider the creation of an "artists in residence" development that promotes and fosters local talent and entrepreneurship.
  - a. Identify potential reuse facilities or green field development.



- b. Consider commercial zoning that will allow the artist to live, work and sell out of their space.
5. Capitalize on future light rail for West Phoenix by identifying potential Transit Oriented Developments (TOD's) within proximity to the retail-entertainment district.

**Objective 3:** Foster the development of professional and medical office space in WPRA.

**Strategies:**

1. Meet with area hospitals to understand their future demand for doctors, as well as their need to add or expand medical units, which will drive the need for medical office space in the area.
2. Identify redevelopment and vacant parcels around the hospital campuses and market them to key medical office developers.
3. Develop a "shovel ready" program for selected sites which incorporates in-place infrastructure and fast tracking plan review and building permits.

**Objective 4:** Identify key development opportunities within the Grand Avenue Corridor that will stimulate job creation and the economic improvement of the WPRA.

**Strategies:**

1. Conduct an asset inventory of the Grand Avenue corridor and identify potential sites for development or redevelopment.
2. Conduct meetings with Union Pacific to explore the feasibility of the development of a transloading facility and associated warehousing.
  - a. Select a site and create a City Implementation Team that will collaborate on implementation.
  - b. Meet with the Phoenix Industrial Development Authority and others to determine potential financing options.
  - c. Identify a developer or developers who specialize in transloading facilities and begin a dialog.

**Objective 5:** Encourage the growth of micro-enterprises and small business in WPRA.

**Strategies:**

1. Through a partnership between the Phoenix Workforce Connection and Self Employment Loan Fund (SELF)<sup>4</sup> conduct a "Starting Your Own Business/Business Plan Workshop."

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<sup>4</sup> SELF is a Phoenix based non-profit organization whose mission is to promote the self-sufficiency of low-income individuals, especially women and minorities by encouraging the growth of micro enterprise through training, technical assistance, and access to credit.

2. Annually conduct a Small Business Financing Marketplace Conference by inviting representatives from the banks, Local Development Corporations and non-profit lenders to meet with micro and small business owners.

**Objective 6:** Ensure that the permitting and review processes are not a detriment to fostering business development in WPRA.

**Strategies:**

1. Review existing process and determine where it can be streamlined.
2. Consider providing incentives for key projects that would provide assistance in coordinating and leading people through the city development process.
3. Consider expediting the process of plans and proposals that meet established criteria.

**Objective 7:** Spur the creation of “Green Collar” jobs for residents of the WPRA.

**Strategies:**

1. Conduct an assessment of possible growth industries, and the job quality and skill level of occupations in those industries.
  - a. Invite key stakeholders from community, environmental, education, business and labor groups to help identify current strengths and assets.
  - b. Develop policies and programs that will expand the demand for green-collar workers.
2. Help existing businesses take advantage of emerging opportunities in the green sector.
  - a. Connect business to markets for green products and services.
  - b. Post an on-line database of local suppliers.
  - c. Create a revolving loan fund to help manufacturers retool to create new component parts.
  - d. Explore the creation of green building codes and energy conservation ordinances for the construction of new green buildings or retrofits of existing buildings.

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

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

**Strategies:**

1. Identify and prioritize key corridors for study and implementation.

- a. Conduct a streetscape assessment on priority corridors that evaluates the physical condition of the street, sidewalks, landscaping, public spaces, etc.
  - b. Prepare a plan for streetscape improvements, which includes an action plan that is phased based on the availability of funding.
2. Tap the talent of local (WPRA) artists for public art and incorporate art within streetscape and hardscape projects within major corridors. This could include sidewalk art, public seating, murals, etc.
3. Consider creating a façade improvement grant or loan program for WPRA merchants.
4. Clean up employment corridors and vacant parcels that are an eyesore to the area.
  - a. Select Community Based Organizations (CBO's) and train them to conduct monthly basic cleaning and maintenance services in employment corridors that were recently cleaned by the city.
  - b. Organize clean up events with residents and merchants.
  - c. Continue and expand graffiti and shopping cart removal programs.

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

**Strategies:**

1. In conjunction with the City's Parks Department, form soccer leagues and conduct tournaments at the facility.
2. Conduct community festivals to celebrate the cultural diversity in WPRA.
3. Allow youth groups access to the facility to stage programs and events, including sporting activities.

**Objective 3:** Build media relations to help overcome the negative stigma of West Phoenix.

**Strategies:**

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

**Objective 4:** Improve the safety of residents and businesses, and work to prevent crime in major employment corridors.

**Strategies:**

1. Review data on reported crimes to understand the type, location and reported time of the crime.

2. Working with the Police Department, organize merchants and residents to create a strategy to combat crime.
3. Address any physical conditions that might encourage crime by utilizing CPTED assessment and strategies.<sup>5</sup>
4. Make changes that will make residents and customers feel safe.

**Objective 5:** Deter crime and vandalism conducted by area youth.

**Strategies:**

1. Create a multi-cultural Youth Center that promotes teen development.
  - a. Working in conjunction with non-profits and church groups, develop and conduct programs and activities that are geared toward youth in West Phoenix focusing on recreation, employment and prevention.
  - b. In collaboration with the schools, community based organizations and city agencies, offer programs such as tutoring, job placement, teen leadership development, drug and alcohol counseling, social service referrals, etc.
2. In collaboration with the private sector, conduct summer youth employment and training programs.

**Objective 6:** Create community development initiatives that are aimed at engaging area youth.

**Strategies:**

1. Support programs that reduce barriers to participation in arts and culture programs.
2. Help arts organizations develop programs for adolescents.
3. Create a “lifetime sports academy” that will help youth learn a sport that can be enjoyed for a lifetime.

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<sup>5</sup> Crime prevention through Environmental Design, [www.cpted.net](http://www.cpted.net)

# **APPENDIX B – WPRA BOARD PRIORITIES & CITY OF PHOENIX ECONOMIC DEVELOPMENT PLAN**

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## Goals/Prioritization of Ideas from Strategic Planning (9-20-07)

### Collaboration

1. Establish new or improved partnerships including businesses, developers, city departments, educational and other institutions, communities of faith, and residents.
2. City departments should coordinate to make the most of limited resources.

### Strategic Planning

3. WPR CAB should create plan of action.
4. Focus limited bond resources on a few targeted areas and projects.

### Economic Development

5. Encourage all kinds of investment.
6. Attract new jobs and businesses.
7. Expand and improve as well as support existing education and training resources.
8. Improve entranceways.

### Community Image

9. Promote positive features of West Phoenix.
10. Target specific sites for improvement
11. Coordinate positive projects for maximum image impact.
12. Continue/expand support of graffiti removal and grocery cart program

## **Housing**

13. Improve housing maintenance through education, training, and other assistance programs.
14. Provide home purchase assistance to encourage home ownership.

## **Families and Youth**

15. Promote facilities, programs and activities that support families & youth.
16. Provide more school resource officers.

## **Transportation**

17. Improve public transit.

## **Community Safety**

18. Enforcement: expand best practices.
19. Education: expand best practices.
20. Promote or assist neighborhood associations in high crime areas.
21. Target specific crime(s).
22. Improve lighting.



# 2007-12 Phoenix Economic Development Plan

## **Mission Statement:**

*The mission of the Economic Development Plan is to serve as a roadmap and catalyst, through collaboration and leadership, to grow and sustain a business environment focusing on knowledge-based businesses.*

## **Vision Statement:**

*Phoenix is a business-friendly city, strategically engaged in attaining balanced growth and development opportunities that create vibrant communities.*

## **Goals and Objectives:**

**Goal #1:** *Create and retain high quality jobs focusing on key business sectors*

### **Objectives:**

- Provide and facilitate technical/financial assistance to grow firms in key business sectors.
- Promote Phoenix as a top tier international location for bio-science and high tech companies.
- Further develop the creation of a film production industry as a key business sector.
- Support the attraction of high-wage, wealth-generating and emerging technology employers to the city of Phoenix.
- Support the retention and expansion of key employers.
- Attract foreign direct investment from around the world.

**Goal #2:** *Foster an environment for entrepreneurial growth*

### **Objectives:**

- Facilitate the retention and expansion of small-sized and medium-sized business.
- Participate in regional collaboration to enhance entrepreneurial opportunities.
- Support and grow diversity in Phoenix business ownership.
- Provide and facilitate technical/financial assistance to grow Phoenix business.
- Support initiatives that create and expand venture capital funds.
- Support initiatives from renewable energy and nanotechnology start-up companies.

**Goal #3: *Revitalize the urban areas of Phoenix***

**Objectives:**

- Strengthen the quality and character of employment centers to ensure sustainable business growth.
- Enhance the city by redeveloping brownfields.
- Support development of the downtown research and educational campuses.
- Promote efforts to develop additional urban, neighborhood-supporting retail uses.
- Promote residential and commercial infill compatible with neighborhoods.
- Support development of “destination” retail/entertainment projects.
- Promote adaptive reuse of existing structures.
  
- Comprehensively revitalize targeted neighborhoods.
- Promote best practices in urban design planning.
- Maintain or further develop unique neighborhood identities.

**Goal #4: *Expand the City’s revenue base***

**Objectives:**

- Continue efforts to preserve and expand the City’s retail sales tax revenue base.
- Promote and market the region to the business and leisure traveler.
- Support professional/amateur/youth sports, film, entertainment, and special events, which generate tourism revenue.
- Market the Phoenix Convention Center.
- Aggressively pursue new major destination attractions.
- Attract new auto and other vehicle dealerships and retain existing auto centers/corridors.
- Implement strategic Sky Harbor improvements that will support business growth and generate increased revenue to the City.
- Encourage the revitalization of existing retail centers and neighborhood retail businesses.
- Identify innovative methods and financial incentives to stimulate investment.

**Goal #5: *Develop and retain qualified talent to meet the needs of business***

**Objectives:**

- Provide assistance to both job seekers and employers by focusing on high skill, technology, and other key occupation areas.
- Facilitate linkages with business and education institutions to create internship opportunities.
- Collaborate regionally with community colleges, universities, and other providers to develop school and training curriculum to develop skill sets for targeted key business sectors.
- Through various partnerships with schools, promote educational and enrichment opportunities for Phoenix’s youth to stay in school and decrease dropout rate.
- Strengthen the relationship between the public-sector workforce programs and the business community.
- Pursue the development and expansion of private education programs/presence.
- Leverage private-sector resources.
- Facilitate transportation and training needs of service-sector employers.

**Goal #6: *Enhance and improve the quality of life for Phoenix residents***

**Objectives:**

- Promote Phoenix as an arts and cultural destination.
- Develop, restore, maintain and renovate parks and recreational facilities.
- Ensure availability of affordable and attainable housing throughout the community by promoting mixed-income development.
- Implement strategies to make Phoenix the safest and most livable major city in the nation.
- Promote Phoenix as a diversity friendly city.
- Protect and enhance the environment by reducing pollution, promoting sustainable practices, and preserving our natural resources.
- Strengthen and preserve Phoenix neighborhoods.
- Promote multiple outcomes for our projects.
- Promote and maintain the City's library system, continually enhancing services and programs to meet the community's needs.

**Goal #7: *Pursue improvements in the foundations of economic vitality***

**Objectives:**

- Plan and implement street and public transportation improvements and enhancements.
- Continually renew and enhance the plan review and permit issuance process to be business friendly.
- Mitigate impact to businesses as part of disaster preparedness efforts.
- Implement new technologies within city departments to improve customer service and efficiency.
- Enhance the capacity of telecommunications and other utilities for business growth.
- Enhance relationships with the state legislature and federal congressional delegation to increase collaboration and support of economic development.
- Collaborate with the State Land Department and local government peers on key regional and state economic development issues.
- Collaborate with private sector and non-profit partners/stakeholders on economic development strategies.
- Enhance regional, city, and neighborhood public infrastructure.
- Cultivate an educated and prepared workforce committed to lifelong learning.
- Review existing economic development programs to ensure maximization of resources and provision of vital services.

**Goal #8: *Plan and Strategize for the Future***

**Objectives:**

- Monitor trends in the economy and demographics.
- Continually explore future opportunities in upcoming industries.
- Prepare and implement a 20-year strategy which utilizes a systems approach to economic development and increases opportunities to create wealth for citizens and business in Phoenix.

Revised April 26, 2007

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## APPENDIX C – ATTENDEE LIST

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WPRC Stakeholders Forum Attendees  
April 18, 2008

Company	Street Address	City	St	Zip	Phone	Email
Chicanos Por La Causa	1046 E Buckeye Rd	Phoenix	AZ	85034	602-257-0700	<a href="mailto:andres.contreras@cplc.org">andres.contreras@cplc.org</a>
TERRROS	3235 W Thomas Rd	Phoenix	AZ	85009	602-685-6013	<a href="mailto:adonisd@terros.org">adonisd@terros.org</a>
Grace Health Care of Phoenix	4202 N 20th Ave	Phoenix	AZ	85015	602-864-9824	<a href="mailto:edward@gracenc.com">edward@gracenc.com</a>
Maryvale Hospital						
CHEER'S Ctr.	1950 W Heatherbrae	Phoenix	AZ	85015	602-246-7601 x11	<a href="mailto:jegbert@abrazohealth.com">jegbert@abrazohealth.com</a>
Maryvale Hospital	5102 W Campbell Ave	Phoenix	AZ	85031	623-848-5107	<a href="mailto:kterris@cheers.org">kterris@cheers.org</a>
Health Mothers Healthy Babies	3451 N 51st Avenue	Phoenix	AZ	85035	623-247-4764	<a href="mailto:chamilton@abrazohealth.com">chamilton@abrazohealth.com</a>
						<a href="mailto:latejana86@hotmail.com">latejana86@hotmail.com</a>
Maryvale Hospital						
Touchstone Behavioral Health					602-319-3510	<a href="mailto:daniel.morales@touchstonebh.org">daniel.morales@touchstonebh.org</a>
WPRC CAB Boardmember	2924 N 63rd Avenue	Phoenix	AZ	85033		
Glencroft Retirement Center	8611 N. 67th Avenue	Glendale	AZ	85302	623-847-3000	<a href="mailto:Jay@glencroft.com">Jay@glencroft.com</a>
Chicanos Por La Causa	1112 E Buckeye Rd	Phoenix	AZ	85034	602-257-0700	<a href="mailto:arjelia.gomez@cplc.org">arjelia.gomez@cplc.org</a>
Wells Fargo	9051 W Kellon Lane #13	Peoria	AZ	85382	602-378-2450	
Ocotillo Glen NA	6720 N 34th Avenue	Phoenix	AZ	85017	602-741-4406	<a href="mailto:mobrochia@cox.net">mobrochia@cox.net</a>
Resident	5048 W Virginia	Phoenix	AZ	85035	602-239-2361	
MRC	3454 N 51st Ave. #130	Phoenix	AZ	85031	623-848-2795	<a href="mailto:maryvale1@gwestoffice.net">maryvale1@gwestoffice.net</a>
My Gallery	2901 W Fleetwood Ln	Phoenix	AZ	85017	602-249-8075	<a href="mailto:jbonnie2@cox.net">jbonnie2@cox.net</a>
My Gallery	2901 W Fleetwood Ln	Phoenix	AZ	85017	602-249-8075	<a href="mailto:greenngold1@cox.net">greenngold1@cox.net</a>
Reliance Realty	5037 N 54th Avenue #10	Glendale	AZ	85301		
	9617 N Metro Parkway West, Suite 1001	Phoenix	AZ	85051	602-997-2642	<a href="mailto:mfisher@westcor.com">mfisher@westcor.com</a>
Arizona Federal	333 N 44th Street	Phoenix	AZ	85008	602-663-3102	<a href="mailto:jennifer.garcia@azicuorg">jennifer.garcia@azicuorg</a>
Hampton Inn	5152 W Latham St	Phoenix	AZ	85043	602-484-7000	<a href="mailto:brian.kim@hilton.com">brian.kim@hilton.com</a>
WESTMEC	4949 W. Indian School Rd	Phoenix	AZ	85031	623 873-1860	<a href="mailto:diane.mccarthy@west-mec.org">diane.mccarthy@west-mec.org</a>
Phoenix Fitness and Speciale Spa	8027 N Black Canyon Hwy, #401	Phoenix	AZ	85021	602-242-7546	<a href="mailto:pwtspa@gmail.com">pwtspa@gmail.com</a>
Desert Sky Mall	4800 N Scottsdale Rd	Scottsdale	AZ	85251	480-429-3060	<a href="mailto:npascoebeusgilbert.com">npascoebeusgilbert.com</a>
PC & DJ Realty	7611 W Thomas Rd	Phoenix	AZ	85033	623-245-1404	<a href="mailto:zeke.valenzuela@westcor.com">zeke.valenzuela@westcor.com</a>
	505 S Madison Dr.	Tempe	AZ	85281	602-509-4700	<a href="mailto:jgw@somodev.com">jgw@somodev.com</a>
	2609 N. 50th Lane	Phoenix	AZ	85035	602 579-0933	
Pendergast School District	3801 N 91st Avenue	Phoenix	AZ	85037	602-565-0395	<a href="mailto:delequa@aol.com">delequa@aol.com</a>
Canyon Corridor Cmty Coalition	2720 W Solano	Phoenix	AZ	85017	602-242-4696	<a href="mailto:doridpietrosharpe@pe5d92.org">doridpietrosharpe@pe5d92.org</a>
Isaac School District	3348 W McDowell Rd	Phoenix	AZ	85009		<a href="mailto:larryl_cordova@yahoo.com">larryl_cordova@yahoo.com</a>

WPRA Stakeholders Forum Attendees  
April 18, 2008

Company	Street Address	City	St	Zip	Phone	Email
RGB Medical High School	6049 N 43rd Ave	Phoenix	AZ	85019	602-973-6018	<a href="mailto:mhebert@rcbhighschool.com">mhebert@rcbhighschool.com</a>
SRP	2429 W. Rose Lane	Phoenix	AZ	85015	602-249-9050	
Canyon Corridor	PO Box 11153				602-679-6818	<a href="mailto:jamiejohn@juno.com">jamiejohn@juno.com</a>
Rio Salado College	2323 W 14th St	Tempe	AZ	85251	480-517-8131	<a href="mailto:barara.khalsa@riosalado.edu">barara.khalsa@riosalado.edu</a>
Partnership for Community Development	PO Box 37100	Phoenix	AZ	85048	602-543-6616	<a href="mailto:richard.knopf@asu.edu">richard.knopf@asu.edu</a>
Cartwright School District	3401 N 67th Avenue	Phoenix	AZ	85033		
Argosy University	2233 W Duniap Ave #150	Phoenix	AZ	85021	602-216-3118	<a href="mailto:qgmohiuddin@argosy.edu">qgmohiuddin@argosy.edu</a>
Cesar Chavez Foundation	3602 W Thomas Rd #6	Phoenix	AZ	85019	602-384-3692	
Chicanos Por La Causa	1112 E Buckeye Rd	Phoenix	AZ	85034	602-257-0700	
	2850 W Camelback Suite 140	Phoenix	AZ	85017	602-769-3377	<a href="mailto:manuela.ramon@phoenix.gov">manuela.ramon@phoenix.gov</a>
Tomahawk Neighborhood Association	7538 W College Dr	Phoenix	AZ	85033	623-846-6667	
Metro Park NH	3224 W Brown	Phoenix	AZ	85051	602-799-7010	
Board Member	7545 W Devonshire	Phoenix	AZ	85033	623-873-1955	<a href="mailto:msuzannet@aol.com">msuzannet@aol.com</a>
Rehoboth CDC	2135 N 35th Avenue	Phoenix	AZ	85009	602-272-4133	
ASU						<a href="mailto:Lynn.Wiletsky@asu.edu">Lynn.Wiletsky@asu.edu</a>
Alhambra School District	4510 N. 67th Avenue	Phoenix	AZ	85033		
Carl Hayden High School	3333 W Roosevelt	Phoenix	AZ	85009	602-764-3034	<a href="mailto:sybarra@phxhs.k12.AZ.US">sybarra@phxhs.k12.AZ.US</a>
Alhambra Village Planning Committee member	3138 W Lane Ave	Phoenix	AZ	85051	60-841-0962	<a href="mailto:halbecker@msn.com">halbecker@msn.com</a>
Colton Commercial	2400 S 55th St., #104	Tempe	AZ	85242	480-894-3633	<a href="mailto:dcolton@coltoncommercial.com">dcolton@coltoncommercial.com</a>
SW Diesel	5110 N 32nd St., #119	Phoenix	AZ	85017	602-790-0098	<a href="mailto:guarnero@swdiesel.com">guarnero@swdiesel.com</a>
Simpson Tool Box	2440 W McDowell	Phoenix	AZ	85009	602-269-5769	<a href="mailto:marc@azitrucks.com">marc@azitrucks.com</a>
Prestige Auto & Machine, Inc.	2024 N 27th Avenue	Phoenix	AZ	85009	602-233-3314	<a href="mailto:beautiful-flowers@msn.com">beautiful-flowers@msn.com</a>
WPRA Board Member	6717 N 30th Drive	Phoenix	AZ	85017	602-499-4224	<a href="mailto:jkeyser@cox.net">jkeyser@cox.net</a>
Southwest Regional Council of Carpenters	4547 W McDowell Rd	Phoenix	AZ	85035	602-352-6709	<a href="mailto:glusson@cox.net">glusson@cox.net</a>
Colliers International	2390 E Camelback Rd	Phoenix	AZ	85016	602-222-5059	
Southwest Diesel & Electrical	1830 N 27th Avenue	Phoenix	AZ	85009	602-269-2471	
	2609 W Cypress St	Phoenix	AZ	85009	602-278-8671	<a href="mailto:azhardchrome.com">azhardchrome.com</a>
	1420 N 27th Avenue	Phoenix	AZ	85009	602-272-6601	<a href="mailto:meyer@turken.com">meyer@turken.com</a>
	2920 E Camelback Rd., Ste. 200	Phoenix	AZ	85016	602-393-4440	<a href="mailto:ray@rayvancleave.com">ray@rayvancleave.com</a>
CB Richard Ellis	2415 E Camelback Rd	Phoenix	AZ	85016	602-735-5504	



## APPENDIX D – EASEL NOTES AND COMMENT CARDS

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**WPRA - Economic Development Plan  
Stakeholders Forum  
April 18, 2008  
Economic Sector's Main Points**

**Retail/Entertainment**

1. Create destination (i.e. Entertainment District at Crickett Pavilion)
2. Create gateway entrance to community
3. Capitalize on demographics and multi-cultural aspect of the community
4. Maximize current facilities during the off-season (i.e. soccer at baseball fields)

**Healthcare**

1. Decrease/overcome blight & negative stigma perceptions
2. Positive public relations campaign
3. Immigration - educate community members on immigration issues/rights
4. Disconnect within West Phoenix "every block is different"
5. Lack of primary care physicians - difficult to attract them
6. Residents go outside of area to get care - resident's legal status sometimes prevents them for getting preventative care
7. Lack of training & education for youth to get them interested in healthcare careers

**Education & Workforce Development**

1. Build partnerships with business, schools and organizations
2. Network of service providers
3. Develop "character" and community between I-17 and Loop 101

**Industrial/Manufacturing/Warehouse & Distribution and Office/Medical Office**

1. Barrier: Crime and blight
2. Opportunity: Adaptive re-use of properties
3. Barrier & opportunities: Improve workforce training
- 3a. Streamline city processes

**WPRA - Economic Development Plan  
Stakeholder Forum  
4/18/08  
Retail/Entertainment Notes**

**Question # 1: How would you describe the current business climate in west Phoenix? What elements are contributing to success? What elements are holding the area back?**

- Economic condition as a whole.
- Notice a downturn in service related industry (spa and fitness for example)
- Downturn in appearance (parking lots, debris, deterioration)
- cleanliness
- physical deterioration
- decline in leasing activity
- Hispanic tenants are suspicious of local government (Sheriff and Mayor)
- Political and law enforcement situation having a negative impact on business.
- No new retailers because of immigration law, they are waiting to 'see what happens' with the law.

Positive comments:

- profit is steady although individual spending is reduced.

**Question # 2: List the 3 biggest barriers to long-term economic development success in west Phoenix that need to be overcome.**

- Perception! Perception becomes reality. ie. Maryvale and West Phoenix are not prime areas...not luxury. But...changes are occurring.

Facilitator's comment: We need to change that perception: retail, housing, art-scapes, entranceway to M.V.

- Education We must lift the education system so it can contribute to the neighborhood. Higher education, workforce development, business, community college, etc. Have to have education so that people will want to buy and invest in W. P.
- Ethics Work ethic among staff from W.P. is a problem for the woman who owns the spa business.
- Embracing Diversity. We should embrace our differences instead of drawing lines between different cultural groups.
- Language Barrier A large group of residents in W.P. can't speak or understand English.
- Transportation Bus system isn't good. Light Rail won't effect W.P. Street infrastructure needs improvement, public transit needs improvement.
- Immigration Laws Need new incentives for retailers and developers. West Phoenix's identity is Hispanic Business...need to capitalize on that.

Demographics vs. Phoenix as a whole: Need to dig deeper than the stats that Judie showed today. Those aren't accurate. Need to re-educate developers and investors on the W.P. demographics, more attractive picture needs to be presented to retailers and developers.

For example: 20% of Maryvale's population is under 19, but 5% of the population has college degrees.

Audience wanted to know why Judie's presentation was using information for the year 2000. 8 years ago....Facilitator explained that it was the last census data.

- Crime Statistics These are incorrect! Because the stats come from Maryvale precinct....which goes all the way to Dobbins Road. We need accurate stats for West Phoenix.
- The city needs to provide stats that are accurate for West Phoenix.
- Destination Spot. We need to make W. P. more of a destination area.

### **Question # 3: What new opportunities for economic development exist in West Phoenix?**

- Entertainment. What can we do to draw people...like Glendale has done?
- Why do we have to travel to Scottsdale for nightlife?
- We need to be a destination for entertainment.
- We need to find an entertainment solution that satisfies our demographics.
- Cricket Pavilion is the answer! It is underutilized, needs more development.
- Entertainment District needed.
- Light Rail needed!
- Incentives needed...Overlay district perhaps?
- 101 will take care of itself...lots of development will occur in that area.
- We need incentives for the bare land.
- We should capitalize on the 2 ballparks, they lay dormant a lot of the year. Should use them for something.
- Soccer! Should have a soccer venue! It would fit the demographic, we have the population to support it. Perhaps the baseball fields could be used as soccer venues?

### **Question # 4: What are the specific challenges to renovating and redeveloping existing retail projects in West Phoenix?**

- Owners aren't retail-friendly
- If the city (DSD) is busy, you can't get stuff done – the city needs to streamline the planning and permit process.

- Investment money is going outside of Maryvale. Money is sucked into 'new' projects. Existing shopping centers aren't getting attention.
- But- existing areas are safer, where people have some history, and the residents haven't JUST bought a home.
- We have to create a destination (like Los Angeles' Olivera Street). We need to draw our audience to the 'old' we can't compete with 'new'.
- Existing Centers: Can't interfere with current tenants to make improvements. You'd have to shut the center down which upsets cashflow. We need incentives! But the legislature has eroded incentives.
- We need to maximize current facilities. What can we use the ballparks for during the year?
- We need incentives for national retailers to want to enter a retail center, like a Trader Joes.
- Zoning and Redevelopment is expensive (FAR = Floor Area Ratio) To re-zone something takes 9 months. Is it worth it? We need to get rid of FAR problems.
- PFC can change text to allow more FAR.
- The Mayor was going to re-do planning-zoning codes a few years ago....what happened?

**Question # 5: What gaps exist in the types of retail and entertainment projects developed in west Phoenix?**

- Social Entertainment
- National retailer like an Applebee's or TGIF.

**Question # 6: Do you see any unmet or under-met needs for goods or services in west Phoenix?**

Duplicate question...already been answered.

**Question # 7: What obstacles exist for the success of retail development in west Phoenix? For retail business establishments? What can the private and public sectors do to address them?**

- Obstacles are City Hall, Landlords that aren't tenant friendly.
- Owners need to understand that they benefit when the retail establishment benefits...they should try to help them be successful!
- City needs to get out of the golf business. Could revitalize Maryvale Golf Course and make it into a housing, condo development.
- How does anyone know that they are coming into Maryvale? We need signs or something to identify it. A Visual Announcement. Landscaping, identifiable areas.
- Skip mentioned the city's Public Art projects as a suggestion.
- Cleanliness and graffiti are big issues...we need a clean Maryvale.

- Residential and Commercial need to come together to help.
- We need Mixed Use Development.
- We need aggressive enforcement of slumlord retail centers. Pro-Active enforcement.
- There are bad signs and potholes at a lot of centers...the owners should be sited.
- Penalties need to be raised to retail developers who aren't participating in the beautification of the area.
- Who defaults the landlords or business owners that aren't participating.

Erynn explained that these issues aren't specifically addressed in the Code. Older shopping areas didn't have to up to our current code when they were built. Trends aren't a code requirement.

- Impact Fees: Other cities will reduce or waive impact fees. Competition is an issue the city should look at.

End of Official Questions

**Skip's Question: How is the current financing situation for developers?**

- Horrible
- Money is there, deal changes everyday.
- Strings attached to everything.
- Retailers can't get financing right now....retailers are nervous.

Audience Questions:

- Why are we using stats from 2000 in this study?

Councilman Simplot's representative:

'We need to do something about the perception of Maryvale/W. Phoenix. What can we do about Retail/Destination issue? Make it a destination place? We need an 'Olivera' Street vibe. A destination for Hispanic culture, embrace what we have like the original Garcia's on 51<sup>st</sup> Ave (?). C. Simplot wants to call it "Barrio Maria" (Barrio Maryvale)'

- We need to capitalize on strengths, not over-emphasize weaknesses.
- Have to get away from weaknesses, old habits are hard to break.
- Phoenix has lost its 'destination' status...now it is Scottsdale or Glendale.

What are the Strengths of the Community:

- Demographics (Latino element)
- Purchasing Power

- Cricket Pavilion
- Baseball Parks (possible soccer facility use)
- Nascar, Hockey, Cardinals
- Proximity...W.P. is close to everything!
- multi-lingual community
- younger demographic

Key to this issue: We need to ask the younger demographic what they want. Trade, technical education? It needs to be updated. We should help the education system move towards an entrepreneurial education.

Sim City – We should have had youth involved in this process today, in order to see what they look for in a community.

Can we make Phoenix the next Hollywood? Movie industry, westerns....

Session Ends. 15 Minute break before wrap-up.



**WPRA - Economic Development Plan  
Stakeholder Forum  
April 18, 2008  
Education & Workforce Development Notes**

**1. How would you describe the current Business conditions in west Phoenix?**

- Undesirable Uses:
    - Bars
    - Cash Checking
    - Liquor Stores
  - 67<sup>th</sup> Ave and Indian School there are 21 liquor licenses in a square mile.
  - Economic Development is in small pockets around the city.
    - Poppo's restaurant is an example of a successful restaurant in Maryvale.
  - Vision of development around the 101-corridor:
    - An Area the City shouldn't focus their resources on. Focus on the neighborhoods that are hurting.
    - Don't forget about the area in-between the 101 and I-17.
    - Business is naturally attracted to that area. Need to ensure that the neighborhoods around it are stable. Area should be planned.
    - Need to plan the development to ensure desirable mix of business that most benefit the area.
- a) **What are the driving successes?**
- b) **What is holding back the area?**
- A number of business complexes and strip mall physical appearance have deteriorated. This is a negative image for our community. The physical appearance needs to be better taken care of so people will be attracted to our community and not just the 101 corridor.
  - High tech businesses are naturally attracted to the 101 corridor. The City and community should outreach to business to help them locate there. However, we need to ensure uses (i.e. grocery stores, dry cleaners etc.) are provided in that area as well.
  - When working to revitalize this area we need to ensure that low income individuals are not displaced. They need to be trained for the jobs of the future.
  - A bad reputation, a negative image has created a fear of the area. Our image needs to change if we want business and higher income individuals to relocate here.

- Weed and Seed areas have tremendous opportunity for revitalization. Crime rates except robbery and burglary are down. Our image isn't necessarily a reflection of actual conditions in the area.
  - High School Administrator: There are not enough opportunities for students. They are ready to work and become adults but they still need help preparing for jobs. Schools and business need better partnerships; this will help students to be better trained for jobs in the area. These students need hope and opportunity. 50% of my students are at or below the poverty line.
  - Carl Hayden High School (CHHS) Principal: 90% of my students are at or below the poverty line.
2. **List the three biggest barriers to long term economic development that need to be overcome.**
- We need to be attracting high tech jobs to the area by creating highly skilled labor pool. The 101 corridor is the perfect place for a high tech campuses and a great area to develop job opportunities.
  - Prop 300 is a major barrier to helping the students we need to help. These students are here and they don't plan on leaving. We need to educate them. Especially since they want to improve their lives and become educated but they are losing hope.
  - We need higher standards and expectations for students.
  - The city should partner with the business community and the school districts for the purpose of encouraging academic achievement and job opportunities.
3. **What needs to be done to create a more highly skilled workforce?**
- We need vocational schools that teach young people about the high tech industry. This will train them for high tech jobs in software programming and other similar jobs. This kind of job creation seems ripe for the West Phoenix area.
  - Think broader than tech schools. Need to have higher expectations for students. We also need to ensure these young people have the financial foundation to go through college. Students in West Phoenix should have the same educational opportunities and standards that students in Scottsdale, Paradise Valley and Ahwatukee have.
  - This area is ripe with entrepreneurial opportunity. The canyon corridor area is one of the most diverse areas in Phoenix. We recently did asset mapping and found residents spoke 27 different languages. This area needs a cultural center. West Phoenix also needs a convict re-entry program. We need to empower residents.

- It is a shame that our public facilities sit empty at night. We should open them in the evening to teach adult learning classes. We need to allocate more funds to schools so they can provide a more diverse curriculum that is available to the entire community.
  - Carl Hayden High School Principal: We offer evening library hours at our school. We are able to do this because we have received a grant for the extra funding. It is so our kids have a place to do their homework in the evening. Our schools should be multi-use facilities, why should we be spending millions of dollars on new facilities when we have them in our schools? Our school recently renovated our library and we think that the whole community should be able to benefit from their investment.
- 4. Are the education and training programs effectively providing a job ready workforce?**
- a) What is working?**
  - b) What is missing?**
    - Pendergast school district has a significant issue with transportation because the closest park, library, as well as other community facilities can only be reached by car. Students have to travel long distances to get to city services and facilities.
    - This issue is bigger than the boundaries of west phoenix. We need start planning at a regional level to find better solutions to these problems.
    - We need to plan the 101 corridor to better take advantage of the sports synergies that are currently happening in the area. This will help create more jobs and attract a variety of residents.
    - We need better public transportation so that low income residents of west phoenix aren't isolated from jobs and opportunities. Students are unable to easily get around their neighborhood, community or city so they are unable to take advantage of the opportunities and jobs that are available. This is a serious issue that needs to be taken care of.
    - We need the light rail to go down Thomas Road not by pass our community.
    - A generation of our community is in jail. Grandparents are raising children. How are we dealing with this issue?
    - We need to connect residents with employers. There should be a liaison between business and educators so we can better train students to be employable.
    - We need to start linking aspirations to opportunities. Students are losing hope of a better life.

- Prop 300 is destroying the hope for an entire population of youth that want to be productive, contributing adults. Prop 300 is a major obstacle that needs to be overcome.
- Parents are scared to let their kids go to school because of the anti-immigration sentiment.
- Francisco Montoya: I'm part of the service learning project that teaches the 10 principals of Caesar Chavez. Students want to know how they can go to college and make a better life for themselves but they are scared to go to school. Students are losing hope.
- We need a community dialogue about these issues so we better understand the consequences of policy.
- We need to engage our elected officials.

**5. What is being done to encourage educational pursuits beyond high school (e.g. vocational school, college)?**

- Prop 300 is a serious obstacle for our students.
- Prop 300 is a serious legal issue that is preventing Westpac from helping our community.
- We need entrepreneurial programs that invest in students.
- We need to encourage students to reach for the stars. There is a great program, the Aquilar program, ran by 1 woman that helps students get into college. The process to apply and get financial aid is very daunting for students and she helps them navigate this process. 100% of her students go on to college.
- The Cartwright district has the PIQUE program. This is a program that was originally used in California schools. It helps new immigrant parents and students better understand the school system so they can get the most out of our schools.
- The Amigos center at the Wesley community center helps provide child care to people wanting to take English classes. It has been very successful. It is a model that uses advanced students to teach new students. We also teach GED classes.
- Carl Hayden High School has been very successful at cultivating partnerships. They have been working with Maricopa Community College and Chicanos por la Causa. They also have received a grant from CFS that allows them to keep the library open as well as have other outreach programs.
- All districts in the west phoenix area have been able to receive seed money to start scholarship funds for ALL students.
- Why don't we hear about these successes in the news? Are you not sending out press releases?

- Carl Hayden High School Principal: Don't get me started about press releases. A few years ago our robotics team beat MIT at a robotics competition. We sent out press releases for 8 months and none of the local media outlets covered the story. It wasn't until Wired Magazine covered the story that we got any local media coverage. The media likes to focus on my school's faults covering issues with immigrant students instead of showing the community the achievements that our students have earned.
- We need a community newspaper that highlights the issues our community faces as well as highlights our successes.
- The Republic no longer has a Latino beat. They need to do a better job at covering west phoenix issues besides murder and crime.
- The media makes west phoenix out to be more dangerous than it actually is. How often do you hear "Another Murder in West Phoenix" when it was actually in Glendale or some other city.
- Maryvale Revitalization Corporation has a newsletter.
- Back to the question. Rio Salado College has created the Orange wood Adult Learning Center.
- Pendergast has created the learning center that is growing our future teachers. We get aid and then can educate them at our learning center so they work towards getting their degree and certification.
- Representative from Jobbing.com: Jobbing.com has a workforce training blog that we would love to have everyone here participate on.
- Representative from Chicanos por la Causa: We are providing elderly care, creating mono-lingual community associations and helping to take care of health issues in the community.
- Cartwright School District: We have a resource center that helps provide health care to the community. We have formed several partnerships so that we can better serve our students and community.
- AARP Representative: We have training funds available.
- Augusta University President: We have undergraduate and graduate degree programs at our college. However, we are a private institution with private tuition costs.

**6. What is your vision of the best possible workforce and education environment that can be achieved in the next 3 to 10 years.**

Vision: A city where the social political environment recognizes the diversity of the valley.

**WPRA - Economic Development Plan  
Stakeholder Forum  
April 18, 2008  
Healthcare Notes**

1. **How would you describe the current business conditions in west Phoenix?**
  - a. **What are the driving successes?**
  - b. **What is holding back the area?**
    - Along the 101, commercial is visible but in the corridor you don't see commercial.
    - Businesses are site specific
    - There is no connection among the area.
    - There's a gap, and the area is not consistent.
    - You can't identify the area as a whole because it's so spread out.
    - You can't identify with one specific area.
    - Because of the caliber and access to drugs has blighted the area; this is a big issue when trying to get people to start businesses in the area.
    - Certain parts of the area like Indian School & I-17, substance abuse holds the area back.
    - There is no incentive for business to start.
    - West Phoenix, as a city, the old town, has fallen by the way side. The City lacks effort on implementing infrastructure.
    - There's a disconnect in planning from central to the west.
    - Response of professionals lacking.
    - Access to healthcare is limited to community members.
    - Ability to qualify for services lacking.
  
2. **List the three biggest barriers to long term economic development that need to be overcome?**
  - Maryvale has a certain negative reputation (stigma) that needs to be overcome in order to attract businesses.
  - The community strives but professionals not willing to contribute.
  - The community is the product of the environment.
  - There is no pride in the community especially in youth.
  - West Phoenix is huge in square miles and is rundown.
  - Jobs are not taken due to reputation of the area.
  - Area has been called "Murderville", "Scaryvale".
  - People don't hear about the positive attractions.

- As far the murder rate, West Phoenix is like South Phoenix.
- West Phoenix has a higher rate of re-entry (those getting out jail/prison returning to the area).
- The area changes from one block to another.
- There are three (3) core barriers to the negative perception, 1. rundown, 2. crime, 3. ?
- Parents' feeling like the area is a lost cause, and that the area is unsafe. Their solution is to move their families out of the area.
- This is a high rental area.
- There is a high transient population.
- Community Development program funding not a guarantee. The area needs to build capacity & sustainability.
- Not enough agencies for community development.
- There is not enough money to go around.
- There is plenty of ways to be creative with those that have the ability.

**3. What are new opportunities for healthcare development for West Phoenix?**

- Have focus groups, outreach, working with county health services help discover new information.
- Find a niche of services that help.
- Overall shortage of physicians in the county.
- The area has 75 family practitioners.
- Recruiting a challenge. Physicians can make more money; feel safer, they don't see long term attractiveness.
- Opportunity to take challenge and create attractiveness to physicians.
- Foundation needs to be fixed.
- People choose healthcare based on geography.
- When they don't get primary healthcare in Maryvale, there is a higher rate of those needing emergency care because people have limited access to healthcare.
- This is a result of the employer sanction law.
- People afraid to get help because they are afraid of getting deported.
- It is believed that the community has a high rate of people with no insurance but it is not measurable.
- There is a long wait list for non-profit agencies offering healthcare services.
- Something needs to be done to create a positive image of Maryvale.



- Publicity campaign needed to highlight resources.
- Get more employers throughout the area to increase employment & insurance coverage.

**4. Are the current education and training programs effectively providing a job ready workforce?**

- What is working?**
- What is missing?**

- 89.9% latino, highest limited English students.
- State policy keeping educators from teaching.
- There is resistance from more experienced educators to teach differently on top of current laws.
- This seems to be a rejected population and mindset needs to change.
- Elementary levels not there which leads to limited employment.
- There is no follow-up or preparation by the school and/or charters.
- There are no activities such as college tours, etc.
- They lack exposure to outside programs.
- They never leave their immediate areas.
- There is not a long term commitment for education.
- Primary funding is out.
- If you are less fortunate financially, you are going to be lost by the way side.
- You need to meet the community where's it at.
- The system does not work for those that are different or at a disadvantage.
- In the past, 23-24% of the students were failing but now more than half are excelling. (Cartwright)
- There has been an investment by the school board.
- We need to make sure and keep political issues out.
- There is more room for investment and support.
- Desegregated funding doesn't allow educators to qualify for ELO funding.
- Maryvale planning committee great place to bring stakeholders together.
- When there is government funding there's always a risk due to reduction in funding and cutting cost. This is frightening for the community to think of.
- There needs to be a close eye kept on the neighborhood.

- Economic development investment needed, there needs to be the right kind of jobs, not just how many.

**5. What needs to be done to create a more highly skilled workforce for the healthcare field?**

- Provide training for students.
- Get students more interested.
- Give them more exposure to create more interest.
- Students/youth afraid of the healthcare facility.
- Need to show the youth the opportunities in this field.
- Informing them of the programs available (bilingual nursing programs).
- There are good vibrant kids, how do you get them to college? At least half not able to get higher education due to legal status.
- This group is an untapped resource.
- Need to change venue for the youth.
- Youth not aware of resources for education i.e. grants, scholarships.
- Healthcare professionals, able to provide funding to educate students.
- There needs to be a reference point to bring internships to the healthcare community.
- Some internship students don't know how to react to the community patients.
- Connect different parts of the community that provide internships.
- The parents need to be educated about the resources available.
- There are a lot of parents who resort to thinking that they can't afford to continue to educate their children.
- This can be a huge obstacle in parents motivating their children to get a higher education.
- Get someone that has the same family dynamic so they can tell their story of success.
- Get those who have overcome these obstacles and become mentors.

**6. Are there specific barriers or gaps in the healthcare industry?**

- Funding is being slashed.
- Need to be more creative in partnering w/ businesses/community.
- They (businesses) need to see how much they can add.
- Doesn't always need to be cash.

- Businesses need to understand that this is not a quick fix.
- Being able to solicit for prevention services is always a challenge because you can't always make a case for something that hasn't happened.
- Shortage in funding is a nationwide issue.
- Everyone is competing nationwide for resources.
- Businesses should provide discounts to the community to help with the economic situation.
- Business should give a percentage back to the community. If someone would step up and be the example then maybe everyone will want to step up.
- Giving back to the community should be the focus which would lead to a positive focus as opposed to murders/drugs.

**7. What specific development barriers are there to developing the needed healthcare services/facilities? What can the private and public sectors do to address them?**

- There is no space availability.
- Owners of available spaces do not want to deal with these types of services such as Terros.
- There is a stigma about substance abuse facilities.
- Reimbursement level?
- Medicaid not enough to keep lights on.
- Tax breaks, small business loans, rental assistance should be offered.
- Take \$40 million bond funds to create a focus, tax breaks as incentives to address barriers.

**7b. What can we do to improve the area? Is there anything to create a roadmap?**

- Provide solutions to public/federal issues such as immigration.
- Invest in schools, economic development, and healthcare.
- Be more realistic as far as approach.
- Not just undocumented residents but also for those that are in the middle.
- Need to change curb appeal.
- City assistance programs such as rehab need to eliminate red tape to increase qualified applicants.
- Very discouraging to apply for rehab programs.
- All city programs need to revisit their structure to provide seamless services.

- The policy, rules, regulations on funding should be addressed.
- This would make everyone's life a lot easier.
- Flexibility needs to be increased.
- A lot of the non-profits are scattered and under funded.
- The City Of Phoenix should use the power of eminent domain to eliminate blighted areas and redevelop properties.
- City needs to learn how to work with non-profits to collaborate with each other.
- Create a community awareness of resources.
- 67<sup>th</sup>/Indian School (YMCA) (17 acres) should be used to assist non-profits with rent free facilities.
- Can be used as model and centralize non-profits/services.
- Does the City get involved with small business incubators?
- Maybe by using condemnation to create small business incubators.
- SB incubators should be created, time is of essence. There needs to be a reference point.
- The area needs to know who is working on what and know who is collaborating with each other.
- Needs to be an understanding of the federal law.
- City needs to help educate individuals on the federal law issues such as immigration.
- The city can't avoid it and it needs to be confronted.
- There is a lot of room for capacity building.
- Facilities need to be rented by different groups.
- Driving a long distance to training facilities can be an obstacle.

**WPRA - Economic Development Plan  
Stakeholder Forum  
April 18, 2008  
Industrial/Manufacturing/Warehouse & Distribution**

**1. How would you describe the current business conditions in west Phoenix?**

**a. What are the driving successes?**

- Cultural diversity
- Bi-lingual population
- Carl Hayden HS innovations in engaging community
- Upwardly mobile work force
- Easy access to freeways
- Widening and improving streets on main corridors
- Re-design of Grand Ave
- Inexpensive land

**b. What is holding back the area?**

- Crime
- I wouldn't start over there again because of crime throughout the area
- Perception that the Avenues are bad while the Streets are good
- Need by-pass for Grand Ave. trains
- Can't keep businesses - they move out
- Stigma of Westside
- Street scapes and curb appeal bad

**2. List the three biggest barriers to long term economic development that need to be overcome?**

- Crime, prostitution
- Graffiti
- Street Scapes
- Lack of curb appeal of businesses
- Transit challenges
- Lack of police support and high turnover of police
- No ownership of the problem by businesses
- Higher commercial property taxes in Isaac than Chandler & Scottsdale for industry
- No entertainment or after school activities for youth
- Homeless

Illegal signs  
APS only has a 220 line - not enough power to expand  
Need to offer tax breaks and incentives  
Resident apathy  
City needs to streamline and back off redevelopment requirements, processes & timelines

### **3. What are new opportunities for industrial/manufacturing/warehouse distribution development in West Phoenix?**

Too many barriers and obstacles so business will go elsewhere  
Fighting upstream everyday  
Need to tear down old buildings (redevelopment)  
Take existing businesses and help them work better & look better  
Small land plots in west so can't compete with Buckeye  
Have to improve on what is already there instead of new development  
Identify additional uses for the land such as technology  
Light rail  
Land use change opportunities  
Healthcare opportunities for aging population  
Creating an inventory of real estate opportunities

### **4. Are the current education and training programs effectively providing a job ready workforce?**

#### **a. What is working?**

Chicanos por La Causa has a comprehensive training programs and job fairs

DSD has management and technical assistance - free to businesses.  
Also classes taught by professionals.

#### **b. What is missing?**

Need partnerships between businesses and colleges to train employees.  
Westside applicants don't have the needed job skills so have to hire outside the area

We need to invest in schools

Quality of employees has gone down - they don't show up, on drugs, drinking, too slow

Need OJT to train unskilled workers but small companies don't have the money to do this

Offer certificate courses to assist businesses in growing & developing employees (ie

bookkeeping, taxes, etc.)

Schools need to help prepare workers for workforce

Need specific training programs such as carpentry

Employers must be willing to pay competitive salaries

Business ethics training

**5. What are the trends in:**

**a. Redeveloping and renovating existing industry?**

**b. New development?**

Cost of fuel will affect commuters

Good that this area has good street structure and easy access

Need to take advantage of location and keeping costs of commuting down

Not enough police assistance

Need improved and increased bus routes - light rail won't help that much

Need more mixed use

Need to build for X & Y generations

Adapt and reuse

Change zoning and set backs

Make areas pedestrian friendly

**6. Are there specific barriers or gaps in the marketplace affecting YOUR industry?**

See question # 2

**7. From our discussions here this morning, what can you, your organizations and/or other groups do to foster economic development in West Phoenix?**

City & State should have seen downturn coming and begun planning earlier  
City should bring in independent organization to get a national perspective on issues

Increase public understanding of needs

Encourage community participation

Streamline processes

Invite media to promote the area

Eliminate crime and blight

Develop new and creative land uses

Develop workforce



**WPRA - Economic Development Plan  
Stakeholders Forum  
April 18, 2008  
Industrial & Office & Medical (Commercial)**

Question: Why did the area not include additional areas south to Lover Buckeye? We are “missing the boat” by not bringing South Phoenix into the WPRA.

Jak Keyser: Changing demographics and crime in the areas was a big focus of the advisory council who had a voice in setting the boundaries. However, they can address the issues outside of the boundaries, the bond funds were the driving force. Council can use non-bond funds to address those issues.

Question: What precincts service the areas?

Answer: Cactus Park & Maryvale Police precincts.

Self Introductions:

Ray Van Cleef- Occupation - brown fields  
Jak Keyser - V.P. of West Phoenix Revitalization Board, co-chair of Weed & Seed  
Dan Colton - Real Estate  
Mary Ann - Neighborhood Leader/ Ave. - Ocotillo Towers  
Mark Vegas - Simpson Toolbox - 24<sup>th</sup>& McDowell  
Hal- 50 year resident of the community - Alhambra Village  
Beatrice Flores - Prestige Auto & Machine  
Dan Pardo - SW Diesel @ 27<sup>th</sup> Avenue & McDowell  
Dan McWilliams - Colliers - Real Estate  
John - CB Richard Ellis - Airport area/South Phoenix  
Jerry - Carpenter’s Union  
Dennis Shibe - Indian School- Hard Chrome since 1974  
Connie White - Maryvale Weed & Seed  
Carolyn - Wells Fargo  
Argie Gomez - CPLC (CEO) Westside Training Center  
Susan Sargeant - Maryvale Village Planner  
Blake Dawson - Reliance Realty - own/manage 1.2 million square feet of Industrial space  
Susan - “ ‘

Comment: Brian with Property Management - Maricopa Corridor Community Alliance - mentioned stated that prostitution and metal theft as a

problem. Tony mentioned that McDowell and I-17 was an issue and that road work (blasting) was an issue to his business access.

1. What keeps you here and what are some of your success?

Comments: Crime is an issue and I wouldn't be here if I could move.

Argie Gomez with CPLC stated that Carl Hayden High School has excellent civic programs and that is why she likes the area. Jak Keyser stated that strength, a good workforce and family values among the younger population was a plus. Also would like to see more entertainment for young people and he considers a good street with freeway access. However, the train does affect the flow of traffic and may require a "flow change" or an underpass.

Cultural Diversity and international trade were discussed and it was mentioned that a call center had recently moved to another city.

A participant asked if the goal was to reintegrate or re-route the project?

Response: Jerome Miller stated that we are attempting to build on the successes to achieve a positive outcome and to build on untapped efforts. Focus on areas of influence and build a new economic plan for the area.

There was some discussion on Industrial versus Medical and the possibility of relocating some of that to Grand Avenue. Inexpensive rent but dangerous due to crime in the area. Also, Grand Avenue wouldn't be scheduled for redevelopment.

Question: What can do to keep you at your location?

Response: Promote the Westside through the media. Change the perception and image of the Westside - "If it looks like a ghetto, it is a ghetto"!

2. What are the biggest barriers to long-term economic development?

- Graffiti
- Growth
- Screening areas to create corridors and improve the areas that have least appeal.
- Consider criminals as stakeholders - address the issue of crime through weed & seed.
- Establish a prisoner re-entry program and integrate it into the workforce.
- Leverage money into areas of influence for example - 51<sup>st</sup> Avenue and Indian School (Old Maryvale Mall).

- Crime - take ownership - police change out staff constantly - must help out and stay in touch.
- Graffiti and homeless are a problem.
- Isaac school area has the highest property taxes and we are not getting what we are paying for.
- Establish more entertainment for youth.
- Utilities are an issue and we have had to downgrade on our equipment, especially small businesses.
- Establish training programs and provide training equipment (OJT). Employers have to pull skilled labor from out-of-state.
- CPLC Westside Training Center is a resource - students go through a series of classes in preparation. Most of the participants are Latinos so we must invest in the area schools. CPLC has of site office at the YMCA on 67<sup>th</sup> Avenue and Indian School
- Carpenter training has been declining in quality so we must work hand-hand to raise wages to get better trained employees. Larger companies should provide incentives to smaller companies for to help out.
- Provide some funds from the \$47 million to establish training for youth.
- Developers should contribute to effort and invest in the West Valley.
- Streamline city processes.
- We must still compete in the West Valley, so over zealous nature is not helping.
- Provide opportunities for “Mom & Pop” operations to help take the business to the next level. Provide certificate courses e.g., bookkeeping and finances.
- Streamline city processes down to 3 months.
- When companies have job openings for technicians, employees don’t show up due to drinking or a drug problem. Most are just there for the check, are undereducated and must be taught good work ethics.

Comments by Don Mack with the City of phoenix CEDD:

The workforce connection has 3 offices currently working to change form “employee driven” to and “employer driven” concept. We are looking at clusters and how we can make the transitions. City Council recently approved a 20 year Economic Development Strategy that will involve K-12 grade students using the “back to basics” ideas. Mr. Mack told the group that he recently took part in as an “acting principal” at a grade school that was a real “eye opener”. In addition, he has been working with a company that has come up with a plan to train machine operators through a traditional apprenticeship program with the incentive being a certificate of completion that a high school senior could us to earn \$45 thousand per year to help pay for night courses at a community college.

At this time the city council is working with DSD to overhaul the permit process and to offer free services for existing programs. All classes would be offered by certified instructors.

Other comments included:

- Tax breaks to attract new businesses
- NSD is called and nothing changes - problems are still there
- Police do respond and have removed drug houses- not all bad.

3. What are the new opportunities?

- Remove obstacles - get new money into the areas along with new businesses that have previously have not been attracted due to barrier, location, crime, access to the freeways, high taxes, price per square foot and not new development.
- Take what we have and make it grow- use existing businesses and concentrate on what you have. Examples are all around the country - do something that hasn't been done before.
- Identify additional uses not currently in the neighborhoods - "flip it on its' head"!
- Financial Institutions - Wells Fargo can infuse money into the WPRA as interest is there since money is available at this time.
- A good example of new development and infusion of money is Sheely Farm's Algodon Center, a \$2.5 million dollar project at between Thomas and McDowell Roads. Was an old pharmaceutical building.
- The light rail is a plus and will create new corridors.

Office & Medical:

- Aging population - health care needs will increase and the opportunities for home care workers, physicians, medical assistants, etc.
- How can we identify other stakeholders?
- Reuse existing space by having the city identify areas of inventory and opportunities for Real Estate opportunities.
- Current office space is at \$.42 per square foot.
- Trends - develop where marketing is already in place.
- Cost of fuel will negatively affect the area.
- Ensure that good transportation is available and keep streets repaired, add buses or improve system.

- Plan out how WPRA can compete with areas like Buckeye or other outlying areas.
  - Clean up crime where money is being put.
  - More mixed-use retail
  - We have a good population base, use workforce.
  - Build for X and Y generation, adapt and re-use changed zoning, set-backs, make more pedestrian friendly environment by using CEPT.
4. What can you, the city and others do to boost economic development?
- Cannot understand why the city did not see the “crunch” coming (unlimited growth at any cost).
  - Independent group, help us understand what we can do, use a national prospective.
  - Increase public perspective - increase growth.
  - Home prices, help increase sales and come up with a name and encourage participation.
  - Information can be disseminated through neighborhood associations, Fight Back programs.
  - It is terrible to take funds away and not give the money to other groups.
  - How are we going to connect the 3 areas? Recommend using Indian School as the connector.
  - Invite the media to see the area and what we are doing.

Actions that would positively impact the WPRA:

1. Remove crime & blight
2. Improve the public’s perception of the WPRA
3. Refurbish older building and build new ones
4. A properly trained workforce
5. Streamline DSD processes

**West Phoenix Revitalization Area  
Stakeholder's Forum, April 18, 2008  
Comment Card Notes**

<b>3 biggest barriers to overcome to achieve long-term economic development</b>	<b>Opportunities:</b>	<b>Other Comments:</b>
<b>Education/Workforce</b>		
<ul style="list-style-type: none"> <li>• Lack of Knowledge of current resources</li> <li>• How to Partner and leverage –en power at lower levels of community-The Citizens!</li> <li>• Transportation!!!</li> </ul>	<ul style="list-style-type: none"> <li>• Inventory resources for economic development and education.</li> <li>• Open forum for diverse entities to join development</li> <li>• Partner schools and businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Career exploration for 5<sup>th</sup> grade and up!</li> <li>• Schools need to offer life skills development and guidance counseling</li> <li>• Develop program for parents to encourage childhood leadership development</li> <li>• CAREER Days</li> </ul>
<ul style="list-style-type: none"> <li>• Image – external and internal</li> <li>• Infrastructure – Support for businesses and residents</li> <li>• Communication – Between organizations, correct news-good news/positive news</li> </ul>	<ul style="list-style-type: none"> <li>• Current Assets – Existing programs</li> <li>• A lot of good work needs to be coordinated!</li> </ul>	No Comment
<ul style="list-style-type: none"> <li>• Lack of education opportunities</li> <li>• Prop 300</li> <li>• Too many liquor permits being issued</li> </ul>	<ul style="list-style-type: none"> <li>• Motivated intelligent students</li> </ul>	<ul style="list-style-type: none"> <li>• We must work together and leverage the resources available</li> </ul>
<ul style="list-style-type: none"> <li>• Stigma – Image of West Valley as dangerous – Give hope</li> <li>• Political – Prop 300, diversity, funding!!!</li> <li>• Transportation to outskirts of city</li> </ul>	<ul style="list-style-type: none"> <li>• Sport activities and growth</li> </ul>	No Comment
<ul style="list-style-type: none"> <li>• Show residents and investors the great potential Maryvale has</li> <li>• West Phoenix, in general, has great potential</li> </ul>	No Comment	<ul style="list-style-type: none"> <li>• Educating parents on the importance of continuing education for themselves, as well as their kids</li> </ul>

**West Phoenix Revitalization Area  
Stakeholder's Forum, April 18, 2008  
Comment Card Notes**

<b>3 biggest barriers to overcome to achieve long-term economic development</b>	<b>Opportunities:</b>	<b>Other Comments:</b>
<ul style="list-style-type: none"> <li>• Inadequate gross-roots leadership development/empowerment</li>   <li>• Inadequate social capital – relationships, networks, awareness of assets, potential “investors”, service providers. Funding linkages</li> <li>• Collective vision undeveloped What are the options? What are the best practices? What have other cities done to situations like this?</li> <li>• Youth without hope</li> </ul>	<ul style="list-style-type: none"> <li>• Invest in youth as the ultimate solution – giving hope, positive choices. Clear achieving of work/career opportunities. Apprenticeships, better pipeline to higher education</li> <li>• Vision established by the City of Phoenix higher level, multi-faceted, potential of engaging many stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• It is clear that many good things are going on and people are not connected</li>   <li>• Thank you for doing this! Very Helpful</li>   <li>• I think the real heart of the issues came out near the end of this workshop. Immigration. Fear, loss of hope. The thing we call economic development will flourish only when the real issues of that which undermines economic development are addressed. It is a fun and exhilarating arena for city economic development officials to work within!</li>   <li>• Will you be mailing us a summary of these results?</li> <li>• Can you facilitate compiling a directory assets of people who were here today and the programs we mentioned</li> </ul>
<b><i>Education/Medical</i></b>		
<ul style="list-style-type: none"> <li>• There needs to be more partnerships between medical/high-demand vocations and education of low-income students. My school consists of 50% of students living at or below the poverty level and need partnerships to educate, motivate and employ students. Partnerships that Educate, Motivate and Employ would be of benefit to business</li>   <li>• City needs to hire liaisons to create partnerships between businesses, educators and students</li> </ul>	<ul style="list-style-type: none"> <li>• Young people of West Phoenix want to work and want to learn</li> </ul>	No Comment



**West Phoenix Revitalization Area  
Stakeholder's Forum, April 18, 2008  
Comment Card Notes**

<b>3 biggest barriers to overcome to achieve long-term economic development</b>	<b>Opportunities:</b>	<b>Other Comments:</b>
<b><i>Industrial / Office</i></b>		
<ul style="list-style-type: none"> <li>• Need to convince employers:</li> <li>• Education-whether skill or certificate or degree is an investment</li> <li>• The workforce has changed – incentives, etc. are different for 18-30 year olds. (research shows this)</li> </ul>	<ul style="list-style-type: none"> <li>• CPLC has several social services and a workforce in this area.</li> <li>-*Centro de la Familia 43<sup>rd</sup> &amp; Indian School Rd.</li> <li>-Carl Hayden center 35<sup>th</sup> or so &amp; Van Buren</li> <li>-*Westside Workforce 35<sup>th</sup> Ave &amp; Thomas</li> <li>*Will move to 67<sup>th</sup> Ave and Indian School when site is built</li> <li>• CPLC is available to work in this process.</li> </ul>	<ul style="list-style-type: none"> <li>• How can we (CPLC) get a representative on the WPRAs Advisory Board? Since health and social services are big – it might help the process.</li> </ul>
<b><i>Industrial/Manufacturing/Warehouse</i></b>		
<ul style="list-style-type: none"> <li>• Crime – Prostitution, Gangs, Homeless, Metal Theft</li> <li>• Extremely High Property Taxes</li> <li>• The train that blocks McDowell between I-17 and 19<sup>th</sup> Avenue</li> <li>• Add lots of buses, not rail, with a lot of routes and times, so people can ride buses to and from work</li> </ul>	No Comment	No Comment
<ul style="list-style-type: none"> <li>• Listed on the chart</li> </ul>	No Comment	No Comment
<ul style="list-style-type: none"> <li>• Reactive planning: City Of Phoenix</li> <li>• Crime levels</li> <li>• Apathy</li> </ul>	<ul style="list-style-type: none"> <li>• Expand vision beyond WPRAs, as appropriate</li> <li>• Overhaul planning department as necessary to create proactive model</li> </ul>	No Comment
<ul style="list-style-type: none"> <li>• Crime</li> <li>• Workforce</li> <li>• Redevelopment of the right type of businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Land use for helping people learning in the area</li> </ul>	<ul style="list-style-type: none"> <li>• Money with right direction</li> </ul>

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<b>3 biggest barriers to overcome to achieve long-term economic development</b>	<b>Opportunities:</b>	<b>Other Comments:</b>
<ul style="list-style-type: none"> <li>• Crime</li> <li>• Perception</li>   <li>• Land Use</li> </ul>	<ul style="list-style-type: none"> <li>• Out of state investors</li> <li>• Tax Incentives/Breaks for Training</li> </ul>	No Comment
<ul style="list-style-type: none"> <li>• Perception</li> <li>• Lack of Nucleus – Focus</li> <li>• Cost</li> </ul>	<ul style="list-style-type: none"> <li>• New Generations – X and Y</li> <li>• Exist stock of buildings</li> <li>• Education</li> </ul>	<ul style="list-style-type: none"> <li>• Indian School Road should be #1 focus area</li> </ul>
<ul style="list-style-type: none"> <li>• Future transportation cost increases</li>   <li>• Perception (and reality) of crime/safety</li> <li>• Perception/appearance of arteries and intersections</li> </ul>	<ul style="list-style-type: none"> <li>• Workforce development to support existing businesses and</li> </ul>	Later
<ul style="list-style-type: none"> <li>• Wages/ Training and Education</li>   <li>• Crime</li> <li>• Infrastructure perception</li> </ul>	<ul style="list-style-type: none"> <li>• Younger workforce available</li> </ul>	<ul style="list-style-type: none"> <li>• Change perceptions of the area</li> </ul>
<ul style="list-style-type: none"> <li>• APS-not enough power</li> <li>• Graffiti</li> <li>• Sign ordinance</li> </ul>	No Comment	No Comment
<ul style="list-style-type: none"> <li>• Crime</li>   <li>• Lack of minimally qualified employee pool</li> <li>• Taxes for education</li> <li>• Employment development incentives-Redev – Review - Streamline</li> </ul>	<ul style="list-style-type: none"> <li>• All components – business (small), Retail, Industrial are in place –</li> <li>• Promotion of area image</li> </ul>	Good discussion
<b>Office / Medical</b>		
<ul style="list-style-type: none"> <li>• No airport – big business</li> </ul>	<ul style="list-style-type: none"> <li>• Absolutely improve look and</li> </ul>	<ul style="list-style-type: none"> <li>• Ranch Market – 35<sup>th</sup>/Glendale – cannot progress due to liquor license. Been forever</li> </ul>

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<b>3 biggest barriers to overcome to achieve long-term economic development</b>	<b>Opportunities:</b>	<b>Other Comments:</b>
<b>Healthcare</b>		Good information
<ul style="list-style-type: none"> <li>• Lack of funding – initially</li> <li>• Inconsistent messaging for entire area</li> <li>• Old vs New</li> </ul>	<ul style="list-style-type: none"> <li>• Collaborations, Work Groups</li> <li>• Consistent messaging</li> </ul>	
<ul style="list-style-type: none"> <li>• Reimbursement</li> <li>• Incentives that tends to bring in providers</li> </ul>	No Comment	No Comment
No Comment	No Comment	No Comment
No Comment		<ul style="list-style-type: none"> <li>• Could city tighten enforcement of</li> </ul>
	<ul style="list-style-type: none"> <li>• City Facilitate:               <ul style="list-style-type: none"> <li>– New collaborations between small not-for-profits in shared space to cut down on amount of travel clients need to do to access services</li> </ul> </li> <li>• Small Business Incubator</li> </ul>	<ul style="list-style-type: none"> <li>business sign ordinance or develop more stringent ordinance to improve appearance of commercial property – also, stronger enforcement of landlord/tenant ordinances to force landlords to improve their properties appearance and safety</li> </ul>
<ul style="list-style-type: none"> <li>• Immigration</li> </ul>	<ul style="list-style-type: none"> <li>• Utilize existing positive</li> </ul>	No Comment
<ul style="list-style-type: none"> <li>• Lack of education youth and adults</li> <li>• Negative image</li> </ul>	<ul style="list-style-type: none"> <li>resources. for example: The baseball park for spring training.</li> <li>• Have more events and publicize events</li> </ul>	
No Comment	No Comment	<ul style="list-style-type: none"> <li>• Interested in the Westmac.org</li> </ul>
		information that Jim Miller discussed

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<b>3 biggest barriers to overcome to achieve long-term economic development</b>	<b>Opportunities:</b>	<b>Other Comments:</b>
<ul style="list-style-type: none"> <li>• Immigration Policies / Legislation</li> <li>• Lack of Investment in our population/community</li> </ul>	<ul style="list-style-type: none"> <li>• To invest in a social infrastructure</li> <li>• To develop capacity of our West Phoenix human capital</li> </ul>	<ul style="list-style-type: none"> <li>• We need to acknowledge impacts of current immigration legislation or lack, thereof.</li> </ul>
<ul style="list-style-type: none"> <li>• Lack of collaborative funding and communicate availability of assets in preventive programs</li> </ul>	<ul style="list-style-type: none"> <li>• Volunteer Force</li> </ul>	No Comment
<b><i>Retail / Entertainment</i></b>		
<ul style="list-style-type: none"> <li>• Immigration law</li> <li>• Education</li> <li>• Collaboration of project to gain identity</li> </ul>	<ul style="list-style-type: none"> <li>• Entertainment Venue-Overlay District</li> <li>• Demographics</li> </ul>	No Comment
<ul style="list-style-type: none"> <li>• Perception as a less desirable place</li> <li>• Better schools are needed</li> <li>• Existing development not of highest quality</li> <li>• Immigration policies</li> </ul>	<ul style="list-style-type: none"> <li>• New transportation corridors – Freeway and light rail</li> <li>• Proximity to central city</li> </ul>	No Comment
<ul style="list-style-type: none"> <li>• No attractive image. Need to create excitement to people who may want to come to the area</li> <li>• Peak season is high, but low season is a ghost town</li> <li>• Have to send people to Goodyear, Westgate, Scottsdale for entertainment</li> </ul>	<ul style="list-style-type: none"> <li>• Many venues that can be used year around</li> </ul>	No Comment
<ul style="list-style-type: none"> <li>• Landlords working with retail tenants clients</li> </ul>	<ul style="list-style-type: none"> <li>• May changing directions – focusing on diversity, mature adults.</li> <li>• Rehabilitation</li> </ul>	This was great

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<b>3 biggest barriers to overcome to achieve long-term economic development</b>	<b>Opportunities:</b>	<b>Other Comments:</b>
No Comment	<ul style="list-style-type: none"> <li>• Entertainment overlay district with Cricket Pavilion and Desert Sky Mall promoting mixed use, height, density</li> <li>• Create gateways – entry signs, etc.</li> </ul>	No Comment
<ul style="list-style-type: none"> <li>• Education – Language</li> <li>• Mass Transit</li> <li>• Embrace the Ethnicity and put it to a positive use</li> </ul>	<ul style="list-style-type: none"> <li>• Maximize the utilization of</li> </ul>	<ul style="list-style-type: none"> <li>• Re-examine statistics and use them to create a <u>POSITIVE PERCEPTION</u> of our area</li> </ul>
<ul style="list-style-type: none"> <li>• Public perception of Crime and Schools</li> <li>• Economy due to new Immigration direction</li> <li>• Blight of Retail developments/Residential</li> </ul>	<ul style="list-style-type: none"> <li>• Bring/expand on new entertainment venues</li> <li>• Develop new Gateways into the Community</li> <li>• Improve zoning, permit process along with incentives for new developers</li> </ul>	<ul style="list-style-type: none"> <li>• Need to be quicker to market</li> <li>• Need to have a collaborative effort between Commercial and business communities</li> <li>• Embrace Diverse Market Cultures</li> </ul>
<ul style="list-style-type: none"> <li>• Perception of area as a whole</li> <li>• Language Barriers</li> <li>• Outdate Statistical Information</li> </ul>	<ul style="list-style-type: none"> <li>• Maximize use of existing facilities</li> <li>• Speed up approval processes and code design</li> </ul>	<ul style="list-style-type: none"> <li>• Get younger individuals involved in the process – as well as various ethnic groups</li> </ul>
<ul style="list-style-type: none"> <li>• Perception</li> <li>• Education</li> </ul>	<ul style="list-style-type: none"> <li>• New open areas</li> </ul>	<ul style="list-style-type: none"> <li>• Renovation</li> <li>• Long process obtaining permits</li> <li>• Lack of incentives from the city.</li> <li>• Avondale/Goodyear, Glendale much more friendlier towards new developers</li> </ul>