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Resolution #21207

North Mountain Redevelopment Area Plan



Prepared by the City of Phoenix
Planning and Development
Department

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

Executive Summary

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



Plan Highlights – Components and Strategies

Economic Development	Connectivity	Recreation	Safety and Code Compliance	Community Education and Engagement
<ul style="list-style-type: none"> Area Planning Transit Oriented Development Opportunity Sites Special Districts Targeted Users 	<ul style="list-style-type: none"> Light Rail Extension Streetscape Improvements Phoenix Bikeway Plan Increased Pedestrian Safety 	<ul style="list-style-type: none"> Pool Improvements Parking Lot Upgrades Increased Lighting New Recreational Opportunities 	<ul style="list-style-type: none"> Property Clean Up Code Enforcement Graffiti Busters Street Lighting CPTED Block Watches 	<ul style="list-style-type: none"> Neighborhood College College Depot Head Start Program Heat Relief Network Respite Program Volunteer Opportunities
				

Overview



Overview

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

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

Why Here? Why Now?

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

RDA Requirements

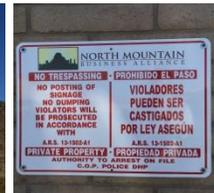
Arizona Revised Statute 36-1470 defines a blighted area as "An area other than a slum area where sound municipal growth and the provision of housing accommodations is substantially retarded or arrested in a predominance of the properties by any of the following:

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

Redevelopment Area – Context and Boundaries

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

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



Redevelopment Area – History and Assessment

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

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

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

Fast Facts: North Mountain Redevelopment Area

29.02 is the median age

25.3% live below the poverty threshold

31% of the area is zoned industrial/commerce park

26,000 people call the area home

Did you know?

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



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



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



Assets

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

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

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

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

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



Challenges

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

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

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

Fast Facts: North Mountain Redevelopment Area

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

12.4% is the average retail vacancy rate citywide



Five Components of the Plan

Economic Development

Connectivity

Recreation

Safety and Code Compliance

Community Education and
Engagement

The Plan: Economic Development

Goal

Promote land uses and redevelopment in order to:

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



Development Aspirations

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

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

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

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



Retrofitted mall example



Grand Canyon University



Campus within NMBA

Resource Spot Light: Enhanced Municipal Services District

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

The Plan: Economic Development

Phase I – Short-Term Action Items

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

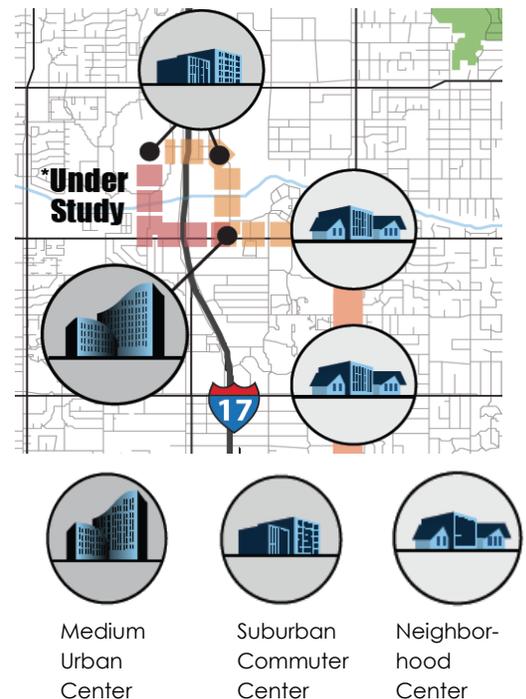
Metrocenter Mall Area: Coordinate and collaborate with property owners on marketing, branding and revitalization strategies.

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

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

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

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



Phase II – Medium to Long-Term Strategies

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

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

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

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

The Plan: Connectivity

Goal

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



Phase I –Short Term Strategies

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

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

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



Resource Spot Light: Landscape Retrofit Program (LRP)

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

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

Phase II - Medium to Long Term Strategies

What will we do next?

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

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

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

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

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



Phase III Strategies

What will we aspire to do together?

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

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

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

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

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

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

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



The Plan: Recreation

Goal

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

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



Phase I – Short Term Strategies

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

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



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

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



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

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

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

Phase II – Mid to Long Term Strategies

What will we do next?

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

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

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



Buffalo Ridge Disc Golf Course

Phase III Strategies

What will we aspire to do together?

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

Upgrade Parks: Upgrade and develop park amenities in and near the area.

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

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

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

The Plan: Safety and Code Compliance

Goal

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

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



Phase I – Short Term Strategies

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

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

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

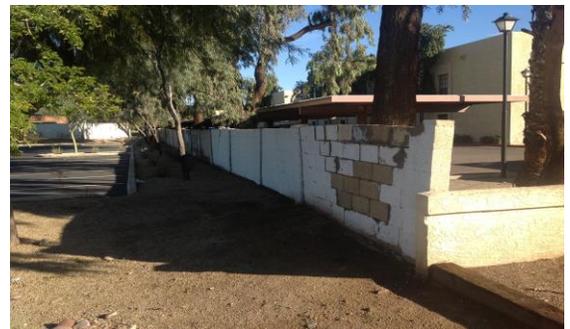
Neighborhood Associations and Block Watches: Identify areas to establish new associations or block watches and continue to provide existing groups with training and assistance as necessary as it relates to crime and blight.

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

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

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

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



The Plan: Safety and Code Compliance

Phase I – Short Term Strategies continued

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

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

Resource Spot Light: Block Watch Program (BWP)

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

Phase II – Mid to Long Term Strategies

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

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

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

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

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

The Plan: Community Education and Engagement

Goals

Facilitate sustained and comprehensive community engagement aimed at:

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

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



Phase I – Short Term Strategies

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

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

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

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

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

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



The Plan: Community Education and Engagement

Resource Spot Light: Neighborhood College and Good Neighbor Program

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

Phase II – Mid to Long Term Strategies

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

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

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

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

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

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

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

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

Government Partners

GOVERNMENT ENTITY	CONTACT	PROGRAM/ FUNDING NAME	PROGRAM TYPE	MIN/MAX FUNDING	TYPE OF APPLICANT	APPLICANT/PROJECT REQUIREMENT	DEADLINE	TOTAL FUNDS	TYPE OF ELIGIBLE PROJETS & ITEMS NOTES
ARIZONA COMMERCE AUTHORITY	333 North Central Avenue Suite 1900 Phoenix, AZ 85004 602.845.1200 or 800.542.5684 Website: http://www.azinnovationchallenge.com/	Arizona Innovation Challenge Grants	Grant		businesses, start-ups	The bi-annual business plan competition awards qualified, innovative startups and early stage companies up to \$250,000 in grant funding capital to grow their business	February and September	\$1.5 million in spring and \$1.5 million in the fall.	Innovative technology commercialization
MAG	Katherine Coles, Planner II City of Phoenix	Design Assistance Grants	Grants	Typical requests: \$35 to \$80,000	Cities and counties only	No matching other than city staff time/data Applications are rated based on the population served (low-income, elderly, handicapped, etc.) and whether the projects are identified in a jurisdiction’s adopted plans or policies. The project must be built within 10 years or the money for this grant needs to be repaid to MAG.	Early summer	\$300,000 for the whole region	Bicycle and pedestrian facilities and access to transit projects usually identified by the community, staff or an elected official.
MAG	Katherine Coles, Planner II City of Phoenix	Congestion Mitigation Air Quality [CMAQ]	Grant	No new applications until 2016 upwards of \$500,000	Cities and counties only	Applications are rated based on the population served (low-income, elderly, handicapped, etc.) and whether the projects are identified in a jurisdiction’s adopted plans or policies. Must be tied to improvements of air quality. City matching required, from 5 to 20%			There is dedicated stream of funding for bicycle/pedestrian projects and must be tied to improvement of air quality. Grants are typically used to supplement or jump start projects that are already on the verge of being incorporated into a city’s CIP. Many have already received Design Assistance grants and this is a next step to move toward construction.
MAG	Katherine Coles, Planner II City of Phoenix	Transportation Alternatives (formerly TEA-21)	Grant	Unknown when program/ applications will resume	Cities and counties only			Reduced to \$4 million for the whole region - very low funding	This money would cover streets projects, bike/ped projects, safety projects and transit projects. It will also include Safe Route to Schools applications since that funding was eliminated. It is unclear at this point how or whether the money will be allocated by mode or type, or whether it will be just one pot and every application has to compete against every other application

Private / Quasi-Public

ORGANIZATION	CONTACT	PROGRAM/ FUNDING NAME	PROGRAM TYPE	MIN/MAX FUNDING	TYPE OF APPLICANT	APPLICANT/PROJECT REQUIREMENT	DEADLINE	TOTAL FUNDS	TYPE OF ELIGIBLE PROJETS & ITEMS NOTES
Arizona Small Business Association (ASBA)	Contact through website at http://www.asba.com/general/?type=CONTACT		Business Mentoring Program, Business Education	N/A	small businesses	Requires membership			(ASBA) is the largest trade association in the state representing 11,000+ member businesses, and over 1/2 million employees in all 15 counties. ASBA members enjoy access to significant group discounts, countless opportunities to do business with each other, a wide array of insurance products, and active advocacy efforts on public policy issues to protect their businesses.
ASU Lodestar Center for Philanthropy and Nonprofit Innovation, College of Public Programs, Arizona State University	Contact through website at: https://lodestar.asu.edu/nonprofit-assistance	Nonprofit Capacity Building	Technical Assistance	N/A	Nonprofits	Helping nonprofit leaders, staff, and volunteers gain the skills they need to thrive in today's competitive environment is the focus of the Center's nonprofit capacity building activities. Please contact the Center for mor information.	Applications accepted throughout the year	n/a	NonProfit Capacity Building Programs: 1. Ask a nonprofit specialist. Professionals provide answers about getting started, funding, governing, etc. 2. Capacity Support Services. Specific help on a limited basis. Issues include staff/board relations, financial management & bylaws concerns, policy development, strategic planning, etc. 3. Principles of Effectiveness for Nonprofits. A self-assessment tool that reviews the organization's strengths and weaknesses and create a plan to address what training they need. \$50 fee. 4. The Arizona Grants Access Tool and Experts Source (AzGATES) - this site is currently suspended due to the need for upgrades. Board Governance Training.
Phoenix Community Development & Investment Corporation [PCDIC]	Kristine Beard Economic Development Specialist, PCDIC 602-256-3112 kristine.beard@phoenix.gov	AT WORK FOR ARIZONA BUSINESS LOAN ALLIANCE - pilot progam	Commercial loans with favorable rates/terms	\$50,000 to \$500,000	Businesses, high tech, wholesale distribution, manufacturing facilities, etc... & nonprofits	Businesses that are creditworthy but lack adequate equity investment or sufficient collateral to secure a conventional loan.	Applications accepted throughout the year for a couple of year or until funds are exhausted	\$12 million Pilot program -no guarantee that will be replicated.	Working capital needs, equipment lending, tenant improvements, real estate and inventory purchases.
Phoenix Community Development & Investment Corporation [PCDIC]	Kristine Beard Economic Development Specialist, PCDIC 602-256-3112 kristine.beard@phoenix.gov	New Market Tax Credit Loan Program (NMTC)	Real State financing at below market rates	Min: \$1 million, preferred \$2 to \$3 million	Commercial real estate development only	Federal requirements apply. Qualified projects must be located in distressed NMTCs census tracts within Maricopa County or serve a low-income targeted population. NMTC transactions have large closing costs around \$250K NOTE: Not all areas within NMRA qualify for this program.	Applications accepted throughout the year		Depending on the strength of the borrower and the economic impact of the project, the New Markets loans can feature: Seven year terms (construction, construction converting to mini-perms, mini-perms), Interest only, Subsidized interest rate, Higher loan-to-value or loan-to-cost ratio
PHOENIXIDA [INDUSTRIAL DEVELOPMENT AUTHORITY]	Lydia Lee, Community Relations Officer Phone: (602) 534-9655 llee@phoenixida.com	COMMUNITY DEVELOPMENT FUND	Small Grants		Phoenix -based charitable and nonprofits	Nonprofit organizations that support education and provide community and economic development benefits to Phoenix residents.	Applications accepted throughout the year		Expert revitalization consultant (e.g.: Mid 2012, they provided a \$5,000 grant to the North 32st Street Corridor Working Group to hire an ULI professional to provide advice on the area's potential revitalization.)
PHOENIX PARKS FOUNDATION	Tony Motola, Executive Director, Phoenix Parks Foundation at info@phxparksfoundation.org	Phoenix Parks Foundation Mini-Proposal Program	Small Grants	UP TO \$2,500	City parks, community centers	All projects should be highly visible to the public and should be completed within nine months of the Mini-Grant Award. The Phoenix Parks Foundation logo should be prominently displayed.			Funds are available for materials, supplies, contractors and other assistance. Although designed for small projects, it can make a big difference such as these previously submitted proposals that included new computers for Eastlake Park Community Center and an ADA pool lift at Washington Park.

Foundation Giving

CITY DEPARTMENT	CONTACT	PROGRAM/FUNDING NAME	PROGRAM TYPE	MIN/MAX FUNDING	TYPE OF APPLICANT	APPLICANT/PROJECT REQUIREMENT	DEADLINE	TOTAL FUNDS	TYPE OF ELIGIBLE PROJETS & ITEMS NOTES
						Note: most large endowment and bank foundations can <u>only</u> accept, approve and fund grant requests from IRS designated 501(c)(3) organizations.			
PRUDENTIAL FOUNDATION	(973) 802-4070 or send inquiries to: community.resources@prudential.com Website: http://www.prudential.com/view/page/public/12373	1. Program Support, 2. Capacity Building & Planning 3. General Operating Support, and 4. Systems Change.	Focus on Economic Development, Education, and Arts & Culture	Contact Prudential	IRS designated 501(c) (3) only	In Phoenix: The Foundation focuses its efforts in programs that provide opportunities for Prudential associates to be engaged. In addition, all projects must be able to track and report social impact metrics in addition to conventional financial metrics and, where feasible, participate in third-party social impact assessments.		\$25 million in grants yearly	
COMERICA CHARITABLE FOUNDATION	Request information via website at http://www.comerica.com/about-us/involvement/pages/charitable-giving	Economic Self-Sufficiency and Neighborhood revitalization		Request information via website	IRS designated 501(c) (3) only	Arizona is one of 5 states that Comerica provides support to.	4 times per year: the 15th of March, June, September and November		Small business training and development, job creation and retention, and neighborhood business development , Scholarships for students with income needs for studies in business, finance and growth industries
ACCION New Mexico, Arizona, Colorado		Small Business Loan program	Micro-lending	\$200 to \$300,000 and extend lines of credit from \$20,000 to \$100,000	Small Businesses	Micro-lending Interest rates vary and reflect the market rate and loan risk. Terms range from 2 months to seven years. A community benefit fee is charged and due at loan closing. This fee helps offset a portion of their lending, training and outreach costs.	Year round		Small businesses, contact ACCION. Lending was extended to Arizona small businesses in 2008 and they have lend to small businesses in Phoenix. NOTE: they also provide Financial Planning Support such as credit counseling and coaching.
US SOCCER FOUNDATION	Allison Caffrey (Grants Coordinator) at 202-872-6659/acaffrey@ussoccerfoundation.org	Safe Places to Play	grants	Synthetic turf: \$200,000; Lighting: \$50,000; Irrigation: \$15,000; Sport Court: \$65,000 Program Grants: up to \$50,000	Designated 501(c)(3) groups, churches, individual schools or school districts, cities or municipalities, etc.	Safe Places to Play grantees have 12 months from the date of the award announcement to use their funding. The Foundation does not fund natura grass fields, bleachers, bathrooms, parking lots, scholarships. Letter of Inquiry (LOI) required for Safe Places to Play only. Send an email to grants@ussoccerfoundation.org, with the subject line "Safe Places to Play Grant LOI" that includes all required information and documentation, outlined below. Within three weeks you will receive a response that includes an invitation to complete the Foundation's full application or a brief explanation for why your organization was not selected to proceed.	October 1, February 1, and June 1		Synthetic turf, irrigation, sport court, lighting programs. Multi-field projects are eligible if the majority of the time it is used for soccer. Sport Courts are perfect for smaller fields and are made of an innovative modular [non-turf] surface that delivers superior playability. It is quick to install and can be customized to fit the needs of a soccer project. Program grants: awarded to purchase soccer equipment and/or to cover operating expenses. Program grantees have 12 months from the date of the award announcement to use their funding.

February 2013

North Mountain

Redevelopment Study Area Report



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Alan Stephenson, Acting Deputy Director

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*Marvin Martinez, Information Technology
Analyst /Programmer III*
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David Miller, GIS Technician
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Executive Summary

The Mayor and City Council initiated this report to analyze the current building, land use and area conditions for the North Mountain Redevelopment Area (NMRSA). The area is bounded by 19th Avenue and 15th Avenue on the east; Cholla Street, Sahuaro and Peoria Avenues on the north; 35th Avenue on the west; and Butler, Alice and the Arizona Canal on the south.

The primary purpose for the study is to evaluate conditions of the area and determine if the area is blighted and arresting sound municipal growth within the area.

The study is divided into six sections which describe the history and boundaries of the area, past planning and revitalization efforts in the city and throughout the city, demographic, land use and zoning background in addition to a physical survey of the existing conditions and statistical information.

The study identifies the following blight conditions that warrant designating the area as a redevelopment area:

- 1) Dominance of defective or inadequate street layout in some areas;
- 2) Faulty lot layout in relation to size, adequacy, accessibility or usefulness;
- 3) Unsanitary or unsafe conditions;
- 4) Deterioration of site or other improvements;
- 5) Improper or obsolete subdivision platting.
- 6) There are conditions that endanger life or property by fire, criminal activity and other causes.

This study recommends that the Mayor and Council make a finding that a predominance of the properties are impacted by one or more of the above blight conditions and that it should be declared a redevelopment area.



Home with trash in NMRSA



Vacant property in NMRSA



Abandoned property in NMRSA



Report Outline

Redevelopment Area

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- Redevelopment Area Requirements.....pg. 5

North Mountain Redevelopment Study Area (NMRSA)

- Boundaries & Context.....pg. 6
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- Vacant Property.....pg. 26
- Environmental Data.....pg. 28

Analysis and Conclusion

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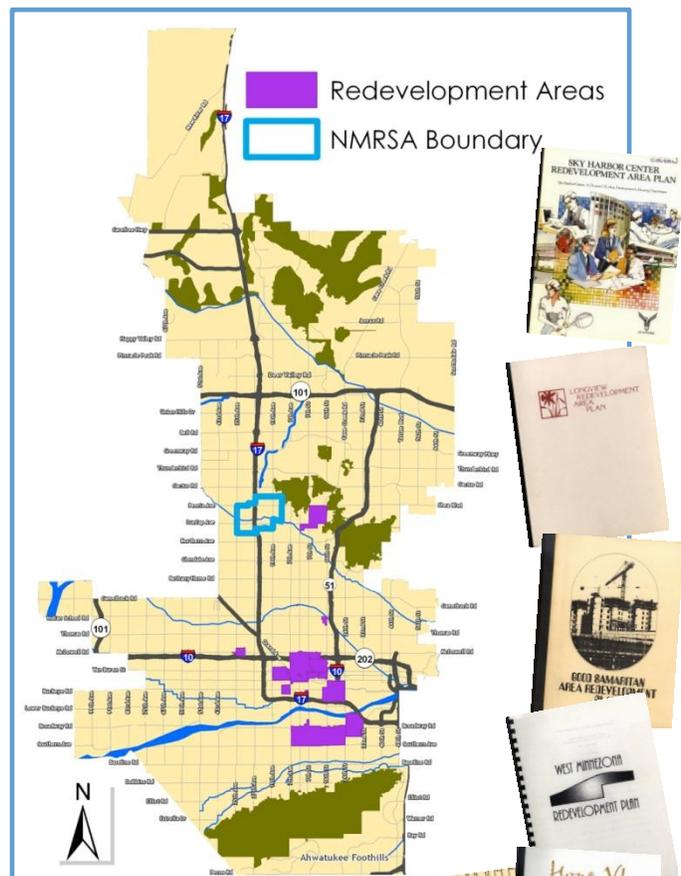


Redevelopment Area Overview

Deteriorated and blighted conditions - from abandoned or vacant properties to buildings with debris and graffiti - create a multitude of negative impacts on a neighborhood's quality of life. These conditions diminish property values within the entire area and compromise the health, safety and welfare of residents and businesses. Over the long-term, deterioration and blight contribute to the neighborhood's instability and results in a decrease in private investment and a loss in tax revenue that supports community services. The end result is a cycle of decline with long lasting impacts.

Stabilizing declining neighborhoods by reversing the spread of blight has been a long-standing goal for the city of Phoenix and its residents. As a means of accomplishing this goal the city of Phoenix has established and administered 18 Redevelopment Areas. Designation of neighborhoods as Redevelopment Areas provides the legal basis to enable the city of Phoenix to work with community stakeholders to help apply for various funding sources that are aimed at revitalizing the area. The map to the right illustrates the locations of the city's 18 Redevelopment Areas along with the NMRSA. A majority of the 18 Redevelopment Areas are located in the central and southern portions of the city.

While the city's Redevelopment Area program has been successful, several of the past redevelopment areas were designated to combat not only blight, but slum conditions as well. The existence of slum conditions, in addition to blight, requires a significant amount of resources to address and can take several years before any measurable progress is seen. The city of Phoenix is adopting the approach of establishing this Redevelopment Areas when blight is present and before slum conditions result. This new approach allows for a more lean and efficient revitalization effort to occur.



Redevelopment Area Requirements

Arizona Revised Statutes (A.R.S. 36-1471 et. seq.) outlines several criteria that must be met for a municipality to make a finding that an area is blighted. This study provides a summary of key demographic data and documents blight within the NMRSA to substantiate designation of it as a redevelopment area. A.R.S. 36-1471 defines a blighted area as: “An area other than a slum area where sound municipal growth and the provision of housing accommodations is substantially retarded or arrested in a predominance of the properties by any of the following:

- a) A dominance of defective or inadequate street layout;
- b) Faulty lot layout in relation to size, adequacy, accessibility or usefulness;
- c) Unsanitary or unsafe conditions;
- d) Deterioration of site or other improvements;
- e) Diversity of Ownership;
- f) Tax or special assessment delinquency exceeding the fair value of the land;
- g) Defective or unusual conditions of title;
- h) Improper or obsolete subdivision platting
- i) The existence of conditions that endanger life or property by fire and other causes. “

The purpose of this report is to evaluate if the NMRSA meets the statutory requirements to declare this area blighted and establish a redevelopment area pursuant A.R.S. 36-1471 et. seq. Once these findings are made by the Phoenix City Council, the City may assist residents, property owners and business groups to apply for grants and other funding mechanisms to help eliminate blight. The City will also prepare a Redevelopment Plan for the area. The plan will outline local objectives as to appropriate land uses, improved infrastructure, public transportation, and other items of concern based upon public input during the planning process.



Fence in disrepair in NMRSA



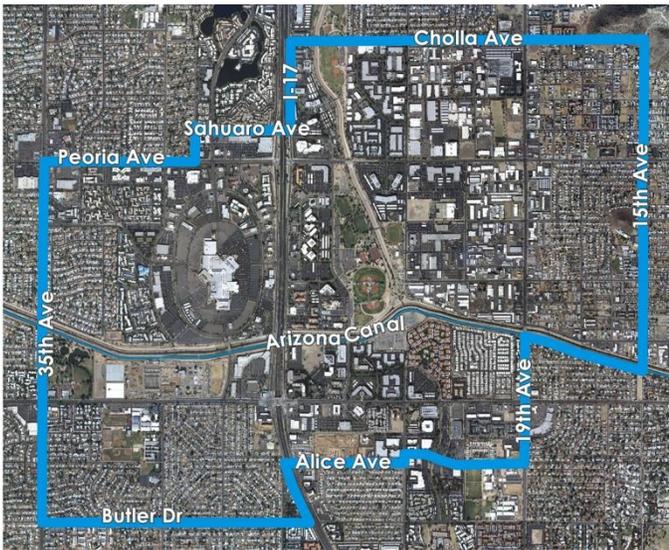
Substandard home addition in NMRSA



Boundaries and Context

The NMRSA is located approximately 10 miles northwest of Downtown Phoenix and is approximately 2,500 acres in size.

The boundaries for the study area are illustrated in the maps below and to the right. Major landmarks within the NMRSA include: the Rose Mofford Sports Complex; Metro Center Mall; and the Arizona Canal

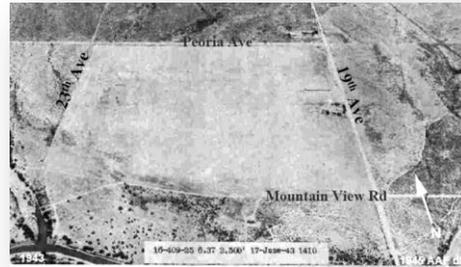


The southern portion of the NMRSA captures the Northwest Extension of the METRO light rail line which includes a light rail station at 19th and Dunlap avenues. At the time of this report construction of the line is ongoing and scheduled to be completed and operational in early 2016.



History

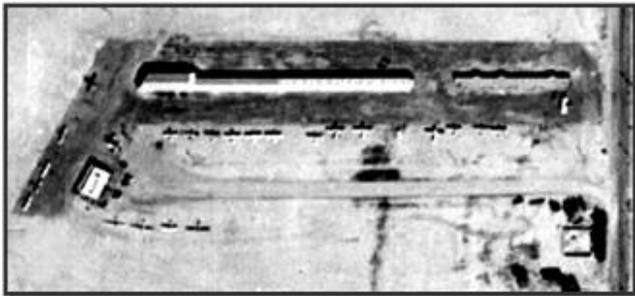
The NMRSA was part of the vast agricultural west valley – fertile land that benefited from the Arizona Canal. With the exception of canal right-of-way and the Cave Creek Wash flood zone, the bulk of its 4 square acres remained mostly agricultural until the late 1950's. There was one noticeable exception - between 1941 and 1942 the Army Air Force (AAF) built the Auxiliary Airport A-3 on a full quarter section (160 acres) as a support to Thunderbird Airfield and as a training facility for cadets. The earliest aerial photo of the site is an AAF image from June 17, 1943 and there wasn't much in the area.



Source: www.airfieldsdatabase.com

In 1948 the airfield was established as a civil airport and became the Paradise Airport. In fact, it could be seen from the air since the name of the airport was painted on top of the building. Although the airport had been in operation since 1942, it did not spur a lot of development in the NMRSA. The aerial photographs from 1949 show a few scattered homes between 19th and 15th avenues, from Peoria Avenue to the Arizona Canal.

In 1954, the first subdivision in the study area was platted at the corner of Butler Drive and 31st Avenue, as part of a large development called Alta Vista. However, most of the early industrial and commercial development settled east of the airport and south towards the canal. In fact, the homes built by the canal were quickly being replaced by commercial buildings. The aerial image from 1959 below shows the airport had grown to three unpaved runways and several hangars. Although quite a few aircraft can be seen on the airport's ground, that was the end of the road because just one year later the Paradise Airport closed.



Above: Paradise Airport, 1949. You can make out the name of the airport painted in white on the rooftop.

Left: Paradise Airport, 1959 just before it closed.



History

By 1962 the airport's 160 acres were empty, but two major employers settled in the area: Arizona Public Service on part of the airport site and the City of Phoenix at 29th Avenue for a waste water treatment plant. Otherwise, agricultural uses continued to exist to the west along the Interstate 17/Black Canyon Freeway and the Cave Creek Wash area until around 1969.

In November 1970, Westcor announced the concept for the Metrocenter Mall at I-17, and the first site plans and artist renderings were introduced in the spring of 1972. The mall opened for business in October 1973, as the first two-level, five-anchor mall in the U.S. It was the largest shopping center in Arizona.



1949 aerial photograph of the study area. Source: Flood Control District, Maricopa County

Significant Structures

Most of the study area's commercial development occurred during the late part of the Postwar Period, as defined in the report *Phoenix Commercial Architecture: 1945-1975*, prepared for the City of Phoenix by Ryden Architects, Inc. The document identified three properties as eligible for historic designation by the City of Phoenix, and all three are showcased as outstanding architectural examples in the book *MidCentury Marvels, Commercial Architecture of Phoenix 1945-1975*, produced by the City of Phoenix Historic Preservation Office.

APS Administration Building at 21 W. Cheryl Drive

Formalism emphasizes the massing of building and the visual relationships between the building's parts and the entire work. Local architects Guirey, Srnka and Arnold's approach incorporated the proportions, orientation and shading strategies of the building to take into consideration solar angles and the heat factor of Phoenix climate.



The architects created highly detailed pierced concrete screen panels that are suspended two feet away from the building's glass curtain walls (City of Phoenix Historic Preservation Office, 2011).

Valley National Bank, 2950 W. Peoria Avenue

Tom Zimmerman created his own regional interpretation of Modern Architecture by incorporating the characteristics of the indigenous Hopi Pueblo and the rounded corners and massive solid walls reminiscent of Frank Lloyd Wright's Johnson Wax Building. This building demonstrates how primitive forms and Modernism often share the ability to strip away the superficial ornamentation to reveal the important essentials (City of Phoenix Historic Preservation Office, 2011).



Western Savings Branch Bank, 10005 N. Metro Parkway E.

Designed by W. A. Sarmiento, this unique sculptural shape and organic form is a fine example of Expressionism, which was seldom built in Phoenix. The few that exist, however, are very dramatic. The design was probably inspired by the work of architect Oscar Niemeyer's famous round Cathedral of Brasilia. Not surprising since Sarmiento briefly worked as a junior drafter for the world-renowned architect (City of Phoenix Historic Preservation Office, 2011)



Metro Medical Plaza, 3201 W. Peoria

Designed by the Associate Design Group, the four buildings wings originate from a central and four secondary courtyards which are covered by a floating frame that unifies the complex and responds to the desert climate (City of Phoenix Historic Preservation Office 2011).



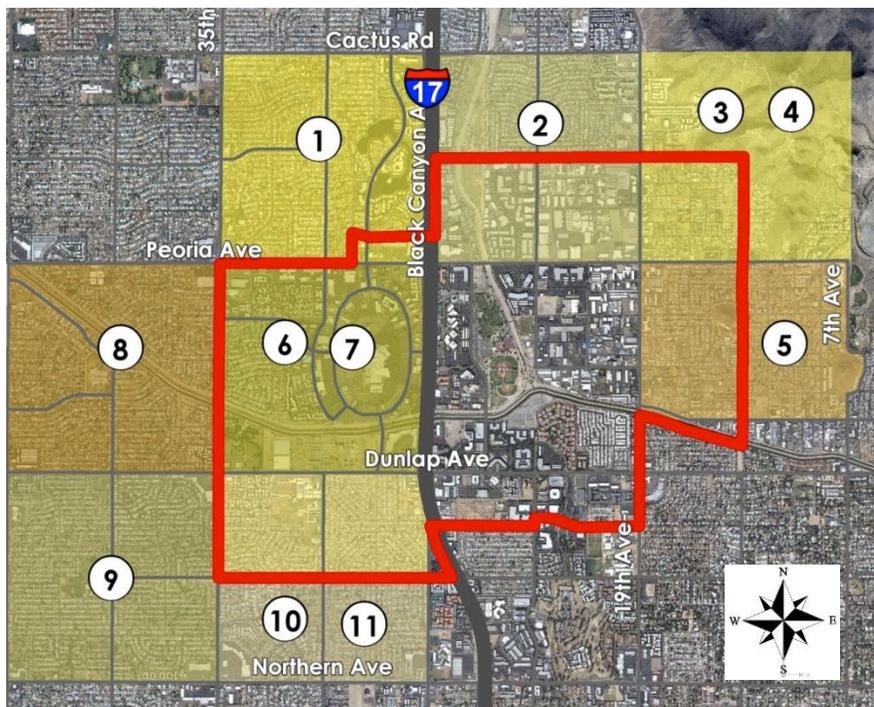
Past Planning and Revitalization Efforts

The neighborhoods and businesses within the NMRSA have been the target of many past revitalization and planning efforts. These efforts, which include a series of “Fightbacks”, the North Mountain Commercial and Industrial Study, and the Urban Land Institute’s Arizona Technical Panel, demonstrate a long standing commitment by the community to attempt to improve the area.

Fightbacks

From 1993 to 2008 the city of Phoenix administered the Neighborhood Fightback Program. The program designated neighborhoods for specialized city support for a limited time to assist with resident-driven neighborhood improvement efforts. During this time frame, eleven Fightback programs were established in and adjacent to the NMRSA. The table and map below provide a summary of the subject Fightbacks.

Fightback	Year	Map #
Fightback District 1	1993 - 1994	10
Shaw Butte	1996-1997	2
Cholla	1997-1998	1
Save Our Sunnyslope	1998-99	3
Save Our Sunnyslope II	2000-2001	4
Alta Vista	2001-2002	11
Mountain View	2002-2003	5
Manzanita	2003-2004	9
Dunlap Peoria Neighborhood Revitalization	2004-2005	8
Metro Center	2006-2007	6
Metro Center Neighborhood II	2007-2008	7

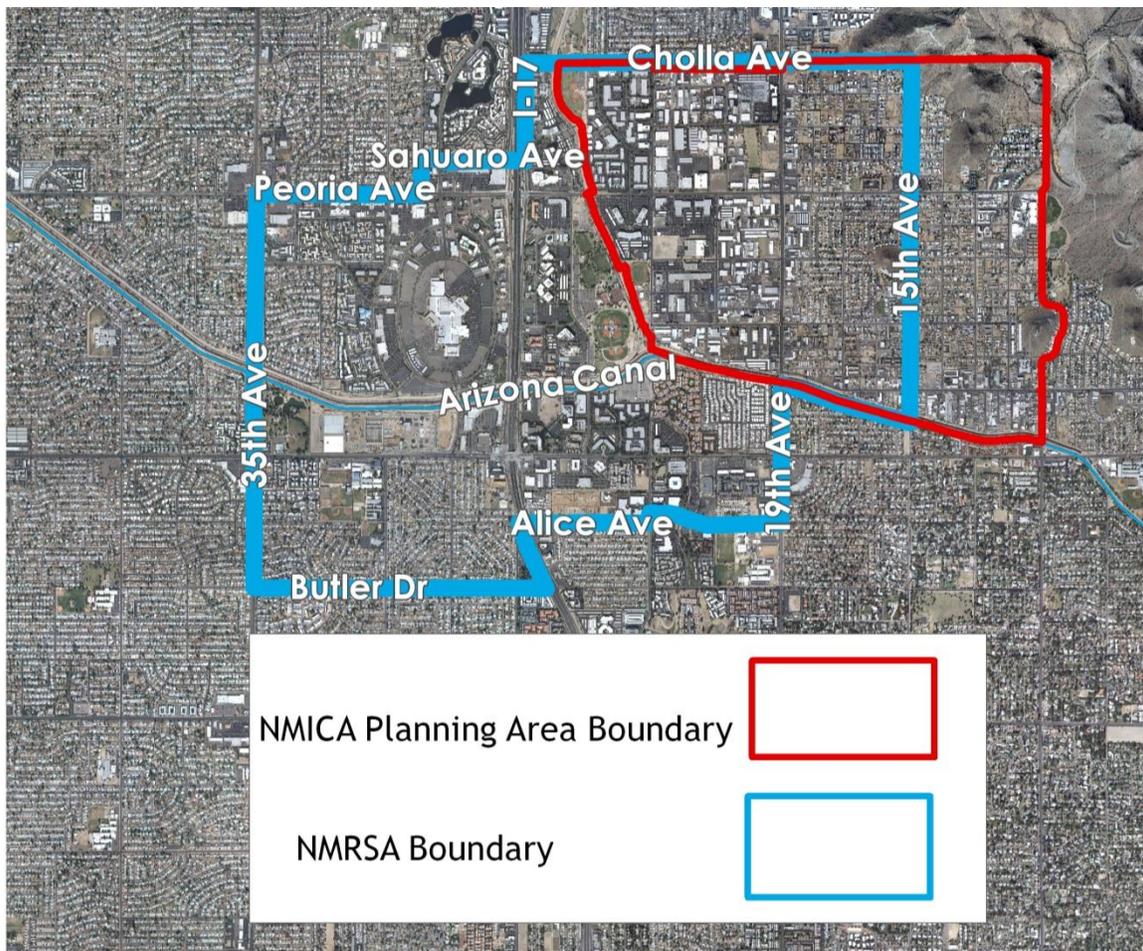


North Mountain Industrial and Commercial Area Study

In 2011, the North Mountain Industrial and Commercial Area (NMICA) Study was conducted to identify both assets and constraints that could assist the area’s businesses as they investigated the possibility of forming a business alliance. The catalyst for the study was two-fold: a group of businesses had organized to oppose a Zoning Adjustment Use Permit request; and the 50-acre Karsten PING facility’s plans to re-investment in its existing campus.

The study concluded with a set of recommendations, the primary one being that a business alliance for the area’s many businesses be formed. Participating members would benefit through on-going interaction, improved communication, pooling of advertising and marketing dollars, negotiating better prices for services and products, crime reduction, and improved visibility within the local community. Shortly thereafter, the North Mountain Business Alliance was formed.

The map below illustrates the NMICA study’s boundaries in context with the NMRSA’s boundaries.



Urban Land Institute (ULI) Arizona Technical Panel (AzTAP)

In the fall of 2009, the city of Phoenix, in coordination with the Urban Land Institute (ULI), hosted an AzTAP (Arizona Technical Assistance Panel) event to analyze the growth potential of the area around the Metrocenter Mall and the North Mountain Village Core. The AzTAP gathered prominent business owners, developers, design consultants and real estate for this endeavor. Although the panel focused on the Village Core, information regarding the larger area was studied and the panel toured the area as well, a small portion of which included this study area. (See map of area as Exhibit A). The panel looked at existing land uses, connectivity, light rail, Interstate 17 and existing strengths and weaknesses. Seven priorities were identified by the panel:

1. Locate a light rail station at or near the Metrocenter.
2. Enhance canal banks and improve connectivity.
3. Double the density of residential in multiple product types.
4. Fix Metrocenter Mall through visioning and master planning efforts.
5. Encourage the City of Phoenix to take a lead and coordinate with other entities.
6. Facilitate the creation of a trail system with a connection under Interstate 17 and over to the Phoenix Mountains Preserve.
7. Promote the area as a higher education destination.

Participants in the AzTAP believed that addressing these issues would strengthen existing businesses in the surrounding area and spur redevelopment of distressed properties.



Demographics

The information found in this section is based on data from the 2010 Census Block Group Scale Geography and the 2007-2011 Census American Community Survey (ACS) 5-Year Report. The study area is located within Census Tract-Block Groups 1036.15, 1042.05, 1044.01, 1044.02, 1045.01, 1045.02, 1055.01, 1055.02, 1056.01 and 1056.02. The Census boundaries do not match exactly those of the North Mountain Redevelopment Study Area, but approximate the area as closely as possible.

The total population is 26,002 people. The demographic information for the study area shows a relatively young population. The 18 to 34 years range is the most prevalent age group (33.6%) and the median age is 29.07. Only 6.4% of individuals living in the area are 65 years or older. This shows that the median age of the Study Area is lower when compared to the rest of the city of Phoenix. The median age for the entire city is 32.2 years old.

The analysis of the list of races in the study area shows that the majority of the people are White (57.6%). This percentage is lower than the city average of 65.9%. The percentages of Black or African American, American Indian and Alaska Native, Asian and Native Hawaiian/Pacific Islander and other minority populations in the Study Area (7.6%, 4.8%, 5.8%, 0.3%, and 19.5%, respectively) were higher than citywide percentages (6.5%, 2.2%, 3.2%, 0.2%, and 18.5%, respectively). The percentage of Persons of Two or More Races (4.2%) was higher than the citywide percentage (3.6%).

The percentage of Hispanic or Latino (of any race) Ethnicity (41.8%) and Not Hispanic or Latino (of any race) (58.2%) are almost the same as the citywide averages (40.8% and 59.2%). Those that identified with Not Hispanic or Latino (White Race), (38.7%) was lower than the citywide average percentage of 46.5%.

Between 2007 and 2011, the Study Area's average household income of \$32,647 was approximately 59.63% of the city average of \$54,745. Approximately 35.95% of the Study Area's households reported incomes below \$25,000. Approximately 25.3% of the Study Area's population was living below the poverty threshold. This percentage was higher than the city average of 15.9%.



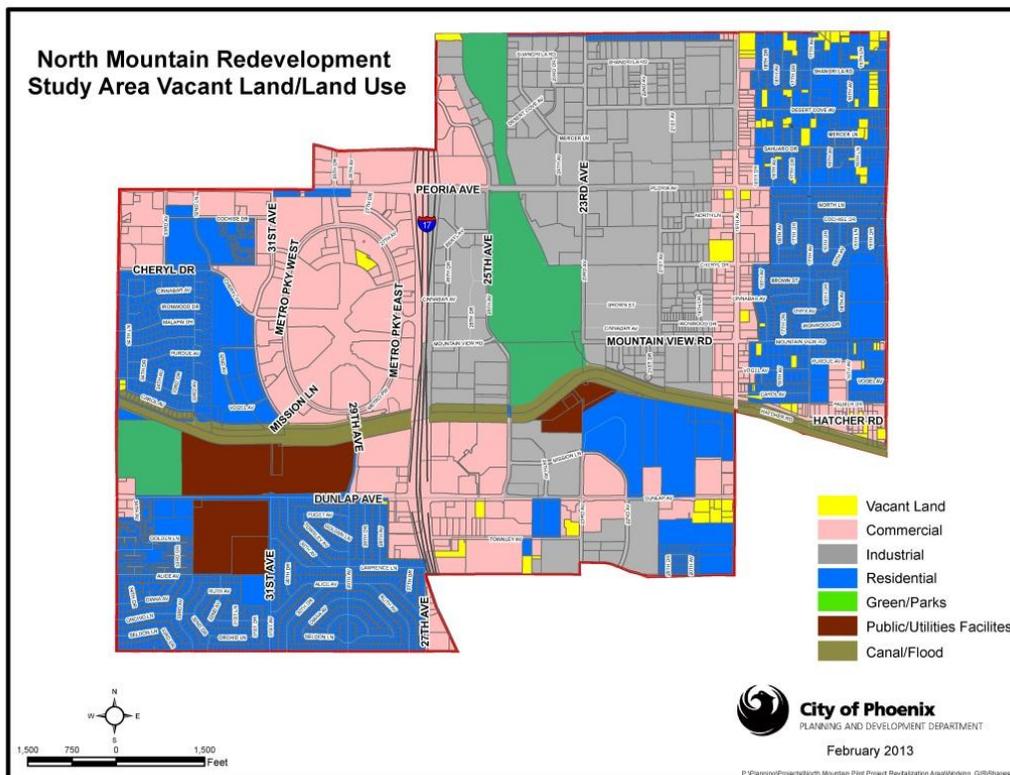
Land Use

Varying degrees of each of the three major land use categories (Residential, Industrial, Commercial) are found within the NMRSA as illustrated in the map below. There are subdivisions of single-family residences in the eastern, western and southwestern portions of the NMRSA. Multi-family residential uses are commonly found adjacent to the single-family residences. These multi-family uses act as a buffer between the single family homes and more intense uses, such as industrial and commercial.

The scale of the commercial uses greatly ranges from small corner store convenience markets to Metrocenter Mall. With the exception of the aforementioned residential land uses, commercial land uses are prevalent throughout the NMRSA.

Industrial uses also a strong presence in the NMRSA. Along the west side of 19th Avenue, starting north of the Arizona Canal and spreading north and west from that point to the northern boundary of the NMRSA, are a mix of both indoor and outdoor industrial uses.

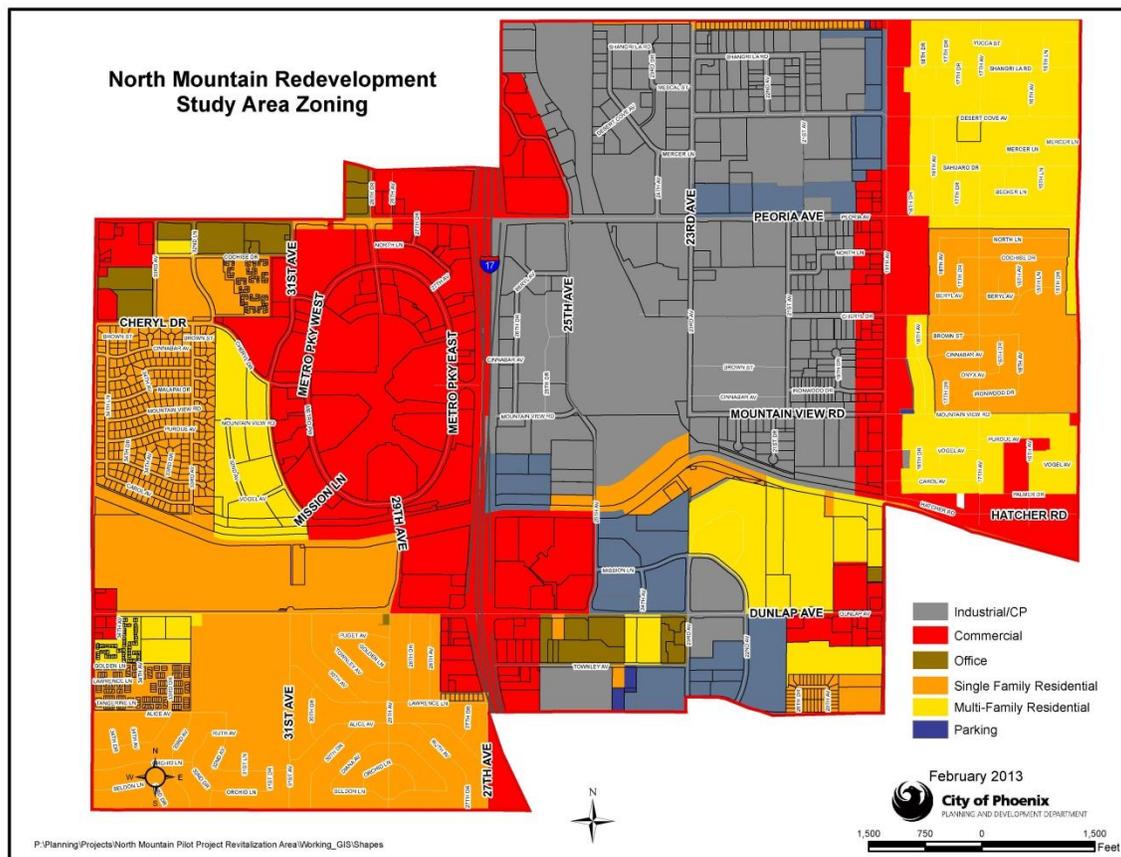
The Rose Mofford Sports Complex and Cave Creek Wash are located within the NMRSA. Both provide excellent recreational opportunities for individuals who work, live, or play in the NMRSA. Bisecting the NMRSA from west to east is the Arizona Canal. Along both sides of the canal is the Arizona Canal Trail. The trail is paved and is used by bicyclists and joggers.



Zoning

The area has a diverse mix of zoning. While Industrial / Commerce Park (30.68%) zoning cover the most land areas, Commercial (26.98%) and Single-Family Residential (27.19%) follow closely behind. The Industrial and Commerce Park zoning are concentrated west of Interstate 17 and north of the Arizona Canal. The Single-Family zoning is located in two pockets at the southwest and northeast corners of the NMRSA.

Zoning Category	Acreage	Percent of
Multi-Family Res	375.227	15.00%
Single-Family Res	680.306	27.19%
Commercial	675.077	26.98%
Industrial / CP	767.528	30.68%
Office	57.961	2.32%



Area Conditions

This section is comprised of three parts – a property condition survey conducted by the Neighborhood Services Department; a “windshield survey” and research done by the Planning and Development Department to evaluate other conditions to ascertain if the Arizona Revised Statutes (A.R.S) conditions for a Redevelopment Area exist; and a report of two other elements of the NMRSA – Vacant Property and Environmental Data.

Property Conditions Survey

A property condition survey was conducted on February 1, 2013, in the NMRSA by the city of Phoenix Neighborhood Services Department. Properties were visually inspected for the following code violations:

- **Over height / dead vegetation:** Property owners are responsible for keeping their properties, and the adjacent rights of way, free of dead or dried vegetation (weeds, tall grass, tumbleweeds, shrubs, trees, palm fronds, etc.). All dead or dried vegetation must be removed and disposed of properly. Property owners are also responsible for assuring that grass and weeds on their property and in the adjacent rights of way do not exceed six inches in height.
- **Inoperable vehicles:** Inoperable vehicles must not be visible from beyond the bounds of the property. An inoperable vehicle is one that is not equipped with all parts that are required to legally and safely operate on public streets and/or cannot be driven under its own power. Car covers, tarps, bamboo, shades and other similar types of materials are not acceptable screening.
- **Trash / litter:** Property owners are responsible for keeping their property free of junk, litter and debris. This includes tires, junk, furniture, building and landscaping material; litter such as discarded paper, cardboard, plastics, etc.; debris such as tree trimmings and fallen tree limbs; or any other discarded items.
- **Outside storage:** Outside storage of personal property at residentially zoned properties is limited to the rear yard behind the primary structure only. Any building or landscape materials for use on the property, machinery, appliances or parts/auto parts may not be visible from beyond the boundaries of a residentially zoned property. Outdoor storage of items for commercial or business use at a residential property is not allowed. There are specific regulations that apply to outdoor storage and use on properties zoned for other than residential use that vary by zoning district.
- **Fences in disrepair:** Fences and screening walls must be structurally sound and made from the same materials. They also must be maintained so that they are free from deterioration and blight. Some examples include fences or walls that are leaning, missing slats or blocks, rotted or damaged.
- **Non-Dustproof Parking:** All parking and maneuvering areas must be dust proofed according to city specifications. Specific standards vary by zoning district.
- **Over 45% Parking:** Residents are permitted only to utilize a maximum of 45% of their front yards for vehicular parking.



- Graffiti:** The property owner is responsible for removing graffiti from all sidewalks, walls, fences, signs and other structures or surfaces visible from beyond the bounds of the property. The city can provide free paint and graffiti removal supplies, as well as assistance for those unable to physically remove graffiti themselves.

The survey found that of the 3,318 properties in the area, 1,231 (37%) parcels had one or more violations. A total of 1,696 violations were observed during the survey. The table below provides a summary of the top-ten violations for the area.

Violation	# of Violations	Percentage of Total # of Violations
Over height / dead vegetation	660	20%
Inoperable vehicles	40	1%
Trash / litter	272	8%
Outside storage	296	9%
Fences	67	2%
Non Dustproof parking	115	3%
Over 45% parking	23	0.7%
Graffiti	51	2%



Wall in disrepair in NMRSA



Dead vegetation at properties within NMRSA

A.R.S. Conditions Survey

Staff from the Planning and Development Department toured the area in January and February of 2013 to further evaluate overall area conditions that may be impeding sound municipal growth and arresting normal development efforts in the area. Staff found six of the nine indicators throughout the study area:

- 1) Dominance of defective or inadequate street layout in some areas;
- 2) Faulty lot layout in relation to size, adequacy, accessibility or usefulness;
- 3) Unsanitary or unsafe conditions;
- 4) Deterioration of site or other improvements;
- 5) Improper or obsolete subdivision platting.



- 6) There are conditions that endanger life or property by fire, criminal activity and other causes.

1) Dominance of defective or inadequate street layout in some areas

A defective or inadequate street layout impedes normal development efforts because of the significant costs to replace infrastructure. There are streets within the NMRSA that dead end into alleys and non-existing or inadequate cul-de-sacs for proper passenger or emergency vehicle ingress / egress. These factors, combined with the smaller lot sizes, make it economically inefficient for someone to redevelop a small parcel and face the financial burden of replacing inadequate street infrastructure.

The Metrocenter Mall ring road is a defective street layout for a regional shopping center. The concept of a central shopping district encircled by a drive aisle is a product of an automobile oriented era of design and development that makes it nearly impossible to redevelop in a manner consistent with market trends. Newer regional shopping center street layouts, like those found in Kierland Commons or the Scottsdale Quarter, utilize small block patterns and are focused around the pedestrian. Automobile traffic in these centers is largely contained in one area. The end result is a pedestrian friendly environment with the flexibility to incorporate a myriad of activities and stores.

The dominance of these defective and inadequate street layouts combined with the other blight factors are impeding sound municipal growth of this area as a continued employment hub and village core. It is also substantially arresting the provision of housing within the village core and existing residential areas.



Dead end street in NMRSA



Undedicated street Right-of-Way in NMRSA

2) Faulty lot layout in relation to size, adequacy, accessibility or usefulness

As highlighted in the Land Use and Zoning sections of this report, a large portion of the NMRSA east of the Interstate 17 freeway is defined by a variety of uses and A-1 Light Industrial zoning. The A-1 Light Industrial District is a district of industrial uses designed to serve the needs of the



community for industrial activity not offensive to nearby commercial and industrial uses. Manufacturing and storage are two of the most common uses found on properties zoned A-1.

In order to ensure that uses such as storage or manufacturing do not negatively impact any nearby commercial or residential properties, the A-1 District contains standards that require significant setbacks for open storage and uses. These setbacks are meant to encourage properties with A-1 zoning to be of a sufficient size so that they may be developed in accordance with the district’s requirements. A-1 zoned properties smaller in size have challenges meeting the district’s setback standards for industrial type uses, and as a result are not able to utilize the full breadth of their A-1 zoning entitlement. The map to the right highlights the existence of a cluster of these smaller A-1 properties within the NMRSA. Sixty-five percent (65%) of the parcels in this area are less than 0.5 acres in size.



This concentration of smaller industrially zoned properties could prove to be a significant hurdle for revitalization and redevelopment. Due to the small lot sizes and distance from residential uses or zoning, there are several less desirable uses permitted by right within the A-1 Zoning District. The uses include an adult bookstore, adult novelty store, adult theater, adult live entertainment, erotic dance or performance studio. In fact there are already three of these uses located within the NMRSA.

Without some type of mitigation the area’s A-1 Industrial Zoning and distance from residential zoning makes it a potential destination for a set of uses that conflict with the community’s short and long term goals for the area. The typical lot size in this cluster is inadequate to meet the required setbacks for outdoor storage uses as primarily intended by the A-1 Light Industrial zoning district.



A-1 Zoned property with narrow lot distribution



3) Unsanitary or unsafe conditions

Unsanitary or unsafe conditions arise when a property is not maintained and falls into disrepair. This type of blighting experience can take many forms: from dilapidated structures, such as fences or buildings; to boarded up vacant buildings that are easily broken into and make people feel unsafe while in the area. It can also take the form of a lack of infrastructure such as sidewalks. There are numerous parcels within the NMRSA that demonstrate unsanitary conditions such as outdoor storage in the front yard of a residentially zoned parcel, dilapidated structures, and unsafe outdoor storage conditions within A-1 Industrial zoned properties. The photos below illustrate some of these conditions within the study area.



Boarded-up single-family home in NMRSA



Vacant property with electric fence and barbed wire

4) Deterioration of site or other improvements

Numerous parcels within NMRSA demonstrate characteristics of site deterioration. As stated in the historical write-up for the NMRSA, it first started to develop in the 1950's. The City of Phoenix did not annex this area until the 1960's and 1970's. Maricopa County did not have a building code until the 1970's, therefore a number of the structures that were built in prior years did not meet the city's existing building code. In addition to older residential and industrial structures there are a number of commercial sites that exhibit site deterioration factors such as little or no landscape, deteriorated parking lot pavement and dilapidated infrastructure. The photos below illustrate some of these conditions within the study area.



Vacant commercial site with no landscaping

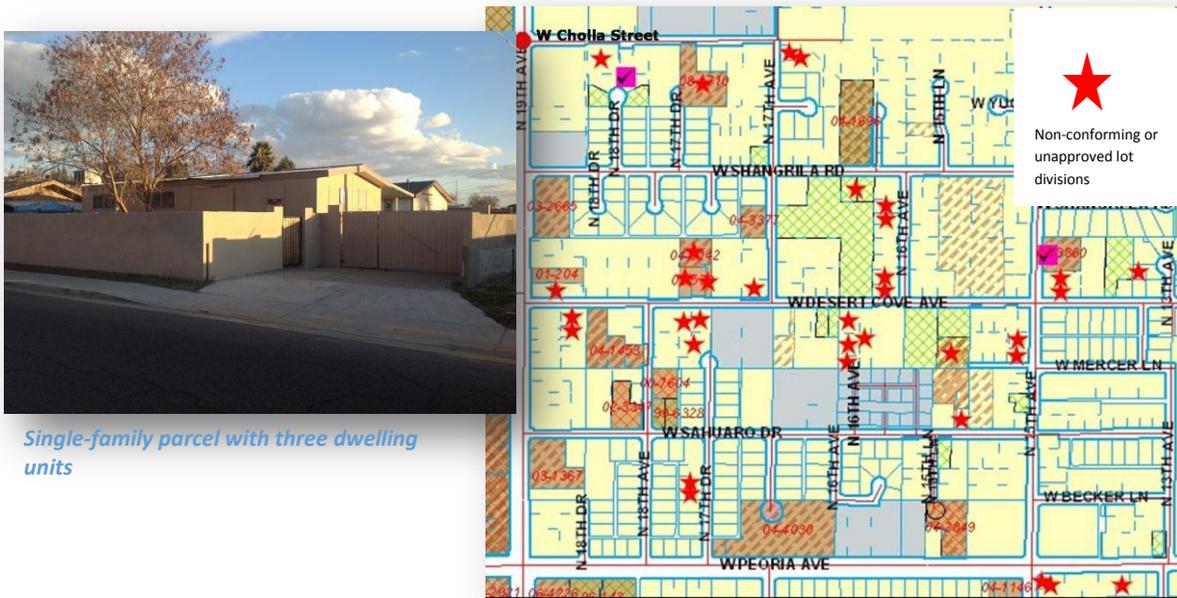


Residential property with apparent non-permitted construction



5) Improper or obsolete subdivision platting

The area between 19th Avenue, Cholla Street, the Phoenix Mountain Preserve boundary, 15th Avenue and the Arizona Canal has more unapproved lot divisions than the citywide average. Unapproved lot divisions are ones that have been recorded with Maricopa County but are not recognized by the City of Phoenix because they have not completed the review process to determine if they meet City lot division requirements or because they have not submitted a subdivision plat for review by the City of Phoenix. This data indicates that at least some of these parcels will have trouble meeting city development requirements and likely lead to development that does not meet city requirements because of the lack of subdivision platting or improper/obsolete subdivision platting in the area.



Single-family parcel with three dwelling units

6) There are conditions that endanger life or property by fire, criminal activity and other causes.

The NMRSA has experienced a significantly higher rate of Fire Department investigation and violent crime when compared to the city as a whole. The information below provides a summary of this data.

Fire Statistics

The NMRSA is served by Fire Station #60 located at 2405 W. Townley Road and Fire Station #33 located at 2409 W. Cactus Road.

The following statistics represent the top ten types of fires within NMRSA from 2007 to 2012.



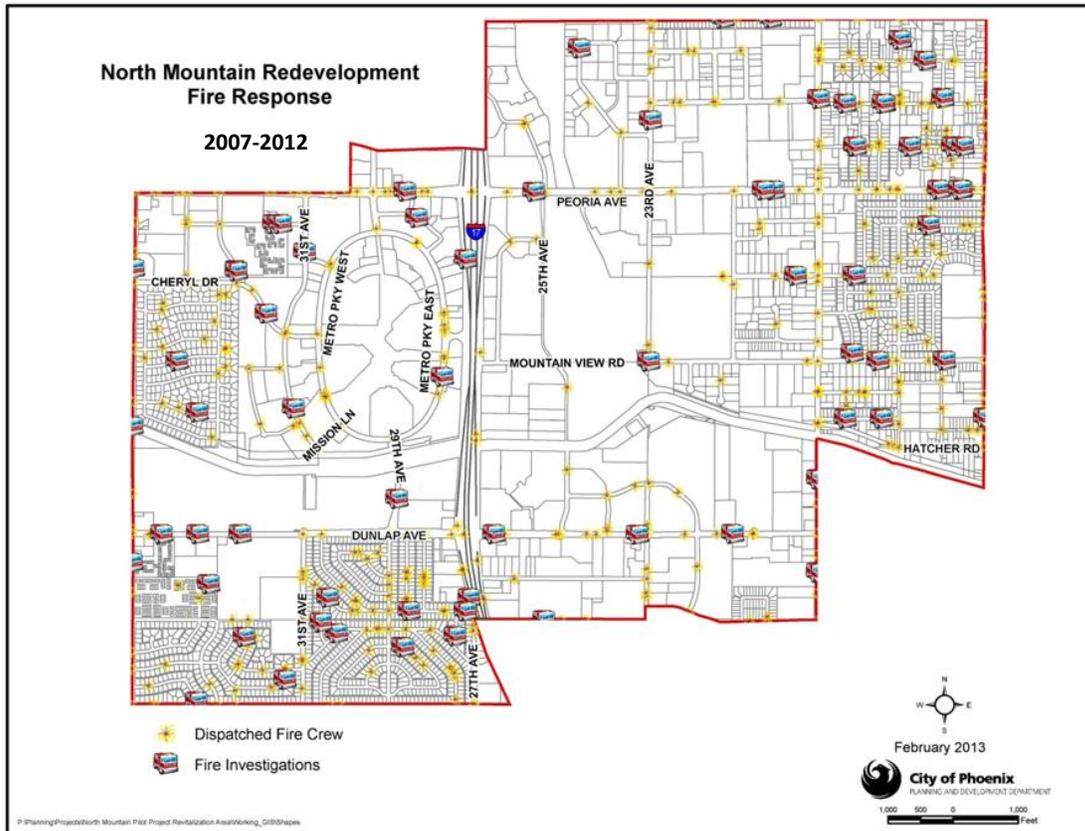
Type of Fire	Number of Fires
Alley Fire	32
Apartment Fire	58
Check Fire reported out	83
Check Smoke	56
Debris Fire	60
Dumpster Fire	173
Illegal Burning	44
Structure Fire	48
Unknown Fire	100
Vehicle Fire	155

The following matrix represents the number of fires and investigations per square mile from 2007 to 2012 located in the City of Phoenix and within the NMRSA. The numbers show that per square mile the NMRSA is consistently higher, in some cases double, in the percentage of fires and investigations than the city as a whole.

	Investigations	Fires	Square Miles	Investigations per square mile	Fires per square miles
2007					
City of Phoenix	850	19483	566.80	1.49	34.37
NMRSA	13	219	3.9	3.33	56.15
2008					
City of Phoenix	844	17656	567.27	1.48	31.13
North Mountain	19	201	3.9	4.87	51.53
2009					
City of Phoenix	730	16860	568.46	1.28	29.65
North Mountain	13	147	3.9	3.33	37.69
2010					
City of Phoenix	741	15847	568.49	1.30	27.87
North Mountain	12	149	3.9	3.07	38.20
2011					
City of Phoenix	815	16703	568.52	1.43	29.37
North Mountain	15	164	3.9	3.84	42.05
2012					
City of Phoenix	803	16510	568.5	1.41	29.04
North Mountain	13	154	3.9	3.33	39.48
2007-2012					
City of Phoenix	4783	103059	568.5	8.38	181.28
North Mountain	85	1034	3.9	21.79	265.12



The map below provides a geographic summary where the fire and fire investigations occurred within the study area.



Fire damaged apartment complex in NMRSA



Crime Statistics

Crime statistics in the NMRSA were gathered for the years of 2010 and 2011. Complete data for all of 2012 was not yet available to be broken down into an analysis by crime grid. The data indicates that there are more crimes per 1,000 persons within the NMRSA in several major categories such as aggravated assault, robbery, burglary, and theft.

The below tables provide a breakdown in key categories and clearly indicate that criminal activity, that is in some cases double the citywide average, is endangering life and property.

2010 CRIME STATISTICS				
	Number Reported		Per 1000 population	
	City-wide	NMRSA	City-wide	NMRSA
Aggravated Assault	4,113	114	2.85	4.65
Homicide	116	5	0.08	0.20
Rape	522	16	0.36	0.65
Robbery	3,250	132	2.25	5.38
All Violent Crimes	8,001	267	5.53	10.88
Arson	320	4	0.22	0.16
Burglary	15,626	345	10.81	14.06
Theft (Automobile)	7,777	353	5.38	14.39
Theft (Larceny)	38,012	1236	26.29	50.38
All Property Crimes	61,735	1938	42.70	78.99
City Population (2010 Census)		1,445,632		
NMRSA Population* (2010 Census)		24,535		
<i>**Population is different than reported elsewhere in this study because of slight variation in land area analyzed for crime statistics.</i>				
Source: City of Phoenix Police Department				

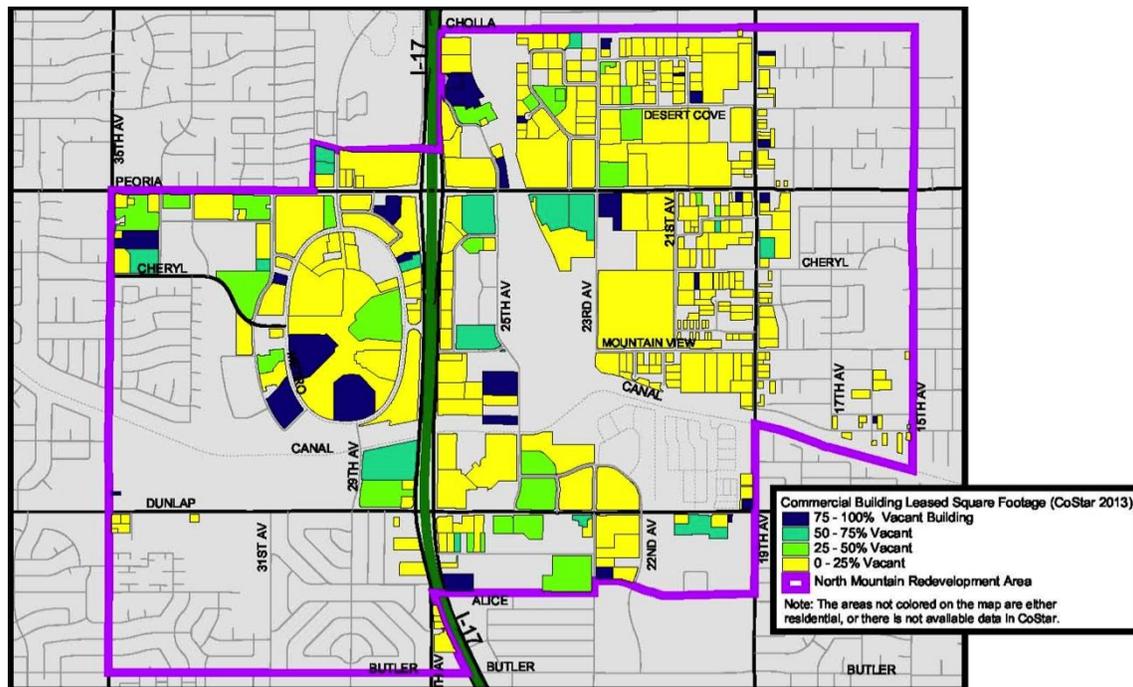


2011 CRIME STATISTICS				
	Number Reported		Per 1000 population	
	City-wide	NMRSA	City-wide	NMRSA
Aggravated Assault	4,090	112	2.83	4.56
Homicide	120	1	0.08	0.04
Rape	559	14	0.39	0.57
Robbery	3,324	121	2.30	4.93
All Violent Crimes	8,093	248	5.60	10.11
Arson	273	7	0.19	0.29
Burglary	18,666	453	12.91	18.46
Theft (Automobile)	7,555	327	5.23	13.33
Theft (Larceny)	38,258	1208	26.46	49.24
All Property Crimes	64,752	1995	44.79	81.31
City Population (2010 Census)		1,445,632		
NMRSA Population* (2010 Census)		24,535		
<i>**Population is different than reported elsewhere in this study because of slight variation in land area analyzed for crime statistics.</i>				
Source: City of Phoenix Police Department				



Vacant Buildings

The existence of vacant properties or buildings is one of the trademarks of a blighted area. The maps below illustrates the vacant commercial areas within the NMRSA. The Metrocenter Mall and commercial areas to the south and northwest of it are some of the areas with the highest vacancy percentages.



% Vacant Building Square Footage Map

The average retail vacancy rate for the NMRSA between Peoria Avenue and Dunlap Avenue and Interstate 17 and 35th Avenue is estimated to be at 28% as opposed to Citywide vacancies at approximately 11.8%, office 21.5% versus 19.4% citywide, industrial development 11.5% compared to 12.4% citywide. An example of declined retail is with the regional mall, Metrocenter. Major anchor tenants at the Metrocenter Mall have left and their spaces have remained unoccupied for 6-8 years (this includes the Broadway, and JC Penney). This has resulted in a drop in shoppers along with ancillary retailers within the mall creating an approximate 20% decline in overall sales in last 5 years. The table on the following page provides additional data regarding the vacant property in and around Metrocenter.



Metrocenter Vacant Surrounding Property (Dunlap to Peoria and I-17 to 33 rd Ave)				
	Name / Location	Vacant Sq. Ft.	Vacant %	Use
1	Metro Center Mall	545,573	42%	Retail
2	Metro Power Center	175,000	82%	Retail
3	10040 N. Metro Parkway Pad Bld	6,800	100%	Daycare
4	Metro Marketplace (formerly Toys R' Us)	160,000	65%	Retail
5	10011 N. Metro Parkway Pad Bld	3,500	100%	Retail
6	10047 N. Metro Parkway Pad Bld	7,000	100%	Restaurant
7	10057 N. Metro Parkway Pad Bld	5,500	100%	Retail
8	Mega Furniture Center	2,400	5%	Retail
9	Metro Village Pad Bld (formerly Swenson's)	4,200	100%	Restaurant
10	Metro Towne Center (currently Ross, Petsmart)	5,208	3.53%	Retail
11	Metro Plaza (formerly Shoe Pavilion)	40,000	50%	Retail
	Total Vacant Square Feet	955,181		

With loss of so many tenants, the Metrocenter area's infrastructure has suffered. Parking areas are in a deteriorated condition with inadequate/obsolete lighting. The Metrocenter area has an insufficient and obsolete signage (pylon, entry, directional, etc.) to adequately serve the area to be competitive in today's market. The vacancy rates are an indicator of lost revenues generated to the City for programs and services provided to the community. Vacancies attract and perpetuate blight and have significant impact to the community with properties in distress attracting crime.

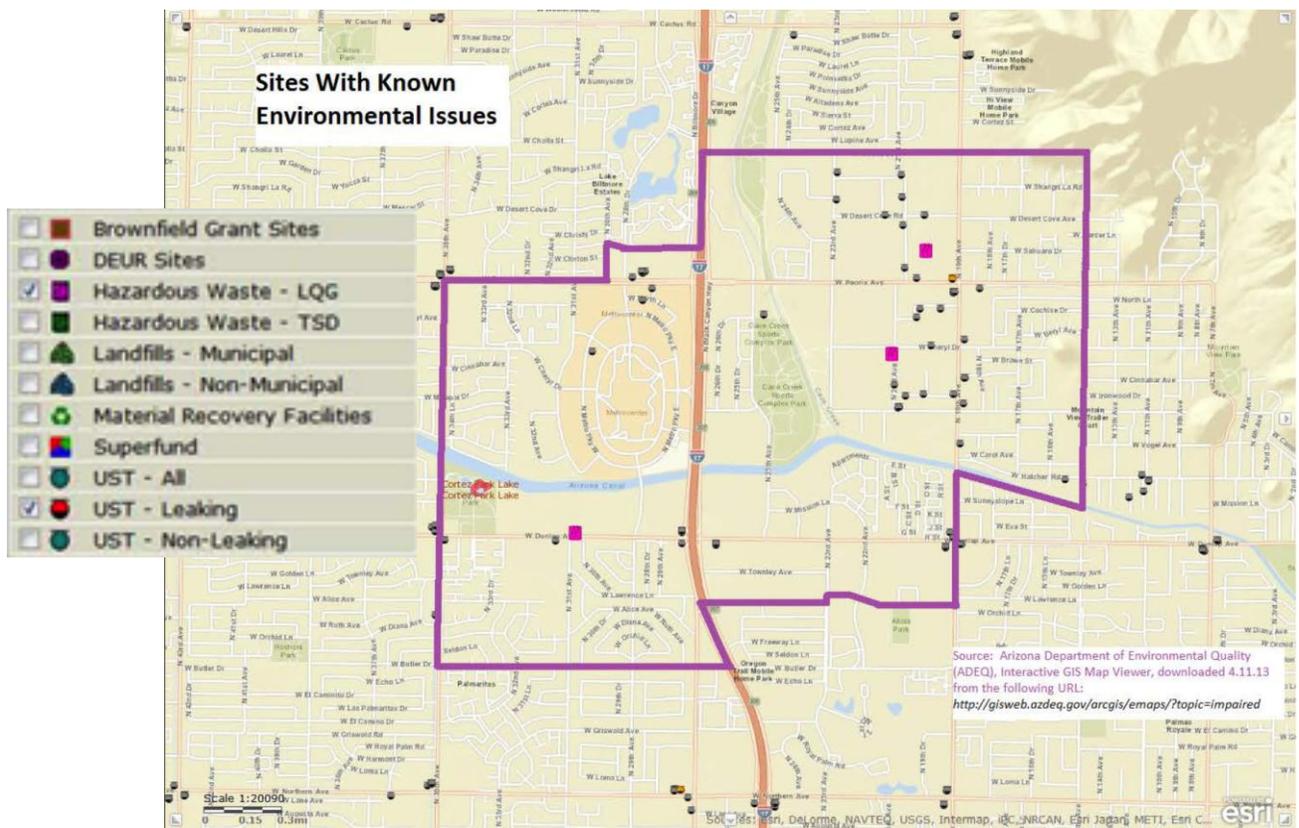


Environmental Data

There are some sites within the NMRSA that have identified environmental issues by the Arizona Department of Environmental Quality (ADEQ). The map below illustrates that there are 70 Leaking Underground Storage Tank Sites (LUST) inside the study area. None of the LUST sites are considered priority 1 leaking sites, which are the groundwater contamination sites. A vast majority of the LUSTs are all considered Status 5, the lowest priority LUST sites - except for the 3 LUSTs colored yellow-orange on the NWC of Peoria & 19th Avenue - these three are all on one property and are considered Status 3. ADEQ considers the other 67 sites (Status 5) closed.

The map also indicates that there are three RCRA Large Quantity Generator (LQG) Sites. These sites were included only to note that the processing or storage of hazardous materials occurs on the property. The LGQ sites inclusion in this map is by no means any indication that there are any environmental violations associated with them.

At a minimum the existence of the LUST sites adds to the mix of challenges facing the redevelopment of property within the NMRSA. They are a contributing factor that is arresting redevelopment in some cases.



Analysis and Conclusion

The NMRSA exceeds the statutory requirements to designate it as a redevelopment area pursuant to A.R.S. 36-1471. Existing vacant land uses/buildings, inadequate or decaying infrastructure, substandard buildings, defective or inadequate street layouts, faulty lot layouts, unsanitary or unsafe conditions, and deterioration of site or other improvements are evident on the predominance of the properties within the area. An analysis of crime and fire statistics indicate the existence of conditions that endanger life or property because of the significantly increased crime and fire incident rates compared to the citywide averages. All or a combination of these factors afflict a predominance of the parcels and are substantially arresting sound municipal growth within the area. Please see map on the next page for image of areas.

Area 1 (35th Avenue to Interstate 17 and from Butler to Peoria/Sahuaro)

This area demonstrates a predominance of vacant office/retail buildings, defective or inadequate street layout, unsanitary or unsafe conditions, deterioration of site or other improvements, Neighborhood Services Department blight statistics and the existence of conditions that endanger life or property based upon calls for service from the Police and Fire Departments. A combination of these factors is arresting sound municipal growth and redevelopment within this sub-area.

Area 2 (Interstate 17 to 19th Avenue and from Cholla to Alice streets)

This area shows signs of stress with a predominance of the properties having vacant industrial buildings/land area, faulty lot layout, unsanitary or unsafe conditions, deterioration of site or other improvements, improper or obsolete subdivision platting and conditions that endanger life or property based upon calls for service from the Police and Fire Departments. A combination of these factors is arresting sound municipal growth and redevelopment within this sub-area.

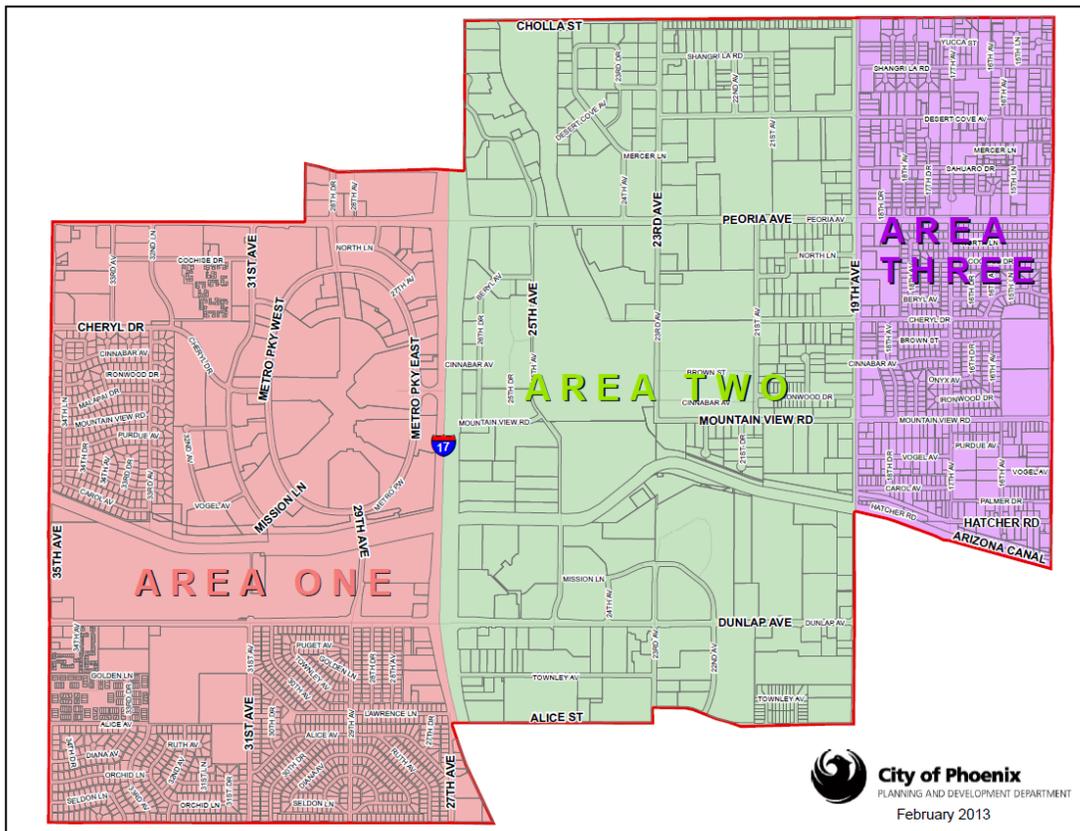
Area 3 (19th to 15th Avenue from Arizona Canal to Cholla Street)

Properties in this area demonstrate a predominance of defective or inadequate street layouts, faulty lot layouts, unsanitary or unsafe conditions, deterioration of site or other improvements, improper or obsolete subdivision platting, Neighborhood Services Department blight statistics and conditions that endanger life or property based upon calls for service from the Police and Fire Departments. A combination of these factors is arresting sound municipal growth and redevelopment within this sub-area.



Conclusion

A predominance of the properties within the NMRSA are afflicted with one or more of the blight criteria as defined by A.R.S. 36-1471 and the City Council should find that one or more blighted areas exist in the NMRSA and redevelopment of the area is necessary in the interest of the public health, safety, morals and welfare of the residents. The City Council should also direct staff to work with the community on a redevelopment area plan for the NMRSA.



RESOLUTION 21207

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

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

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

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

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

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

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

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

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

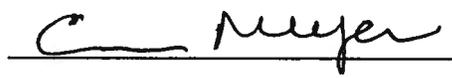
- (a) The Redevelopment Plan for the North Mountain Redevelopment Area is feasible and in conformity with the general plan for the development of the City of Phoenix as a whole.
- (b) A shortage of housing of sound standards and design, adequate for family life, exists in the municipality.
- (c) The need for housing accommodations has been or will be increased as a result of the clearance of slums in other areas under redevelopment.
- (d) The conditions of blight in the area and shortage of decent, safe and sanitary housing cause or contribute to an increase in and spread of disease and crime and constitute a menace to the public health, safety, morals or welfare.
- (e) The development of the area for predominately residential uses is an integral part of and essential to the program of the municipality for the redevelopment of the area.

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

PASSED by the Council of the City of Phoenix this 19th day of
March, 2014.


ACTING MAYOR

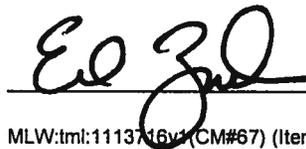
ATTEST:


City Clerk

APPROVED AS TO FORM:


Acting City Attorney
AKH

REVIEWED BY:


City Manager

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