



DEVELOP A HEALTHY CORNER STORE PROGRAM

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Small markets that carry fresh produce can be a more feasible investment in areas without a sufficient demand or customer base for a full-service supermarket. These stores can be added by either converting existing convenience stores and warehouses or by starting a new business. The South Central Corridor has several convenience stores and produce warehouses that provide an opportunity to engage with business owners on methods for better serving the food access needs of the community.

Policies:

- Support the development of healthy corner stores with New Markets Tax credits, Community Development Block grants, low interest loans and other financial tools and encourage incentives on the acceptance of the Women Infant Children (WIC), and Supplemental Nutrition Assistance Programs (SNAP) for low income residents.
- Provide technical assistance for existing convenience stores, or entrepreneurs who are interested in opening corner grocery stores.
- Encourage a corner grocery store support coalition, including schools, Hospitals, churches, and neighborhood associations to provide collective purchasing power that could help encourage and support a healthy food retailer.
- Include the development of a corner grocery store in RFP evaluation criteria for development of City-owned land.
- Partner with the Arizona Department of Health Services to improve existing WIC access in the South Central Corridor.



DEVELOP A HEALTHY CORNER STORE PROGRAM

Strategy Specific Actions	Tools	Lead
Engage existing Convenience Markets to encourage WIC and SNAP to be accepted.	Partnership	Community
Engage existing Convenience stores/markets and neighborhood scale retail establishments on opportunities to convert to a Corner Grocery Store.	Knowledge	Community
Hold a professional training forum on Healthy Corner store programs and identify a lead non-profit to develop a program in the Corridor.	Knowledge	Community
Develop a Corner Grocery Store	Financing	Community
Write and RFP to adaptively reuse Ed Pastor Transit Center building as a healthy corner store.	Operations	Government

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DEVELOP ADDITIONAL OPEN SPACE IN THE CORRIDOR

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The South Central Corridor needs additional free and safe recreation facilities that accommodate a variety of age groups. Temporary uses, such as small “pop-up” parks on vacant parcels, could provide a low cost and more near-term opportunity to enhance recreation. However, with the current parkland-to-resident ratio and plans for adding higher density housing, there is a justification for new open space.

Policies:

- Engage the property owners on partnership opportunities to install open spaces consistent with the Conceptual Master Plan.
- Encourage and identify vacant land owners willing to allow temporary pop-up parks on their properties.
- Encourage a linear open space to be constructed adjacent to canals and the Rio Salado.
- Pursue creative financing such as EPA stormwater grants and stormwater impact fees to develop a new centrally-located active park and use the Community Vision and Conceptual Master Plan for guidance on location and design.
- Encourage the development of new facilities to include entertainment centers, restaurants and fitness centers; promote these needs to developers.



DEVELOP ADDITIONAL OPEN SPACE IN THE CORRIDOR

Strategy Specific Actions	Tools	Lead
Engage with the the Parks Department and the Police Department on the Open Spaces and Community Facilities identified in the Conceptual Master Plan.	Partnerships	Community
Pursue grants and other sources to fund joint use agreements with Health Centers and Elementary schools for public recreation.	Partnerships	Community
Identify a City-owned property that can be used as a temporary pop-up park and pursue partnerships to fund improvements.	Partnership	Community
Incentivize the development of publicly accessible open space beyond minimum city requirements in all rezoning or increased land use entitlement requests.	Codes	Government

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ENCOURAGE FULL SERVICE AND COMMUNITY-BASED HEALTHY FOOD SOURCES



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South Central Corridor's supply of vacant and underutilized parcels of land provides opportunities for full service grocery stores as well as community-based food projects such as urban agriculture, farmers' markets, community gardens, and produce stands. There are also institutions, such as Hospitals, churches, and public schools that could sponsor community gardens on their properties or provide a customer base for mobile food trucks. -These investments could effectively supplement access to low-cost produce in South Central.

Policies:

- Support partnerships and pursue grants with South Central Corridor institutions to develop Community Gardens, Farmers' Markets and Urban Agriculture projects on their properties.
- Identify ways to reduce water costs for Urban Agriculture, such as fee reductions or grants.
- Partner with existing technical assistance providers to increase the capacity of residents to grow food through backyard gardening, community gardens, and school gardens.
- Develop a process for evaluating the suitability of using City-owned vacant land for urban agriculture.
- Include the development of Community Based Healthy Food sources in RFP evaluation criteria for development of City-owned land.
- Include the development of public plazas that could be used for Farmers' Markets in RFP evaluation criteria for redevelopment of City-owned land.
- Identify ways to reduce regulatory barriers and permitting fees for produce stands and healthy food trucks.
- Promote and expand community gardens to provide socialization opportunities and education on healthy eating
- Support including a supermarket within mixed use development to boost the customer base and provide a shared parking facility to reduce development costs. Support incentives, such as reduced fees, and a low interest loan fund to help finance grocery stores.



ENCOURAGE FULL SERVICE AND COMMUNITY-BASED HEALTHY FOOD SOURCES

Strategy Specific Actions	Tools	Lead
Write a grant for community gardens and healthy eating education programs at Elementary Schools.	Financing	Community
Write a grant application for a community-based food source, such as the USDA Community Food Projects Competitive Grants Program.	Financing	Community
Write a grant application for a community-based food source, such as the United States Department of Agriculture Community Food Projects Competitive Grants Program.	Plan	Community
Write a grant to support a Farmers Market in partnership with a local non profit.	Partnership	Community
Identify and encourage south central stop locations for the Farm Express Bus.	Operations	Community
expand the current community gardens to other neighborhoods through a mentorship program.	Partnership	Community
explore possible food delivery system that can bring high quality foods to the area	Operations	Community
Identify an incentive package to attract a full service grocery store.	Plan	Community
Develop a full service grocery store.	Financing	Business
Market opportunity sites to grocery store companies.		
Add a grocery store to RFP selection criteria for suitable City-owned redevelopment projects.		



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The South Central Corridor has several public Parks and other under-utilized recreation facilities. The Rio Salado, Highline Canal, and Western Canal are also located in the Corridor and have the potential to become major recreation assets. Providing additional amenities at these open spaces, such as shade, drinking fountains, restrooms, and other enhancements would provide additional health benefits to residents. Programming activities, such as pre-school field trips, canal bicycle rides, and organized family activities could also help increase their use.

Policies:

- Assess improvement needs at Parks, including shade, drinking fountains and better lighting to increase the sense of security.
- Pursue funding opportunities to renovate Parks as needed, including public restrooms and walking paths. Plan a Community Recreation Center in the development or redevelopment of public housing.
- Support partnerships with the neighborhood associations, schools, the Audubon center and other organizations for activating parks, canals, and the Rio Salado with events.
- Pursue funding for improvements to the Rio Salado and Canals such as pathways, lighting, drinking fountains, and shade.
- Support methods to increase use of Parks, including wayfinding, outreach and increase marketing and programming.
- Promote existing programs and increase participation and awareness of local leisure activities such as biking and bird watching at the Rio Salado Project
- Increase the utilization of existing facilities by creating partnerships for financial and program support



ENHANCE EXISTING RECREATION FACILITIES

Strategy Specific Actions	Tools	Lead
Assess neighborhood Parks and make equipment repairs and upgrades as needed.	Financing	Government
Write a grant to enhance and add recreation equipment at local Schools.	Operations	Community
Write a grant to enhance and add recreation equipment at local parks.	Operations	Government
Develop a plan to adaptively reuse buildings at Parks with a use and design that complements the park and is consistent and celebrates community character.	Financing	Government
Puruse funding for improvements at neighborhood parks.	Financing	Government
Research opportunities to construct a Community Recreation Center in an existing Park.	Plan	Government
Install jogging/walking paths along the perimeters of existing parks	Financing	Government
Solicit local businesses to support and sponsor free summer programs for children	Financing	Community
Work with parks and schools to program sports leagues in CCS that create friendly competition to bring communities together	Partnerships	Government
Establish fitness programs that address healthy life styles	Operations	Community
Organize Rio, Canal, and other community points of pride clean-ups	Partnerships	Community



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The physical and social environment in the South Central Corridor currently discourages walking, bicycling, and transit use. Some streets lack sidewalks, including routes to school. Other sidewalks are too narrow, lack shade, have insufficient lighting, and are lined with walls and parking lots that limit positive community interaction. Major intersections are wide, and crosswalks are generally not well demarcated. Supporting community interaction and use of public spaces is a fundamental prerequisite to becoming a healthy community.

Policies:

- Encourage active street frontages such as storefronts, patios, and porches.
- Evaluate and install safe crosswalks on routes to schools, transit, parks, grocery stores and other destinations, where appropriate, in general conformance with the Conceptual Master Plan.
- Support organizing additional walking clubs and block watches to help positive activation of streets and report non-functioning streetlights, sidewalk repairs, and other public infrastructure needs to the appropriate city staff.
- Increase resident participation within existing neighborhood associations or establish new neighborhood associations, in order to provide an intermediary between residents and the City Departments.
- Engage residents on stray animal issues to determine the causes and solutions to problems with loose pets.
- Support the creation of a pedestrian and bicycle safety coalition including residents, schools, healthcare institutions, Fire, and Street Transportation Departments, to develop strategies to reduce traffic-related injuries.
- Create cultural and performing arts events that can increase resident socialization opportunities for “neighbor to neighbor” interactions (artwalk, cultural and historic tours)



IMPROVE COMMUNITY INTERACTION IN PUBLIC SPACES

Strategy Specific Actions	Tools	Lead
Organize a walking club to encourage community safety and health at least 3 evenings per week.	Partnerships	Community
Increase participation of neighborhood residents in an existing Neighborhood Association or encourage a new Neighborhood Association.	Partnerships	Community
Install colored and cool paving or enhanced demarcation on priority streets as a pedestrian crossing zone with all resurfacing projects.	Financing	Government
Evaluate and install a HAWK signal at priority streets, if appropriate.	Financing	Government
Evaluate and install a traffic calming improvement along priority street, if appropriate.	Financing	Government
Identify methods to increase pedestrian and bicycle safety along priority streets.	Plan	Government
Identify pedestrian and bicycle safety improvements for priority streets, including lighting and visibility impediments.	Plan	Government
Evaluate and install enhanced crosswalks along priority Streets identified in vision and master plan, if appropriate.	Financing	Government
Evaluate and install a signalized crossing along priority Streets and corridors, where appropriate.	financing	Government
Evaluate the need for high visibility crosswalks and install where needed.	Plan	Government
Expand existing walking clubs at each neighborhood by introducing a cycling component	Partnerships	Community
Promote events through social media	Knowledge	Community
Educate and promote responsible pet ownership	Knowledge	Community
educational campaign on reduction in crime through participation in the community action team, neighborhood associations, and block watch groups	Knowledge	Community
Discuss with property owners the opportunities and importance of trash enclosures to be secured and screened.	Partnership	Business
Organize Rio, Canal, and other community points of pride clean-ups	Partnerships	Community



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High quality public schools serve as neighborhood anchors that can help foster a healthy community. Providing residents recreation opportunities and health-related services at schools can improve access to resources and information and lower the overall cost of healthcare.

Policies:

- Support partnerships, such as joint use agreements, to develop Community Recreation Centers at public schools that provide gymnasiums, playgrounds, sports fields, after-school programs, and sports leagues.
- Support partnerships to develop health services programs at public schools, that provide access to health screenings and referrals, nutritious foods, and cooking and wellness classes.
- Provide affordable childcare to working parents
- Provide training that discusses the advantages of commuting to work or school through walking, biking, and public transit



PROVIDE COMMUNITY HEALTH RESOURCES AT NEIGHBORHOOD SCHOOLS

Strategy Specific Actions	Tools	Lead
Pursue grants and other sources to fund joint use agreements with Health Centers and Elementary schools for public recreation.	Partnerships	Community
Write a grant for community gardens and healthy eating education programs at Elementary Schools.	Financing	Community
Pursue partnerships with area healthcare providers and schools to receive and disseminate information about healthcare services and events to residents.	Partnerships	Community
Pursue partnerships with Community Colleges, and Health Centers to provide free health screenings, referrals, and other preventative healthcare at neighborhood Schools.	Partnership	Community
Identify and encourage south central stop locations for the Farm Express Bus.	Operations	Community
Pusue Safe Routes to School Initiatives at Elementary Schools.	Partnership	Community
Provide secure and covered bicycle parking for students and staff at Elementary Schools	Partnership	Community
organize a health conference with health professionals from local colleges and universities to create an health improvement plan	Partnership	Community
Establish fitness programs that address healthy life styles	Operations	Community

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Policies:

- Promote and integrate community health in city policies and resource decision making.
- Encourage community social well being through volunteer sign-up fairs and community events.
- Create or expand mentorship programs between professionals and residents to build trust, respect, and shared prosperity.
- Encourage partnerships to provide services to young people in search of careers.
- ...
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PROVIDE RESOURCES AND SUPPORT FOR HEALTHY COMMUNITY LIVING

Strategy Specific Actions	Tools	Lead
Pursue addition or expansion of life skills and life coach mentors, ex-offenders integration/release programs, youth advocacy center, phone help lines, aging out of foster care programs	Partnerships	Community
Support increased access to quality child care and family service centers.	Partnerships	Community
Host flu shot and vaccination clinics	Operations	Community
Provide mobile eye/ear/heart clinics at frequently visited areas	Operations	Community
Provide self-care workshops and resources	Knowledge	Community
Hold a volunteer sign-up fair	Partnerships	Community
Reach out to senior populations through companionship and meal share programs.	Partnerships	Community
Organize Rio, Canal, and other community points of pride clean-ups.	Partnerships	Community
Create local health groups such as "Meet me South Central" to inspire fitness in all age groups.	Partnerships	Community
Provide community access to public facilities for peer support groups to meet.	Partnerships	Government
Provide creative and art community incubator sites including public mural, craft, and art zones.	Partnerships	Business
Develop and support resources to connect the formerly incarcerated to re-entry opportunities.	Partnership	Business
Promote youth mentorship with groups like Big Brother and Sisters	Partnership	Business



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Improving codes will help encourage clean and efficient management of water and energy. These regulatory updates can also help lower the cost of development by providing more flexible stormwater requirements and improved standardization of green infrastructure and building practices.

Policies:

- Research practices for amending stormwater codes to create “context sensitive” regulations that are consistent with the intensity of development.
- Research practices for amending building codes to remove barriers to plumbing and irrigation systems for water capture and reuse.
- Pursue opportunities to create standard details for green infrastructure approaches, including tree pockets, bioswales, permeable paving, and neighborhood retention basins.
- Identify methods for improving the City’s Green Construction Code by providing a tiered performance system, such as gold, silver, bronze.
- Identify incentives, such as fee reductions or fee reduction grants, intensity bonuses, and parking reductions for green construction, green infrastructure and water capture and reuse projects.



DEVELOP BEST PRACTICE GREEN SYSTEM STANDARDS

Strategy Specific Actions	Tools	Lead
Create standard construction details for Bioswales concept.	Partnerships	Government
Reform stormwater regulations to allow on-site retention to be provided within adjacent right of way.		
Research stormwater regulations to identify the potential to allow on-site retention to be provided within adjacent right of way.	Codes	Government
Hold a professional training forum on financing methods for Green Infrastructure, including the Water Infrastructure Financing Authority.	Knowledge	Government

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A district approach to Stormwater Management and Energy can provide benefits for businesses, residents and the city. Locally captured and distributed stormwater improves efficiency by reducing potable water consumption and waste. District scale Stormwater Management can also minimize pollutant discharge into our local waterways, increase stormwater uptake by trees and vegetation, and promote quality shade and cooling to reduce the urban heat island effect. These facilities allow a more efficient use of land, incentivize investment by lowering development costs, and improve stormwater management within the District. Locally generated and distributed electricity improves efficiency by reducing energy losses from long distance transmission lines. District scale technologies can also provide less polluting alternatives to energy produced at centralized power plants, create more robust back-up systems for critical institutions, such as hospitals, police and fire stations, and significantly reduce electricity bills.

Policies:

- Support funding District Stormwater Management services through an Improvement District or other financial tool, such as EPA stormwater loans and grants, impact fees or in-lieu fees.
- Add District Stormwater management to RFP selection criteria for suitable City-owned redevelopment projects.
- Engage anchor institutions, such as Schools, Hospitals, and Major Employment Centers, on opportunities to provide district stormwater management.
- Engage utility providers, large commercial and industrial building owners, office building owners, and institutions on the mutual benefits of combined heat/power, microgrids, and chiller systems.
- Encourage the installation of solar panels on rooftops and shade structures for commercial and residential properties.
- Add district energy to RFP selection criteria for suitable City-owned redevelopment projects.



PROVIDE DISTRICT STORMWATER MANAGEMENT AND CLEAN ENERGY SYSTEMS

Strategy Specific Actions	Tools	Lead
Work with Downtown Phoenix Inc to expand the "clean and green team" to South Central.		
Hold a professional training forum on financing methods for Green Infrastructure, including the Water Infrastructure Financing Authority.	Knowledge	Government
Write a Green Infrastructure grant for innovative stormwater management along local neighborhood streets.	Financing	Government
Research the opportunity to develop a combined heat/power energy source and micro grid to serve major development adjacent to the Rio Salado and other surrounding properties.	Plans	Community

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Green Systems demonstration projects can provide “proof of concept” for emerging practices and cutting edge development techniques. Evidence that projects can be implemented cost-effectively and achieve environmental benefits helps facilitate regulatory reforms and encourages the development of additional Green development.

Policies:

- Pursue funding opportunities, such as the Water Infrastructure Financing Authority (WIFA) and EPA grant programs to supplement street and open space projects with green infrastructure improvements, in general conformance with the Conceptual Master Plan.
- Support partnerships to implement community-based projects, such as bioswales, tree groves, and retention basins, on public school properties. (The first City of Phoenix Bioswale Maintenance Agreement was established to create and maintain five bioswales, as an example.)
- Pursue research and development grants to fund planning, engineering, and implementation of demonstration projects.
- Add Green Infrastructure and construction to RFP selection criteria for suitable City-owned redevelopment projects.
- Research and pilot a Green Infrastructure, Tree, and Shade Fund.



ENCOURAGE GREEN INFRASTRUCTURE DEMONSTRATION PROJECTS

Strategy Specific Actions	Tools	Lead
Establish a dedicated source of funding for green infrastructure.	Operations	Government
Provide educational materials on low water use and habitat friendly landscape.	Knowledge	Community
Encourage elementary schools to partner with Rio Salado Audobon Center on habitat restoration education.	Partnerships	Community
Work with Downtown Phoenix Inc to expand the "clean and green team" to South Central.	Partnerships	Community
Identify vacant lots to for tree banking.	Partnerships	Community
explore potential to increase tree canopy coverage by utilizing tree relocation programs.	Operations	Government
Determine feasibility of a Shade Easement that allows structural shade over the public sidewalk without the need for a revocable permit.	Codes	Government
Determine feasibility of eliminating or streamlining the need for revocable permits for structural shade over sidewalks in the right of way.	Codes	Government
Hold a professional training forum on financing methods for Green Infrastructure, including the Water Infrastructure Financing Authority.	Knowledge	Government
Hold a community tree planting event.	Partnerships	Community
Apply for 3 "love my block" grants in coordination with the Neighborhood Services Department.		
Incentivize the integration of green infrastructure, trees, and shade elements above and beyond minimum city requirements in all rezoning or increased land use entitlement requests.	Codes	Government



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Complete Streets are designed to be safe, convenient, comfortable and accessible for all users. Street and subdivision designs should be “context sensitive”, meaning that those located in existing or planned walkable urban places should be designed with a higher priority for pedestrians and bicyclists compared to streets within suburban contexts that are planned for greater vehicular use. For increased safety and improved traffic management, streets should also be designed for slower driving speeds compared to lower density zones of the city that are planned for less walking, bicycling, and transit usage.

Policies:

- Prepare new design standards for streets identified in the Conceptual Master Plan and use the Conceptual Street Sections for guidance.
- Prepare a new subdivision standard that require short urban blocks in order to enable convenient walking and bicycling routes, dispersed vehicular traffic, and additional street parking, consistent with the Conceptual Master Plan.
- Identify adjustments to the 8 foot public utility easement requirement along street frontages to encourage the installation of shade trees and structures.
- Eliminate or streamline the revocable permit requirement for shade structures over the right of way.
- Prepare soil volume standards that allow street trees to grow sufficiently and provide effective shade.
- Identify adjustments to underground utility spacing standards to allow cost effective shade tree planting with adequate soil volumes.
- Research the feasibility of adjusting stormwater codes to allow on site stormwater retention requirements to be provided in the right of way using retention basins and bioswales.
- Allow on-street parking on arterial and collector streets where appropriate and feasible.
- Establish best practices for raised crosswalks and develop guidelines to encourage installation.



ADOPT BEST PRACTICE COMPLETE STREET AND SUBDIVISION STANDARDS

Strategy Specific Actions	Tools	Lead
Engage with major employers and institutions on the Complete Street improvement concept in the Conceptual Master Plan.	Knowledge	Government
Utilize Complete Street Program on all newly constructed or retrofitted streets.	Operations	Community
Complete preliminary engineering that identifies utility conflicts and cost estimates for the Complete Street concept.	Plan	Government
Create a fact sheet about the Complete Street Concept for property owners.	Knowledge	Government
Hold a property owner workshop on the Complete Street concept.	Knowledge	Government
Pursue federal funding for the Complete Street concept.	Financing	Government
Identify planning needs to make Complete Streets eligible for federal funds.	Plan	Government
Write a federal grant for the Complete Street concept if federal funding is needed to complete improvements.	Plan	Government
Study the feasibility of protected bike lanes.	Plan	Government
Study the feasibility of "sharrow" bike lanes.	Plan	Government
Pursue grants, fundraising campaigns, and other funding opportunities for enhanced bicycle lanes.	Financing	Government
Analyze the traffic impacts and trade-offs of the Complete Street Concept on east-west arterials.	Knowledge	Government
Create an overlay process to implement TOD street retrofits, assess existing street cross sections/classifications, and create new TOD street cross sections/classifications.	Plan	Government
Initiate NEPA environmental planning for the Complete Street concept if federal funding is needed to complete improvements.	Plan	Government
create bike lanes along major streets to create a larger barrier between vehicles and pedestrians	Plan	Government
Share and pursue adoption of NACTO urban streets, urban bikeways, transit street standards in the South Central Corridor	Codes	Government
Share and pursue vision zero policies to prevent traffic related fatalities for South Central Corridor	Plan	Government
Research and pursue setting safe speed limits, speed limit conversions, for South Central Corridor.	Operations	Government



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Projects selected for the Capital Improvement Program (CIP) and coordination with the Maricopa Association of Governments and Arizona Department of Transportation should include transportation improvements within the Conceptual Master Plan. In order to respond to shifting consumer preferences and growing demand for walkable urban communities, a greater emphasis should be placed on transportation projects that stimulate infill growth, as opposed to those on the periphery of the city. According to the Federal Highway Administration, virtually every federal transportation funding program can be used to build pedestrian and bicycle projects.

Policies:

- Coordinate street and transit improvements identified in the Conceptual Master Plan with the Capital Improvement Program.
- Add Steering Committee Chair, or designee, to notification list for CIP committee presentations.
- Pursue transportation formula funding programs to fund street and transit priorities identified in the Conceptual Master Plan.
- Identify and apply for discretionary funding programs to implement street and transit priorities identified in the Conceptual Master Plan.
- Research the most cost effective and convenient methods for increasing transit service, such as route adjustments, circulators and public/private partnerships, on transit routes identified in the Conceptual Master Plan.
- Research measures to increase the quality of public transit services for special needs residents, including specialized training, and technology improvements.
- Pursue partnerships for clusters of mobility enhancements around transit stations identified in the Conceptual Master Plan, such as secure bike parking, wayfinding, public parking, taxi stands, on-demand air conditioning, car and bike share, and digital information kiosks.



COORDINATE TRANSPORTATION PROGRAMS WITH THE CONCEPTUAL MASTER PLAN

Strategy Specific Actions	Tools	Lead
Add creative wayfinding signage at light rail stations.	Partnership	Community
Construct a shaded, safe pedestrian pathway to key community destinations.	Financing	Government
Provide Steering Committee and Neighborhood Association contact information to ADOT and request that they be notified of any public meetings involving the passenger rail plan along the Union Pacific Rail Line.	Knowledge	Community
Identify utility conflicts and cost estimates for the canal bank design in the Conceptual Master Plan.	Plan	Government
Fund initial canal bank improvements identified in the conceptual Master Plan.	Financing	Government
Add shade trees and / or bus shelters at all existing stops as needed.	Operations	Government
Complete a study on the most cost effective methods for adding bus service on prioritized transit streets, including local buses and an urban circulator.	Plan	Government
Determine the feasibility of federal funding to improve the canal bank consistent with the Conceptual Master Plan.	Plan	Government
Complete a study on the most efficient methods for increasing bus service on prioritized transit streets, including local buses and urban circulators.	Plan	Business
Organize a coalition to support enhanced public transit service on prioritized transit streets, including residents, Schools, and other employers.	Partnership	Community
Present transportation recommendations to the Committee on the Future of Transportation (Citizens Transportation Commission) in Phoenix.	Knowledge	Government
Partner with neighborhood organizations to distribute transit information.	Knowledge	Community
Identify corporate sponsorship opportunities for mobility enhancements at light rail stations, including wayfinding, car and bike share, public parking and station enhancements.	Partnership	Community
Evaluate and install enhanced crosswalks.	Plan	Government
Complete a study to add on-street parking within excess right of way adjacent to light rail and by possibly shortening turn lanes.	Operations	Government
Implement pedestrian and bicycle improvements along canals.	Financing	Government
Research and pilot a tiered pedestrian safety infrastructure in lieu fee for developments requesting in-creased entitlement up to the incentive in the Place Type.	Operations	Government



PROVIDE DISTRICT PARKING SERVICES AND OTHER SHARED MOBILITY OPTIONS

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District Parking allows multiple property owners to provide parking within a shared lot or garage. These facilities allow a more efficient use of land, incentivize investment by lowering development costs, and improve vehicular traffic management within the District. Add language regarding additional shared mobility options.

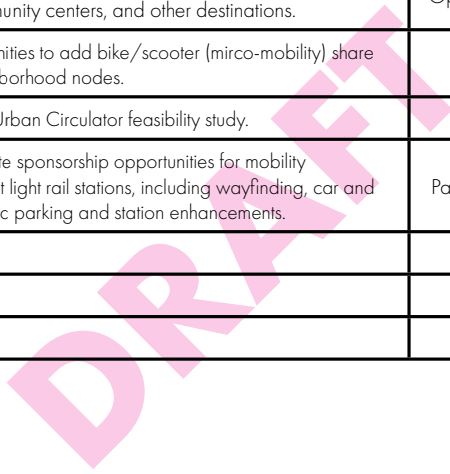
Policies:

- Add District Parking to RFP selection criteria for suitable City-owned redevelopment projects.
- Support funding District Parking with Improvement Districts and other financial tools.
- Engage Anchor Institutions on the development of district parking facilities.
- add policy regarding additional shared mobility options



PROVIDE DISTRICT PARKING SERVICES

Strategy Specific Actions	Tools	Lead
Identify a City of Phoenix owned property that could provide an interim use as a public parking lot for surrounding development, in compliance with the zoning ordinance.	Financing	Government
Encourage parking fees and reduced price transit passes for major employers and institutions.	Operations	Community
Engage schools, employers, and major institutions on providing for sale public transit passes.	Operations	Community
Identify opportunities to add bike/scooter (micro-mobility) share stations at neighborhood nodes.	Plan	Business
Add a bike/scooter (micro-mobility) share stations near light rail stops.	Financing	Business
Provide transit passes for purchase at schools, neighborhood churches, community centers, and other destinations.	Operations	Community
Identify opportunities to add bike/scooter (micro-mobility) share stations at neighborhood nodes.	Plan	Business
Complete and Urban Circulator feasibility study.	Plan	Government
Identify corporate sponsorship opportunities for mobility enhancements at light rail stations, including wayfinding, car and bike share, public parking and station enhancements.	Partnership	Community



A photograph of a building constructed from blue and grey shipping containers. A red sign with the word 'KOOL' is visible on top of one of the containers. The building is surrounded by dry grass and a paved walkway. A large, bold, white text overlay with a black drop shadow reads 'sample image to be updated' across the center of the image.

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Innovative housing developments, such as mixed-income, adaptive reuse and historic preservation projects, are important for maintaining diversity and increasing economic vitality. These projects are often more expensive and complicated due to small irregular lots, aging utilities, and the suburban-oriented industry practices that have been established over the past several decades. Demonstration projects provide additional local case studies that can help reform the standardized development process and build the capacity of local developers, financiers, government officials, and design professionals.

Policies:

- Add mixed income, mixed use, historic preservation, adaptive reuse, green construction, and Universal Design to RFP selection criteria for applicable City-supported housing projects.
- Encourage creative adaptive reuse of commercial and industrial buildings by providing technical assistance.
- Identify incentives such as height bonuses, parking reductions, reduction in street widths, expedited plan review, development fee reductions, and other incentives for affordable housing projects that incorporate a mix of incomes, a mix of uses, green construction, canal-orientation, adaptive reuse, universal design, or historic preservation.
- Create a recognition program for developers of innovative housing demonstration projects.
- Research creative financing mechanisms such as Trust funds, Community Land Trusts, structured funds, and the inclusion of affordable housing in Infrastructure Financing Tools, such as impact fees and in-lieu fees.
- Support and coordinate with the City in a new capacity to do an additional “Pre-development fund”; graduate this effort to a Community Land Trust as a responsible land transfer mechanism.
- Evaluate housing to fit the community, understanding 2/3 of renters fall below 30% AMI, and in support of all housing models and types.



CONSTRUCT INNOVATIVE HOUSING DEMONSTRATION PROJECTS

Strategy Specific Actions	Tools	Lead
Develop a Mixed Income housing demonstration project.	Financing	Business
Develop a mid rise housing demonstration project.	Financing	Business
Construct a Canal Oriented Development Demonstration Project.	Financing	Business
Develop a live-work accessory building demonstration project adjacent to the Canal	Financing	Business
Build a walkable urban housing demonstration project.	Financing	Business
Develop a high quality housing adaptive reuse demonstration project.	Financing	Business
Develop a project specific Community Benefits Agreement (CBA) between developer and broader community.	Knowledge	Community

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Improvements to existing residences can help lower utility bills, improve health, increase neighborhood vitality and pride of ownership. The South Central Corridor suffers from properties that have fallen into disrepair and vacancy. All residents should have the opportunity to live in safe, healthy and dignified housing.

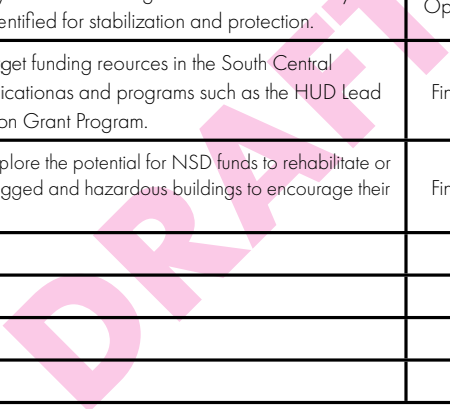
Policies:

- Pursue grants to fund energy efficiency retrofits, indoor air quality improvements, lead hazard reduction, water capture and reuse, and solar energy panels.
- Work with neighborhood associations on code compliance and neighborhood clean ups.
- Encourage the creation of a Community Land Trust to preserve housing affordability and increase homeownership.
- Identify zoning adjustments that allow additional compatible home-based businesses within neighborhoods.
- Match residents with existing free and low cost tree resources, including those sponsored by the City, Arizona Public Service and Salt River Project.
- Explore the creation of a Naturally Occurring Affordable Housing (NOAH) Fund to finance purchase of NOAH units at-risk of displacement.
- Explore Resident-Owned Communities as a mechanism to prevent displacement of trailer park and mobile home park residents.
- Encourage the creation of a Home Improvement and Preservation Program, and/or Owner-Occupied rehabilitation program for single family and multifamily.
- Research and explore Low/Limited Equity Housing Cooperative resident/tenant owned residential or mixed use housing developments



ENHANCE THE EFFICIENCY AND QUALITY OF EXISTING HOUSING

Strategy Specific Actions	Tools	Lead
Complete a housing rehabilitation project.	Financing	Community
Partner with non-profit organizations and businesses to renovate or rehabilitate a minimum of 3 single-family houses or small multi-plex projects.	Partnership	Community
Rehabilitate a multi-plex or apartment building.	Financing	Community
Renovate a residential properties.	Financing	Community
Engage Arizona Department of Environmental Quality and the EPA on indoor air quality measurement and vapor intrusion mitigation assistance.	Partnership	Community
Provide information about tenant rights, foreclosure, and home values to residents.	Knowledge	Community
Provide direct information to lower utility and maintenance costs.	Knowledge	Community
Target Homebuyer Assistance Programs to attract homebuyers in priority areas identified for stabilization and protection.	Operations	Community
Prioritize and target funding reources in the South Central Corridor in applicationas and programs such as the HUD Lead Hazard Reduction Grant Program.	Financing	Government
Research and explore the potential for NSD funds to rehabilitate or tear down red tagged and hazardous buildings to encourage their redevelopment.	Financing	Government





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Live-work units are designed to facilitate residential and commercial uses for a single user within the same space. These housing concepts eliminate commutes and the need for separate lease payments for businesses and residences. Accessory Dwelling Units (ADU) are small living spaces located in the back yards of single family properties. ADU's can alleviate overcrowded households, facilitate multi-generation living arrangements, and provide additional income for property owners.

Policies:

- Identify methods for funding alley improvements, such as lighting and paving.
- Deny alley abandonments that eliminate the opportunity for ADU's unless a private access way is provided.
- Support standard plans for quality pre-manufactured ADU's.
- Use the Conceptual Master Plan as a guide to rezone property to allow live-work and ADUs.
- Encourage developers to create flexible building designs that can be used for both housing and commercial uses, in appropriate locations.
- Support Zoning and Code reform that cultivates entrepreneurship.



ENCOURAGE LIVE-WORK AND ACCESSORY DWELLING UNITS

Strategy Specific Actions	Tools	Lead
Support the creation of standard plans for live/work and urban housing on typical lot sizes.	Plan	Community
Support Zoning and code reform that allows for small and medium scale building types that are affordable to construct.	Code	Community
Support Zoning and code reform that allows for building types that provide paths to homeownership such as ADUs, Tiny Homes, Duplex, Triplex, Fourplex.	Code	Community
Work with educational institutions to educate students about the importance of community involvement in urban and community planning.	Knowledge	Community
Support the reduction or elimination of parking minimums for ADUs, Tiny Homes, Duplex, Triplex, Fourplex.	Code	Community
Collaborate with small and local developers on standard/pre-approved plans and streamlined approval process recommendations to the City.	Partnership	Community

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CREATING A STRONGER AND MORE VIBRANT PHOENIX
THROUGH INCREASED HOUSING OPTIONS FOR ALL

The Consolidated Planning process and coordination with HUD and the Arizona Department of Housing's Qualified Allocation Plan should use the Conceptual Master Plan as a tool to guide investment decisions. Integrating affordable housing within areas targeted for major redevelopment and neighborhood improvement will improve efforts to mitigate the risk of gentrification and displacement, while remaining consistent with the community's overall vision for growth.

Policies:

- Research creative financing mechanisms such as Trust funds, Community Land Trusts, structured funds, and the inclusion of affordable housing in Infrastructure Financing Tools, such as impact fees and in-lieu fees.
- Identify opportunities to coordinate the Consolidated Plan with the Conceptual Master Plan.
- Encourage universal design accessibility standards within affordable housing projects.
- Encourage supportive housing for homeless and disabled residents.
- Encourage the coordination of the State's Qualified Allocation Plan with the Conceptual Master Plan.
- Encourage the creation of a Community Development Corporation to increase affordable housing.
- Identify methods for prioritizing South Central affordable housing for South Central residents who are most at risk of displacement.
- Explore partnerships with Anchor Institutions on providing student and workforce housing.
- Set production goals for families at various income ranges to be served in both ownership and rental.
- Develop new guidelines for public sale of tax delinquent properties to prioritize development without displacement.
- Research and explore potential for property tax freezes, subsidy, or moratoriums to slow gentrification and the resulting displacement risk.



COORDINATE AFFORDABLE HOUSING PROGRAMS WITH THE CONCEPTUAL MASTER PLAN

Strategy Specific Actions	Tools	Lead
Identify an affordable housing project within the corridor.	Financing	Government
Pursue Choice Neighborhoods Program (and/or other federal grants) to redevelop existing public housing to be consistent with the Vision.	Financing	Government
Engage property owners on opportunities to provide housing on their property.	Knowledge	Community
Hold a forum with faith based institutions to develop a strategy to increase the supply of high quality affordable housing and affordable day care services.	Knowledge	Community
Hold a capacity building workshop on Community Development Corporations and identify a possible non-profit to focus on affordable housing within the Corridor.	Knowledge	Community
Engage higher education institutions connected to light rail on a plan for student housing projects.	Plan	Community
Issue an RFP to develop an affordable housing demonstration project consistent with the scale and character of the area, demonstrates a best practice implementation of the Walkable Urban Code. Invite multiple departments and Committee Chair or designee on the evaluation panel.	Financing	Government
Issue an RFP to develop an affordable housing demonstration project that provides/sets production goals for rental and ownership opportunities.	Financing	Government
Establish a Corridor-Wide Community Land Trust to carry out land banking functions.	Partnership	Government
Develop and establish an early warning displacement risk tracking system and displacement prevention programs targeted for south central residents.	Knowledge	Government
Establish a commitment and schedule to take advantage of available funds from the City, Regional, and State agencies.	Financing	Government
Allocate and prioritize project based vouchers for south central corridor residents.	Operations	Government
Develop and secure staffing resources and specific assignments for supporting the coordination of affordable housing programs, resources, and mechanisms with the conceptual master plan.	Operations	Government
Align, prioritize, and pilot the newly adopted Affordable Housing Initiatives to the South Central Corridor Vision and Implementation Strategies.	Plan	Government
Hold a property owners forum to share and target the City's Rental Rehabilitation Program resources in areas identified for high displacement risk.	Knowledge	Government



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The Conceptual Master Plan calls for major investments in new infrastructure. There is currently an opportunity to finance these projects by taking advantage of historically low interest rates, and growing market demand. Tax Increment Financing (TIF), an important tool that nearly every city in the United States uses to finance urban redevelopment, is prohibited by Arizona state law. While this lack of authority is a considerable disadvantage, TIF alone would be insufficient to fully fund the Conceptual Master Plan. An innovative tool that efficiently integrates funds from the public, private, and non-profit sectors and provides “one stop shop” access for developers would help enable and accelerate implementation.

Policies:

- Research the development of an innovative infrastructure fund that combines multiple sources of financing from governments, utilities, foundations, banks, pension funds, insurance companies, and other investors.
- Support the development of an infrastructure “structured fund” that aggregates multiple sources of capital from governments, utilities, foundations, banks, pension funds, insurance companies and other investors.
- Research Eco-Districts and other emerging innovative infrastructure delivery practices to efficiently manage the financing, development, and operations of enhanced infrastructure.
- Build the capacity of government officials, developers, anchor institutions, the financial industry, and property owners on structured funds, improvement districts, Eco-Districts and innovative infrastructure financing and management practices.



DEVELOP AN INNOVATIVE INFRASTRUCTURE FINANCING TOOL

Strategy Specific Actions	Tools	Lead
Complete a Water / Sewer infrastructure needs assessment.	Plan	Government
Create a fact sheet and procedural guide on establishing Improvement Districts.	Knowledge	Government
Hold a property owner workshop on Improvement Districts for financing enhanced infrastructure and services	Knowledge	Government
Create a fact sheet and procedural guide on establishing Special Taxing Districts	Knowledge	Government

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Standard plans encourage investment by lowering the cost of development with pre-approved designs that increase the speed and efficiency of the permitting process.

Policies:

- Develop standard plans for building types that align with the Walkable Urban code, including accessory buildings, duplexes, triplexes, fourplexes.
- Develop standard construction details for compact driveway entrances.
- Develop standard site plans for common lot sizes that align with the Walkable Urban Code.
- Encourage sharing of development information such as pro-formas, pre-development costs, and financing methods.



CREATE STANDARD PLANS

Strategy Specific Actions	Tools	Lead
Develop a Standard Plan for a flexible mixed use building concept that responds to market conditions and fits on Central Avenue's shallow lots.	Plan	Government
Hold a forum with property owners in single family residential neighborhoods on support for zoning adjustments to allow Accessory Dwelling Units.	Knowledge	Government
Hold a property owner workshop on Accessory Dwelling Units.	Knowledge	Government
Engage the neighborhoods on Accessory Dwelling Units to determine support for code adjustments	Knowledge	Government
Draft design guidelines to encourage development consistent with the historic character of the neighborhood.	Codes	Government

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South Central Corridor zoning regulations are outdated. The current codes were written for the conventional suburban development patterns envisioned in the 1950's and have resulted in an automobile-dependent environment. Implementing the vision requires the establishment of a new code that removes unnecessary barriers and ensures quality development. In suburban neighborhoods, individual house amenities, such as number of bedrooms and lot sizes, drive demand; in urban neighborhoods, however, property values are dependent on a quality public realm, such as shaded sidewalks and plazas, and daily-living retail within a convenient walk. A code that helps ensure high quality walkable urbanism is an essential first step for attracting investment.

Policies:

- Require pedestrian oriented street frontages. Prohibit new parking lots to be located between the building and the sidewalk.
- Require parking garages to be wrapped with liner buildings when adjacent to street frontages. Limit parking as a permanent primary use. Limit surface parking as a conditional primary use for a maximum of 10 years. Reduce vehicular parking requirements to ensure an efficient use of land and discourage excessive vehicular traffic and surface. Require a minimum amount of bicycle parking in all development.
- Minimize driveways along streets to encourage pedestrian and bicycle safety and sufficient shade. Encourage public space improvements, such as sidewalks, paseos, Complete Streets, and plazas in general conformance with the Conceptual Master Plan.
- Require sensitive height transitions adjacent to single family neighborhoods. Use the Conceptual Master Plan as a guide when rezoning properties to the Walkable Urban Code.
- Create incentives such as height bonuses, parking reductions, reduction in street widths, and other flexibility for projects that provide enhanced amenities or best practices, such as Green construction, Universal Design, historic preservation, affordable housing, open space, district parking, district storm water retention, or district energy.



ADOPT A BEST PRACTICE FORM BASED CODE

Strategy Specific Actions	Tools	Lead
Hold a community, including property owners, on the Walkable Urban Code and the Infill Development District.	Knowledge	Government
Use the Conceptual Master Plan as a guide when rezoning to the Walkable Urban Code	Codes	Government
Engage the property owners on coordinating development with the Conceptual Master Plan.	Partnership	Community
Draft design guidelines to encourage development consistent with the historic character of the neighborhood.	Codes	Government
Engage the land use law community to develop methods for strengthening the historic preservation ordinance, consistent with the recommendations in the Preserve Historic PHX plan.	Knowledge	Government
Engage the local developers on development incentives to encourage development consistent with the community vision and master plan.	Plan	Government
Expand Infill Development Area the South Central Corridor	Plan	Government

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Master Developers accelerate the implementation of Master Plans by engaging contiguous property owners to coordinate mutually beneficial infrastructure and bring properties from conceptual planning to pre-development. The South Central Corridor has some large vacant properties that provide major redevelopment opportunities. An experienced real estate development company should be brought on as an intermediary to help complete engineering studies, cost estimates, property assembly, master platting, and utility coordination services.

Policies:

- Build the Capacity of local government officials, developers, and property owners on Master Developer Services.
- Support funding Master Developer services through Improvement Districts, grants, and other mechanisms.
- Engage Anchor Institutions on partnership opportunities to develop mutually beneficial infrastructure.



ENCOURAGE MASTER DEVELOPER SERVICES

Strategy Specific Actions	Tools	Lead
Provide Master developer services to accelerate Plan implementation. Funding to be provided through grants, improvement districts, and other mechanisms.	Plans	Government
Create marketing materials for development sites and areas in partnership with property owners	Knowledge	Government
Draft design guidelines to encourage development consistent with the historic character of the neighborhood.	Codes	Government

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The administration of the permitting process can either encourage investment or act as a barrier. In order to attract investment, the development review process must balance predictability and flexibility. Both the real estate industry and neighborhoods need to have a clear understanding of development outcomes and the process often becomes confrontational, risky, and expensive. Codes that are administered too rigidly can be cost-prohibitive and unreasonable, while those that are too flexible can discourage investors who prefer locations with predictable long term values that create a sense of place.

Policies:

- Increase development intensity and a mix of uses at a level consistent with the Conceptual Master Plan.
- Minimize approval processes that require “case-by-case” decisions and numerous negotiations.
- Utilize the city’s Design Review Committee (DRC) to overcome Design Guidelines if approval is unable to be granted by staff.
- Improve the Planning Hearing Officer (PHO) process to ensure development is in general conformance with the Conceptual Master Plan.
- Engage SRP, APS, Cox, Southwest Gas and other public utilities on providing coordination services early in the development process.
- Inform the Steering Committee Chair, or designee, about all requests for rezoning, zoning adjustments, PHO hearings, DRC appeals, abandonments, and preliminary site plan meetings.



IMPROVE PREDICTABILITY AND TRANSPARENCY IN THE DEVELOPMENT REVIEW PROCESS

Strategy Specific Actions	Tools	Lead
Encourage the Steering Committee to monitor all zoning hearings.	Operations	Community
Create marketing materials for development sites and areas in partnership with property owners	Knowledge	Government
Draft design guidelines to encourage development consistent with the historic character of the neighborhood.	Codes	Government
Identify code violations and provide education materials to property owners, especially along Central Avenue.	Codes	Government
Add Committee Chair, or designee, to the zoning notification systems.	Operations	Community
Add Chairperson, or designee to city systems to be notified about all requests for rezoning, zoning adjustments (Use Permits/Variations), PHO hearings, DRC appeals, technical appeals, abandonments, and all site plan preliminary review meetings.	Operations	Government
Engage the land use law community to develop methods for strengthening the historic preservation ordinance, consistent with the recommendations in the Preserve Historic PHX plan.	Knowledge	Government
Engage the local developers on development incentives to encourage development consistent with the community vision and master plan.	Plan	Government
Expand Infill Development Area the South Central Corridor	Plan	Government



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Demonstration projects provide case studies that can encourage investors to replicate and scale-up proven models. These projects usually require financial assistance in weak or untested markets due to higher perceived risk. The Corridor lacks transit oriented development and creative place-making projects that are essential for vital urban communities. Providing risk-mitigation assistance to projects will help implement the Conceptual Master Plan.

Policies:

- Continue providing technical and financial assistance to adaptive reuse projects
- Support creative place-making projects such as street festivals and public art and murals.
- Pursue grants and low-interest loans to help finance pre-development expenses.
- Evaluate suitable City-owned land to rezone to the Walkable Urban Code and issue Requests For Proposals (RFP).
- Include general conformance with the Conceptual Master Plan in applicable RFP evaluation criteria.
- Invite multiple departments and the Steering Committee chair, or designee, to serve on RFP evaluation panels for projects located in the district.



FACILITATE WALKABLE URBAN DEMONSTRATION PROJECTS

Strategy Specific Actions	Tools	Lead
Engage the property owners on coordinating development with the Conceptual Master Plan.	Partnership	Community
Create marketing materials for development sites and areas in partnership with property owners	Knowledge	Government
Draft design guidelines to encourage development consistent with the historic character of the neighborhood.	Codes	Government
Identify code violations and provide education materials to property owners, especially along Central Avenue.	Codes	Government
Add Committee Chair, or designee, to the zoning notification systems.	Operations	Community
Add Chairperson, or designee to city systems to be notified about all requests for rezoning, zoning adjustments (Use Permits/Variances), PHO hearings, DRC appeals, technical appeals, abandonments, and all site plan preliminary review meetings.	Operations	Government
Engage the land use law community to develop methods for strengthening the historic preservation ordinance, consistent with the recommendations in the Preserve Historic PHX plan.	Knowledge	Government
Engage the local developers on development incentives to encourage development consistent with the community vision and master plan.	Plan	Government



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South Central Corridor stock of vintage commercial buildings is an asset that should be used to the Corridor's advantage. Many of these buildings are vacant and some are in poor condition; however, with targeted financial assistance, quality restoration, and entrepreneurial innovation, they have the potential to become unique place-making catalysts for additional investment.

Policies:

- Identify opportunities to use Community Development Block Grants (CDBG), fee reductions, grants, and other tools for storefront improvements on historic and adaptive reuse opportunities identified in the Conceptual Master Plan.
- Pursue green building retrofit, solar energy, and historic preservation grant programs.
- Partner with small business support organizations and incubators to market creative leasing opportunities to entrepreneurs.
- Conduct outreach to the real estate development industry on unique vacant buildings, the adaptive reuse and historic preservation programs, and availability of incentives.
- Prioritize technical assistance on adaptive reuse opportunities and historic commercial buildings identified in the Conceptual Master Plan.
- Identify amendments to the zoning ordinance to encourage the preservation of vintage signs.
- Support the reduction or removal of vehicular parking requirements for unique and historic buildings, allow off street parking to count towards minimums.



REVITALIZE UNIQUE AND HISTORIC COMMERCIAL BUILDINGS

Strategy Specific Actions	Tools	Lead
Renovate or improve on community church.	Financing	Community
Adaptively reuse City-owned Ed Pastor Transit Center as a small business support organization.	Financing	Government
Educate small and micro businesses about lease negotiations and provide relocation assistance.	Knowledge	Business
Complete 3 beautification projects, such as murals, colorful building repainting and tree plantings	Partnership	Community
Create marketing materials for TOD development sites	Knowledge	Government
Identify City owned properties appropriate to develop and rezone to the Walkable Urban Code.	Plan	Government
Identify and issue Requests For Proposals for City-owned properties that are appropriate to develop. Invite the Steering Committee Chair, or designee, to serve on the selection panel.	Operations	Government
Write and RFP to redevelop city owned property, include consistency with the community vision and master plan	Operations	Government
Rehabilitate one commercial façade with Community Development Block Grant storefront funds or other source	Financing	Government
Actively promote the Management Technical Assistance and Neighborhood Commercial Revitalization programs in South Central.	Operations	Government
Create marketing materials for development areas in partnership with property owners.	knowledge	Government
Complete a Water / Sewer infrastructure needs assessment	Plan	Government



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Public schools and community revitalization are interdependently linked. Poorly performing schools discourage investment and the resulting vacancy reduces tax revenues that fund education. Low income communities have fewer resources available to support schools, which further limits opportunities for children and reinforces a cycle of disinvestment and impoverishment. South Central Corridor schools have been progressing towards the development of community hubs that are focused not just on raising student test scores, but on reducing poverty in the surrounding community. Their continued progress is essential for the success of the South Central Communities.

Policies:

- Support partnerships to develop Community Learning Centers at public schools with programming geared towards family enrichment, adult learning, language classes, job preparation, general education diplomas, public libraries, internet access, workforce connection resources, income tax return assistance, financial education, tutoring, and mentoring.
- Support tax credit drives to help supplement funding for public schools.
- Encourage Head Start and all day kindergarten at public schools.
- Support “cradle-to-career” programs such as the U.S. Department of Education Promise Neighborhoods program at public schools.



TRANSFORM PUBLIC SCHOOLS INTO NEIGHORHOOD OPPORTUNITY HUBS

Strategy Specific Actions	Tools	Lead
Pursue partnerships with workforce development agencies to provide information about training opportunities, and resume writing and interview classes at Elementary Schools, Community Centers, and Libraries.	Partnership	Government
Pursue partnerships to provide Elementary students with free access to 3 educational destinations, such as museums and the zoo.	Partnership	Community
Pursue partnerships to sponsor 2 free adult education courses Elementary Schools, Community Centers, and Libraries.	Partnership	Community
Write a grant for enhanced school enrichment activities and community improvement projects at elementary schools	Financing	Community
Complete 10 community events at Elementary schools, such as education tax credit drives, tax return assistance, and voter registration drives.	Financing	Community
Expand or maintain all day kindergarten and Head Start programs at Elementary schools.	Financing	Community
Pursue partnerships with banks, credit unions, and non-profits on financial education classes for parents at Community Centers and schools..	Partnership	Community

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The South Central Corridor covers a variety of jobs in the healthcare, retail, services, and other industries. Forming partnerships between employers and neighborhoods to encourage hiring workers and buying products and services within the District is a benefit for both residents and companies. add description of "community pride"...

Policies:

- Add hiring of Corridor residents into RFP criteria for applicable projects located in the district.
- Support the creation of a "Buy South Central" marketing campaign.
- Encourage the creation of a jobs and skills information sharing network between employers and neighborhood schools.
- Support partnerships with Anchor Institutions to recruit mutually beneficial businesses to the Corridor through a preferred purchasing policy.
- Encourage hiring South Central Corridor residents in City or City-supported projects and programs located within the Corridor.
- Celebrate and preserve our history by integrating art, culture, and story-telling into all aspects of the built environment.
- increase opportunities for residents to meet, network and share opportunities in diverse environments such as formal and informal and festive activities
- Prioritize opportunities for youth empowerment through economic development programs and resources.
- Maintain curb appeal by keeping landscaping in a thriving state



DEVELOP A CORRIDOR HIRING, PURCHASING, AND "PRIDE/OWNERSHIP" PROGRAM

Strategy Specific Actions	Tools	Lead
Sponser an Adopt-a-Street	Partnership	Business
Work with neighborhoods on education before enforcement of code violations and notices to property owners.	Code	Government
Organize 3 neighborhood clean ups	Partnership	Community
Add a public art installation along the canal bank	Financing	Government
Sponser and Adopt-a-Canal	Partnership	Business
Hold a multi-cultural public festival.	Partnership	Community
Hold a street festival	Partnership	Community
Organize 3 community mural events.	Partnership	Community
Engage South Mountain Community College on scholarships for South Central Corridor residents.	Partnership	Community
Hold a property owner workshop on Improvement Districts and other tools for financing enhanced infrastructure and services.	Knowledge	Government
Hold a public festival, such as a Cyclovia.	Partnership	Community
Complete 3 beautification projects, such as murals, colorful building repainting and tree plantings.	Partnership	Community
Incentivize the integration of art, culture, and story telling elements in all rezoning or increased land use entitlement requests.	Code	Government
Establish campaign for "keep our neighborhoods clean" that can be monitored by neighborhood associations.	Partnership	Community
inclusion of public art to enhance existing structures such as trash cans, bus stops, light poles, and potential light rail stations that reflect the history and stories of the neighborhoods. include the community in all processes	Partnership	Community
promote positive and supportive resident and stakeholder relationships through recognition in the community newsletter or other opportunities to highlight achievements	Partnership	Community
Discuss with local employers the opportunities benefits of fair Chance Hiring.	Partnership	Business
Highlight the economic benefits of the corridors unique and natural resources in marketing and business attraction materials and resources.	Knowledge	Government
Establish a Phoenix Business Improvement District in each station area, with the districts coordinated by a Corridor Business Council.	Partnership	Business



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South Central Corridor's unique assets position the Corridor for job growth in several key industries, including healthcare, education, retail and restaurants. The continued development of businesses in these industries is important for the economic revitalization of the Corridor.

Policies:

- Market economic development tools and real estate opportunities to key industries.
- Support the expansion of existing employers within key industries.
- Encourage the accelerated build out of the Conceptual Master Plan to increase construction jobs.
- Include job growth in key industries within evaluation criteria of RFP's for city owned properties where applicable.
- Research methods to support micro-businesses such as mobile retailers, urban farming, and outdoor markets with targeted regulatory relief, technical assistance, and low interest loans.



GROW THE NUMBER OF JOBS IN KEY SOUTH CENTRAL INDUSTRIES

Strategy Specific Actions	Tools	Lead
Engage healthcare and workforce development institutions on strategies to create a healthcare cluster	Plan	Government
Pursue partnerships with district employers to provide information about jobs, internships, and apprenticeships.	Partnership	Community
Support the growth and expansion of existing medical and health centers.	Financing	Business
Support an advanced manufacturing incubator/accelerator.	Plan	Community
Write a grant to fund a business incubator.	Financing	Community
Engage major academic institutions on potential planned expansions.	Plan	Business
Write a federal grant, such as the Promise Zone and Promise Neighborhood programs.	Financing	Government
Research, identify, and reduce zoning and licensing barriers for temporary and mobile retailers and restaurants to identify potential to activate Central Avenue.	Code	Government
Develop "Opportunity Zone" marketing materials in alignment with the Community Vision and Master Plan	Plan	Government

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Workforce development programs should be aligned with key industries and targeted to Corridor residents in order to help provide residents the opportunity to benefit from job growth in their community.

Policies:

- Support the development of a middle-skill small business incubator for daily living retail businesses such as corner grocery markets, clothing stores, day care centers, and restaurants.
- Support the development of a high-skill small business incubator such as software design and “maker spaces” for advanced prototyping and creative artisan manufacturing.
- Support skilled trade programs by encouraging additional partnerships between construction firms, neighborhood schools, and labor unions located within the district.
- Provide outreach to district residents on the availability of training programs at South Mountain Community College and trade schools within and in close proximity to the Corridor.
- Encourage small business support organizations to locate within the Corridor to support the development of a Corridor resource and information sharing network between small businesses, government, neighborhoods, and schools.
- Monitor and apply for strategic grants to enhance workforce development programs.
- Encourage South Mountain Community College’s scholarship program for South Central Corridor residents.
- Pursue advanced manufacturing and logistics programs at South Mountain Community College.



DEVELOP RESIDENTS' SKILLS IN KEY SOUTH CENTRAL INDUSTRIES

Strategy Specific Actions	Tools	Lead
Engage non-profits and other institutions to develop a middle-skill business incubator for retailers, restaurants, daycare, and other daily living amenities accessible to residents.	Partnership	Community
Engage local business incubators for increasing access to entrepreneurship services for Corridor residents.	Partnership	Community
Partner with major employers to educate residents about employment opportunities using the Neighborhood Organization social media and newsletters.	Partnership	Community
Pursue partnerships with workforce development agencies to provide information about training opportunities, and resume writing and interview classes at Elementary Schools, Community Centers, and Libraries.	Partnership	Government
Engage South Mountain Community College on scholarships for South Central Corridor residents.	Partnership	Community
Hold a property owner workshop on Improvement Districts and other tools for financing enhanced infrastructure and services.	Knowledge	Government
Provide overview of Government Property Lease Excise Tax and impacts as related to possible expansion of Central Business District to Steering Committee	Knowledge	Government
Provide overview of New Market Tax Credits to Steering Committee and other community groups	Knowledge	Government
Create or expand a job seeking tool that will, upon request, present all the employers in a given industrial sector that are located in the transit shed of a Corridor LRT station	Knowledge	Community



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Description to be updated.....A single storefront can transform a street. A loveable building can lift a whole neighborhood....

Policies:

- Support changes in policy and code reform to make small multifamily and small commercial easier to construct.
- Support the creation of a local small business association (CNT)
- Research opportunities to expand the funding and resources in the Management Technical Assistance and Neighborhood Commercial Revitalization programs.
-
- additional policies
-



CULTIVATE LOCAL BUSINESSES AND LOCAL SMALL SCALE DEVELOPERS

Strategy Specific Actions	Tools	Lead
Coordinate a meeting of local and small business owners to discuss the benefits and opportunities in creating a small business association.	Partnership	Business
Create a welcome packet customized for new business entering the South Central Corridor	Knowledge	Business
Establish a business retention and support program for small business owners to minimize disruption during any City owned/ capital improvement projects including one-to-one counseling services for small business owners	Financing	Government
Invite the Incremental Development Alliance to host a boot camp with local neighborhood groups in the South Central Corridor	Partnership	Business
Offer aspiring developers training and mentorship to help them take the first steps toward their small-scale real estate development projects.	Partnership	Business
Research existing zoning ordinance to remove any hurdles that prevent small scale development.	Code	Government
Educate small and micro businesses about lease negotiations and provide relocation assistance.	Knowledge	Business
Engage local business incubators for increasing access to entrepreneurship services for Corridor residents.	Partnership	Community
Create education materials for small businesses and entrepreneurs to promote the allowed uses consistent with the vision and master plan	knowledge	Community
Engage small business incubators on methods for increasing access to entrepreneurship services for Corridor residents	Partnership	Community
Adaptively reuse City-owned Ed Pastor Transit Center as a small business support organization.	Financing	Government
Develop a strong local business social networking presence in the Corridor.	Partnership	Business
Research feasibility of implementing a signage enhancement program through CDBG funds to refresh and minimize dilapidated, and non-permitted signs.	Financing	Government