



North Mountain Industrial and Commercial Area Study

2011





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TABLE OF CONTENTS

<i>North Mountain Industrial and Commercial Area Study</i>	<i>Page</i>
EXECUTIVE SUMMARY	1
INTRODUCTION	1
PURPOSE OF STUDY	3
Study Area Boundary.....	4
GENERAL PLAN AND ZONING	4
Current Land Use Designation	4
Current Zoning Districts and Uses.....	4
Zoning Districts Summary.....	9
NORTH MOUNTAIN INDUSTRIAL AND COMMERCIAL AREA (NMICA) STUDY – EXISTING	
CHARACTER/ASSETS	10
Urban Land Institute (ULI) AzTAP	10
Campus Style Development	11
Significant Land Ownership.....	11
Area Southwest of 19 th Avenue and Peoria Avenue.....	11
19 th Avenue Commercial Frontage	11
Peoria Avenue Commercial Frontage	12
Public Domain.....	12
DEMOGRAPHICS	13
PUBLIC PROCESS	13
Letters, On-Line Survey and Web Page	13
Face-to-Face Canvassing	14
On-line Survey Results	14
Property Owner/Business Meeting	16
CONCLUSIONS	16
RECOMMENDATIONS	17
Formation of a Business Alliance	17
Safety Audit – Crime Prevention Through Environmental Design (CPTED).....	17
Business Assistance Programs.....	18
NORTH MOUNTAIN VILLAGE PLANNING COMMITTEE	18
PLANNING COMMISSION.....	18

Figures

1. North Mountain Village with NMICA Study Area	2
2. Paradise Airport, 1959.....	3
3. NMICA Study Area Boundary.....	5
4. Current General Plan Land Use Designation	6
5. 1969 General Plan Land Use Designation.....	7
6. NMICA Study Area Zoning	8

Exhibits

- A. Urban Land Institute (ULI) AzTAP Tour, Fall 2009
- B. North Mountain Industrial and Commercial Area Study Letter Invitation
- C. North Mountain Industrial and Commercial Area On-line Survey Questionnaire
- D. North Mountain Industrial and Commercial Area Study Web Page



EXECUTIVE SUMMARY

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 investigate the possibility of forming a business alliance. The catalyst for the study was two-fold: a group of businesses organized to oppose a Zoning Adjustment Use Permit request and the 50-acre Karsten PING facility's planned re-investment in its property.

The study concludes 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. These recommendations will be presented to the North Mountain Village Planning Committee on September 21st and the Planning Commission on October 12th.

Staff's recommendations are based on:

- A. An inventory of the study area,*
- B. Input from property and business owners,*
- C. The resources available from government.*

INTRODUCTION

The North Mountain Village is generally bounded by 16th Street to 51st Avenue and from Northern Avenue to Greenway Road. The Village is characterized by its variety of residential land; commercial land ranging from neighborhood scale to industrial; its major Interstate transportation facility and its mountain preserves. The North Mountain Village has two cores. The primary core is along Interstate 17 between Dunlap Avenue and Peoria Avenue and includes the Metrocenter Mall property. The secondary core is in the Sunnyslope area along Dunlap Avenue between Central Avenue and 12th Street. This secondary core includes the John C. Lincoln Hospital. There is a significant higher education component in the North Mountain Village as well. Many private schools and colleges are located in the Interstate 17 corridor. Additionally, the 300-acre Arizona State University West Campus is located at 43rd Avenue and Thunderbird Road. The NMICA Study Area is shown on Figure 1 in context with the North Mountain Village.

In the last 50 years the portion of the Village around the 19th Avenue and Peoria Avenue study area has become a thriving industrial and commerce park hub. The Arizona Canal and the Arizona Canal Diversion Channel (ACDC) to the south are part of the 120-mile Sun Circle Trail. There are about 3,500 acres of mountain preserves and parks within the North Mountain Village as well.

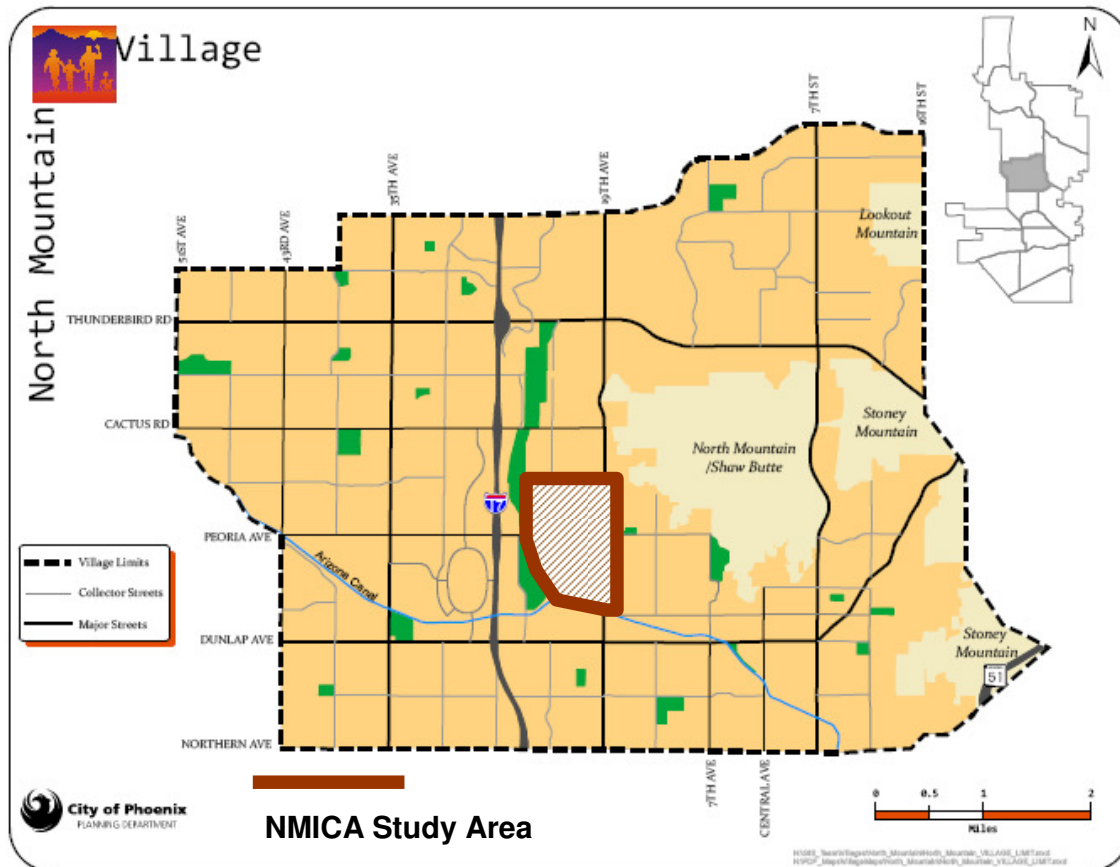
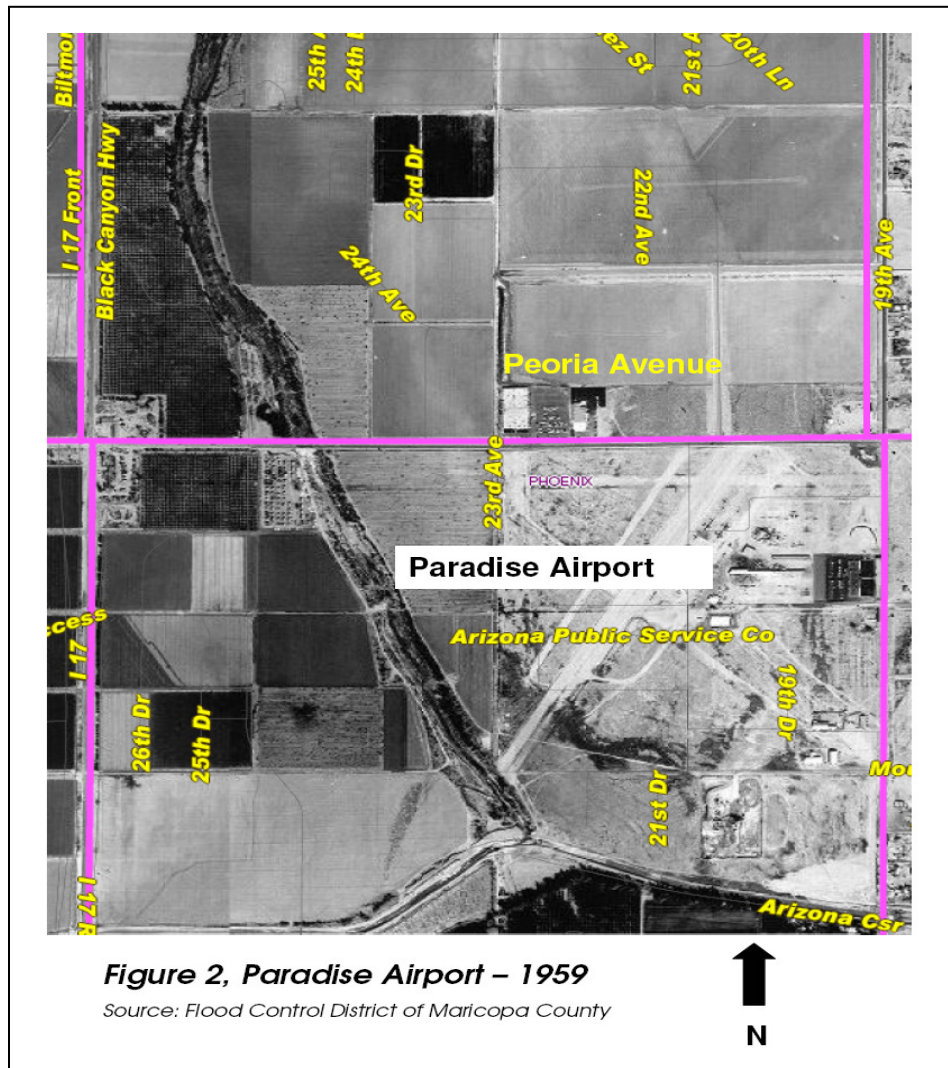


Figure 1 – North Mountain Village with NMICA Study Area

The NMICA study area is located in the central portion of the North Mountain Village east of I-17 between the Arizona Canal and Cholla Road. An interesting bit of history to note is that during World War II this area housed an auxiliary field for the Thunderbird Airfield further to the west. The airfield opened in the early 1940s for the training of cadets. By the late 1940s the field was known as the Paradise Airport and was used for general aviation. It had three unpaved runways and several hangars. Historic aerials show several dozen planes stationed at the airport by the late 1950s (Figure 2).

The surrounding area at that time was open desert or was being utilized for agriculture. By the early 1960s the airport had ceased operation and the area had begun to subdivide to allow industrial uses. General commercial properties developed along 19th Avenue. Agricultural uses continued to exist to the west along the Interstate 17/Black Canyon Freeway and the Cave Creek Wash area. There is residential land nearby, predominantly east of 19th Avenue and north of Cholla Road.



PURPOSE OF STUDY

In order to provide assistance to the business and property owners in the area, the City looked to its own “tool kit” of options. Generally, when there is an interest in looking at a particular area, one of the first assessments made is to look at the existing zoning pattern and determine whether it would be appropriate to recommend changes to the zoning entitlements. This study area did not lend itself to zoning changes as the majority of the land is already zoned for industrial and commercial uses. Rather, the study focused on an inventory of this industrial and commercial area. Assets and constraints were identified and recommendations were made. It was determined that such an inventory and recommendations, when shared, could serve as a catalyst for engagement on the part of the local businesses and/or property owners.



NMICA Study Area Boundary

The NMICA study area was determined after examining the development pattern for commercial and industrial properties around the intersection of 19th Avenue and Peoria Avenue. The northern boundary is just south of the residential development along the south side of Cholla Road. The eastern boundary includes all the commercial properties which have frontage on the east side of 19th Avenue. The southern boundary is the Arizona Canal Diversion Channel (ACDC) and the Arizona Canal located just south of Mountain View Road. The western boundary follows the Rose Mofford Sports Complex/Cave Creek Wash. In total, the area covers 555 acres (Figure 3).

GENERAL PLAN AND ZONING

The City of Phoenix *General Plan 2002* provides comprehensive direction for the growth, conservation and redevelopment of all physical aspects of the city through goals, policies, and recommendations. The document is intended to be both long range and visionary and to provide guidance for future development.

The *General Plan Land Use Map* is an integral part of the General Plan. The map provides guidance to decision makers such as planners, Village Planning Committees, Planning Commission, Hearing Officers and the Mayor and City Council, by helping to answer the question of what developments are desired within a certain land use designation.

Current Land Use Designation

The General Plan Land Use designation for the study area closely mirrors the actual development pattern (Figure 4). The majority of the area is designated for Industrial. The frontage along 19th Avenue is designated as Commercial. On the west, the designations are Parks/Open Space and Higher Density Multi-family Residential. The General Plan Land Use Designation for the area has primarily been Industrial for at least 40 years (Figure 5).

Current Zoning Districts and Uses

The zoning districts within the study area are: A-1 (Light Industrial), IND. PK. (Industrial Park), CP/GCP (Commerce Park/General Commerce Park), C-3 (General Commercial), C-2 (Intermediate Commercial) and R1-6 (Single Family Residence) (Figure 6). Zoning on parcels provides the entitlement for land use on a property and it takes precedence over the General Plan Land Use designation if there is a discrepancy.

The study area's zoning districts are in alignment with the land uses which have developed over time. In particular, the A-1 district is one of the most intense districts in the Zoning Ordinance and thereby many uses not often seen in other areas of the city, such as businesses with outside display and storage, and adult-oriented businesses (subject to spacing requirements), are allowed.

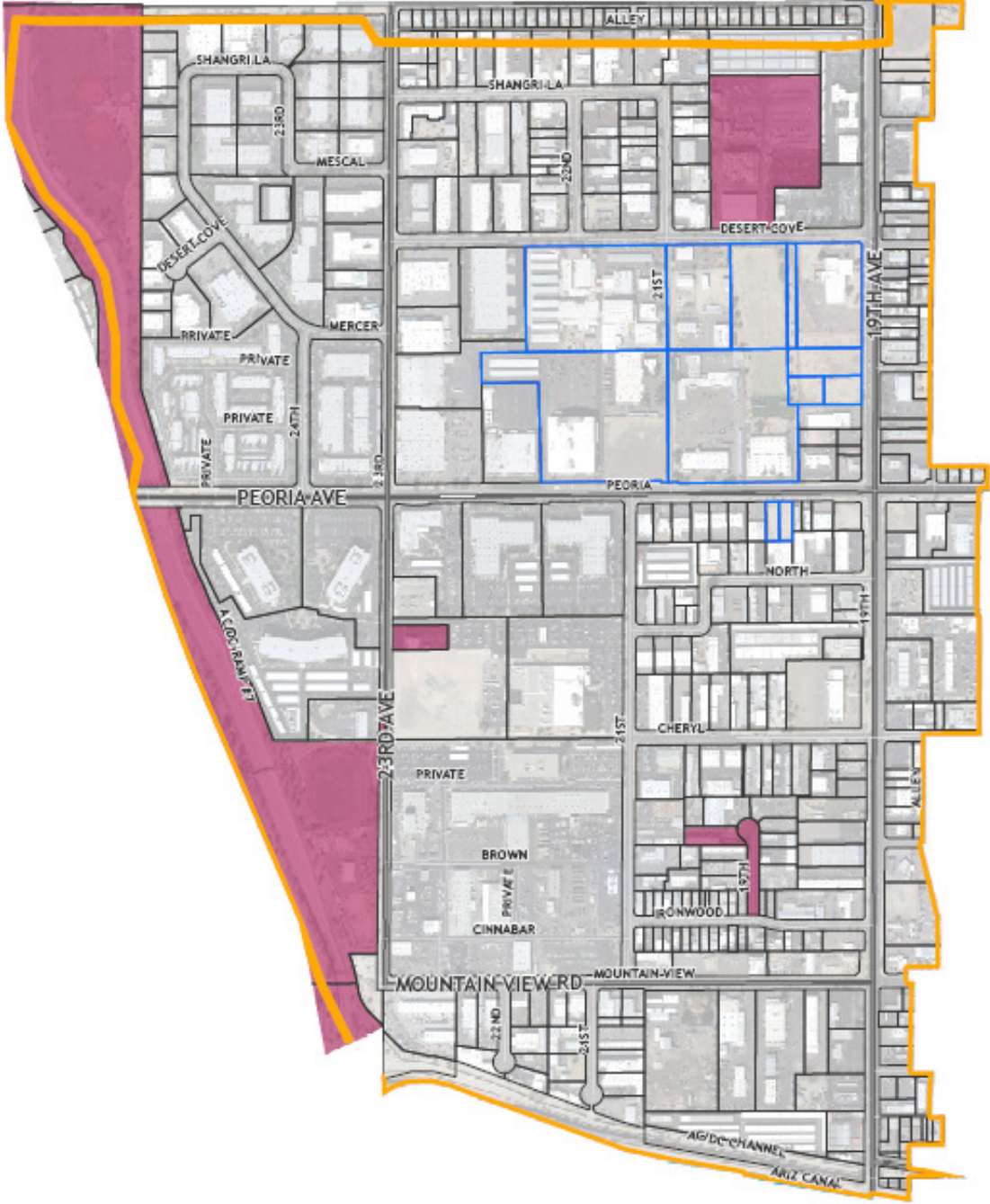


Figure 3 – NMICA Study Area Boundary



LEGEND

LAND USE

- | | | |
|--|---|---------------------------|
| 0 to 1 du/acre - Large Lot | NOTE:
Movement within large lot residential or higher density residential categories does not require a General Plan amendment. | Proposed Park in Area |
| 1 to 2 du/acre - Large Lot | | Proposed School in Area |
| 2 to 3.5 du/acre - Traditional Lot | | Resort (See NOTES: below) |
| 3.5 to 5 du/acre - Traditional Lot | | Density Cap |
| 5 to 10 du/acre - Traditional Lot | | Density Cap Limit |
| 10 to 15 du/acre - Higher density attached townhouses, condos, or apartments | | |
| 15+ du/acre - Higher density attached townhouses, condos, or apartments | | |
| Parks/Open Space - Publicly Owned | | |
| Parks/Open Space - Privately Owned | | |
| Future Parks/Open Space or 1 du/acre | | |
| Mixed Use Agricultural | | |
| Nurseries/Flower Gardens with alternative 3.5 to 1 du/acre | | |
| Commercial | | |
| Mixed Use (MU) | | |
| Mixed Use (Areas C, D and Northwest Area only) | | |
| Industrial | | |
| Commerce / Business Park | Primary Core | |
| Public/Quasi-Public | Secondary Core | |
| Floodplain | Canal, Watercourse, Wash | |
| Undesignated Area | Existing Railroad | |
| | Arterial and Collector Streets | |
| | Future Transportation | |
| | Light Rail | |
| | Laveen Conveyance Channel | |
| | Infrastructure Limit Line (North Black Canyon) | |

NMICA Study Area

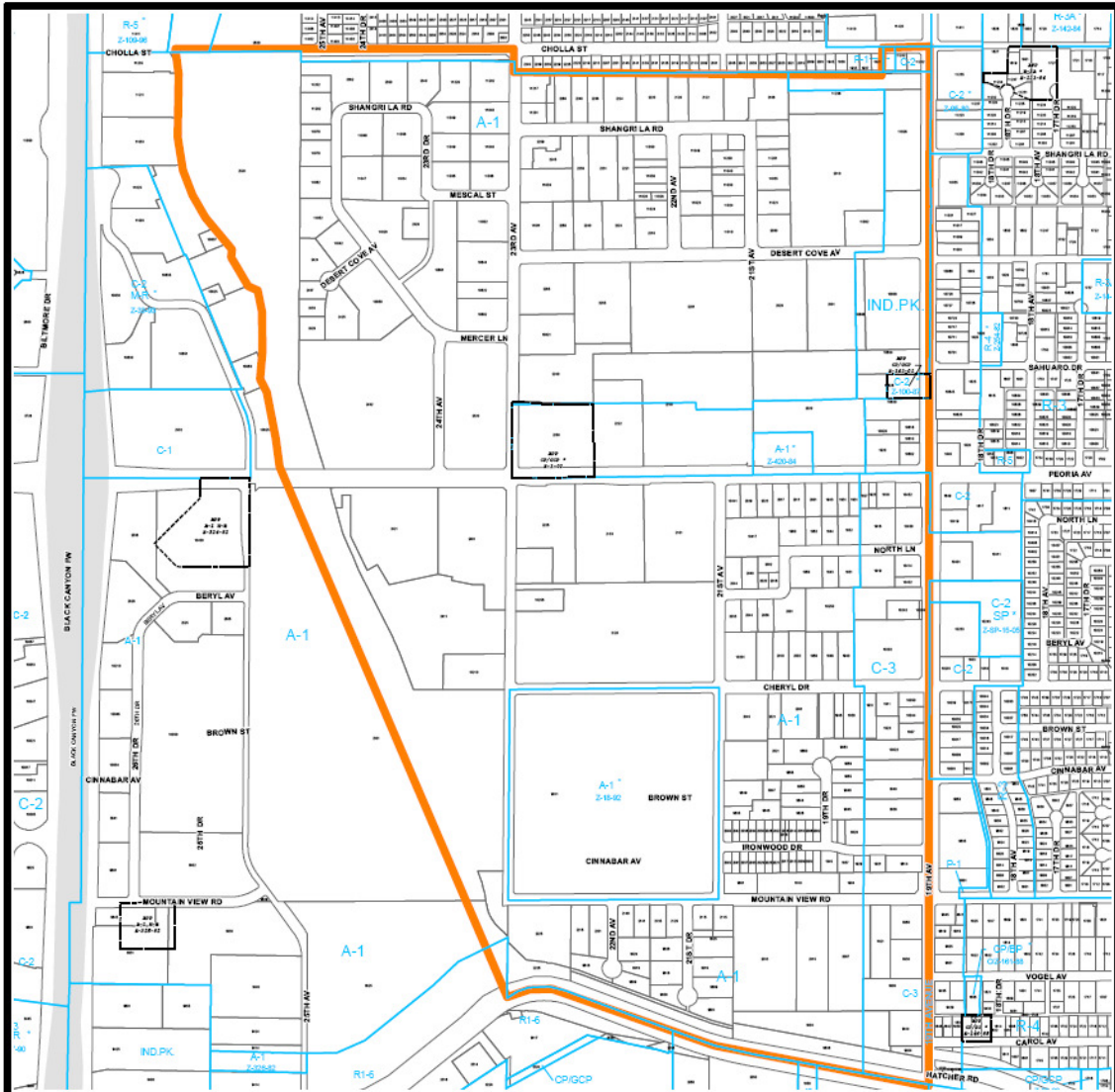
Figure 4, Current General Plan Land Use Designation



LEGEND	Existing
AGRICULTURAL	
RESIDENTIAL	
LOW DENSITY	
MEDIUM LOW DENSITY	
HIGH DENSITY	
COMAERCIAL	
GENERAL COMMERCIAL INCLUDING	
CENTRAL CORRIDOR USES	
SHOPPING CENTERS	
REGIONAL	
COMMUNITY	
NEIGHBORHOOD	
INDUSTRIAL	
GENERAL INDUSTRY	
EXTRACTIVE	

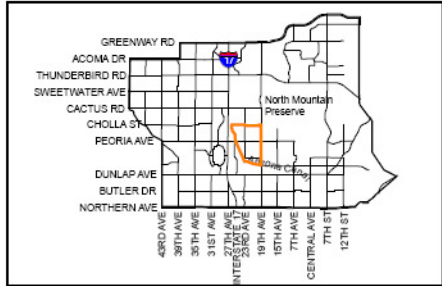

NMICA Study Area

Figure 5 – 1969 General Plan Land Use Designation



NMICA Study Area Zoning

FIGURE 6



P:\Planning\Teams\Special Planning Projects\NMICA Study\NMICA AREA MAPS



Zoning Districts Summary

R1-6 -Single Family Residence

Although this category is usually for single family residential development, within this study area there are no single family residential developments. Rather, the R1-6 zoning in the southwestern portion of the study area covers land along the ACDC, the Arizona Canal and including the Rose Mofford Sports Complex/Cave Creek Wash.

C-2 – Intermediate Commercial

This district permits uses that are also allowed in C-1. Examples of uses are multi-family (R-3 standards and density), retail (i.e. grocery stores), offices (i.e. banks, medical) and other uses such as auto repair. Access to and from these sites shall be from arterial or collector streets. Generally, no outdoor storage is permitted and no parking is permitted in the landscape setback.

C-3 – General Commercial

This district permits uses also allowed in C-1 and C-2, as well as multi-family (R-3 standards and density). Examples of uses include auto body/fender repair, and equipment rentals. Access to and from these sites shall be from arterial or collector streets. Outdoor storage is permitted and development standards are somewhat less restrictive than other commercial districts.

CP/GCP – Commerce Park/General Commerce Park

This zoning district permits a broad range of manufacturing, warehousing, distribution and supportive retail sales and services. Environmental and site standards ensure a high degree of compatibility with adjacent uses.

IND. PK. – Industrial Park

This zoning is equivalent to the Commerce Park district and provides for a broad range of manufacturing, warehousing, distribution and supportive retail sales and services. Existing development as of April 19, 1986 is considered conforming under the Business Park option. Vacant parcels developed after April 19, 1986 may choose standards of any of these options: Single User, Research Park or Business Park. Environmental and site standards ensure a high degree of compatibility with adjacent uses.

A-1 – Light Industrial

This is a district that is designed to serve the needs of the community for industrial activity that may require outdoor use or storage. Uses in this district tend to be more intense than those permitted in the commercial districts and land in this category is usually found in areas designated specifically for industrial uses. There are requirements for setbacks and screening for open storage as well as landscape setbacks on arterial or collector streets or local streets which also contain residential zoning.



NORTH MOUNTAIN INDUSTRIAL AND COMMERCIAL AREA (NMICA) STUDY – EXISTING CHARACTER/ASSETS

The North Mountain Industrial and Commercial study area covers 555 acres. It has a development pattern that is representative of the existing zoning of commercial and industrial and can be characterized as campus style business parks, small industrial parcels and general commercial parcels.

Urban Land Institute (ULI) 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 look at the area around the Metrocenter Mall. The AzTAP gathered prominent business owners, developers, design consultants and real estate professionals to analyze the North Mountain Village Core to determine its future growth. 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 light rail at or near 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 Mountain Preserve.
7. Promote the area as a higher education destination.

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

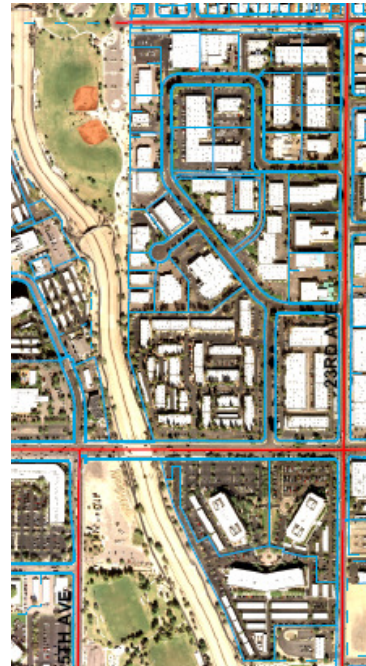


Campus Style Development

The area between the Rose Mofford Sports Complex/Cave Creek Wash and 23rd Avenue was the last significant portion of the NMICA study area to develop. Up until the mid-1970s this area remained in agricultural use. As larger businesses and various private educational institutions sought to locate along this transportation corridor, this former agricultural area transitioned to development characterized by large business or commerce park type uses in a campus style setting.

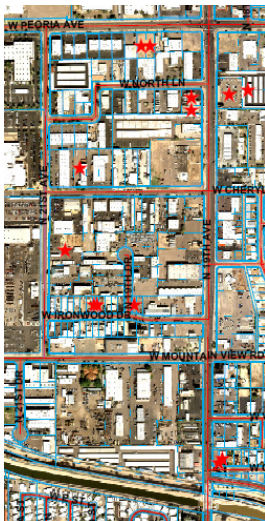
Significant Land Ownership

There are several large parcels of land in the study area. A site slightly over 51 acres is owned and operated by Arizona Public Service, the large electrical utility, is located between 21st Avenue and 23rd Avenue north of Mountain View Road. A second is the 50-acre PING manufacturing facility at the southwest corner of 19th Avenue and Desert Cove Avenue.



Campus style development west of 23rd Avenue.

Southwest of 19th Avenue and Peoria Avenue



Aerial view of the area southwest of 19th Avenue and Peoria Avenue.

Properties in the area southwest of the 19th Avenue and Peoria Avenue intersection began subdividing into smaller industrial parcels after the Paradise Airport ceased to exist. The parcels are generally 100 feet wide by about 200 feet deep, a size which comfortably accommodates smaller commercial and light manufacturing businesses. There are several examples in this area where parcels have been combined to allow location of businesses in need of a larger footprint.

19th Avenue Commercial Frontage

19th Avenue is a major arterial street with two southbound lanes, a center turn lane and three northbound lanes. The dedicated right-of-way on 19th Avenue ranges from 98 feet to 130 feet. The City of Phoenix Street Classification map indicates that 19th Avenue in this area should have a cross section of 100 feet of right-of-way. Sidewalks exist along 19th Avenue in the study area, and are sometimes detached from the curb with a landscape strip between the sidewalk and the traffic lane. Most landscape areas are devoid of living landscaping and some remnants of trees and shrubs were observed. Land uses along



the 19th Avenue frontage tend to range from light commercial to more intense uses with outdoor uses and display. There are a handful of strip commercial malls with various small businesses.

Peoria Avenue Commercial Frontage

Peoria Avenue is an arterial street with two westbound lanes, a center turn lane and three eastbound lanes. The dedicated right-of-way on 19th Avenue ranges from 105 feet to 164 feet. The City of Phoenix Street Classification map indicates that Peoria Avenue in this area should have a cross section of 100 feet of right-of-way. Sidewalks exist along Peoria Avenue in the study area and are attached to the curb, immediately adjacent to the vehicle travel lane. The parcels east of 23rd Avenue have little to no landscaping along their frontage and some remnants of trees and shrubs were observed. In sharp contrast, newer development to the west of 23rd Avenue tends to be lushly landscaped along the frontage, reflecting the City's more recent landscaping standards.

Public Domain

There has been significant public investment in the greater area.

The Rose Mofford Sports Complex/Cave Creek Wash area was developed in the 1980s. The Cave Creek Wash Trail is an important north/south portion of the network of on-street, off-street and multi-use trails in the northern portion of the Phoenix metro area. The trail connects to the Cave Creek Golf Course and Turf Paradise before terminating at Union Hills Drive. The sports complex has fields for soccer and softball; courts for tennis, basketball, volleyball and racquetball; an all weather track; a playground and picnic ramada; an off-leash dog park; and a snack bar and restrooms.

The Arizona Canal Diversion Channel (ACDC) was completed in 1994. The ACDC is 16.5 miles long and serves as 100-year flood protection for a 152 square mile watershed area in a highly urbanized area. The portion of the ACDC adjacent to the study area is open and lined with concrete. The Arizona Canal operates immediately south of the ACDC, carrying irrigation water throughout the valley. This canal was begun in 1883 and was transferred to government operation in 1907. The Arizona Canal multi-use path is a significant east/west off-street option for non-vehicular traffic. This path runs more than 14 miles and has dedicated underpasses at most street crossings.

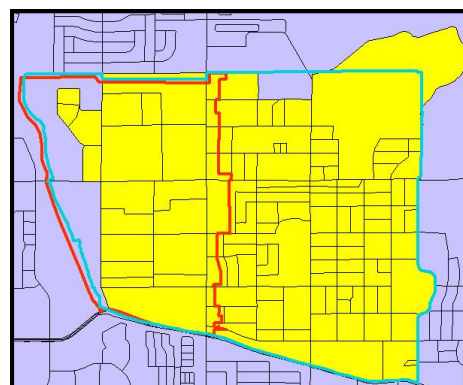
The Phoenix Mountains Preserve encompasses over 30,000 acres and includes nearby North Mountain and Shaw Butte. The majority of the mountain park land was acquired by the city of Phoenix in the early 1970s. There are arrays of trails of all levels of difficulty, including summit trails.

The 207-acre, 18-hole Cave Creek Golf Course is located at the southwest corner of 19th Avenue and Greenway Road. It was started in 1983 as a landfill reclamation project and now hosts over 60,000 rounds annually. A winding creek leading to wide, rolling fairways allows for varying shot selections and makes this the most popular municipal course in Phoenix.



DEMOGRAPHICS

The study area itself (shown in the red line on the illustration) is commercial and industrial and has few residents. Demographic data as of April 1, 2010 is provided for a larger area (shown in the green line on the illustration), including east of 19th Avenue to North Mountain.



Demographic area.

Subject	Total	
	Number	Percent
POPULATION (April 1, 2010)		
Total Population	11,486	100.0%
<i>NMICA = 2.13 Square Miles</i>	=	
<i>5,392.49 persons per square mile</i>		
AGE		
18 Years & Over (Voting Age)	7,407	64.5%
Less than 18 Years	4,079	35.5%
RACE		
Persons of One Race	11,091	96.6%
- White	6,137	53.4%
- Black or African American	694	6.0%
- American Indian and Alaska Native	525	4.6%
- Asian	259	2.3%
- Native Hawaiian & Other Pacific Islander	18	0.2%
- Some Other Race	3,458	30.1%
Persons of Two or More Races	395	3.4%
ETHNICITY		
Hispanic or Latino (of any race)	7,194	62.6%
Not Hispanic or Latino (of any race)	4,292	37.4%
- Not Hispanic or Latino (White Race)	2,892	25.2%
HOUSING UNITS		
Total Housing Units	4,293	100.0%
OCCUPANCY STATUS		
Occupied Housing Units	3,333	77.6%
Vacant Housing Units	960	22.4%

Source: City of Phoenix Planning and Development Department, U.S. Census Bureau

PUBLIC PROCESS

Letters, On-Line Survey and Web Page

In late July, 2011, approximately 750 letters were sent to all property owners in the study area as well as to specific businesses identified through various data sources. The letter served as an invitation to attend a meeting hosted by Specialized Services, Co., a local business owner, on August 17, 2011. Additionally, a link to an online survey was included in the letter. The survey was designed

to get a general idea of the composition of the business community and to identify areas of concern and interest. A web page was set up to provide information regarding the study, including links to the letter, maps, the survey, and scheduled meetings. The letter invitation, survey questions and a view of the web page are located in the Appendix as Exhibits B, C and D.



Face-to-Face Canvassing

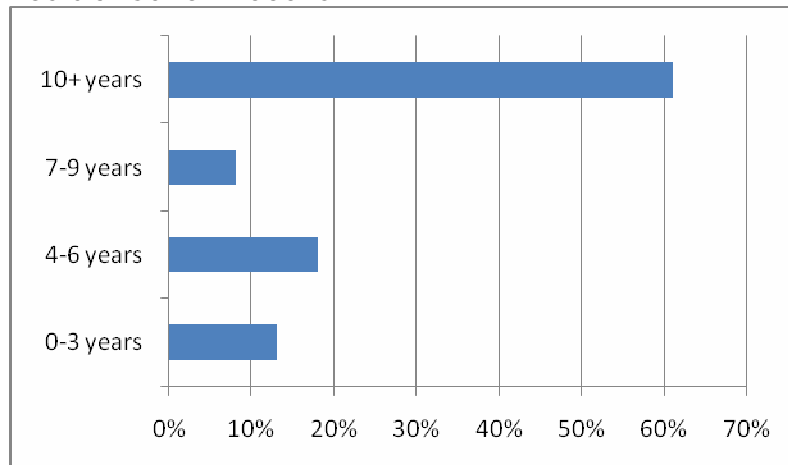
In early August, 2011, staff planners spent some time visiting a sampling of businesses along 19th Avenue between the ACDC and Cholla Road. The purpose of the canvassing was to extend invitations to the community meeting to businesses which may not have received the letters of invitation to the meeting hosted by Specialized Services, Co. The businesses visited included small retailers, salons, automobile related uses, a building materials supplier, and a restaurant. Several of the businesses had received the letter and indicated an interest in attending the meeting. Most of the people contacted expressed a continuing frustration with the vagrancy and vandalism in their area. Some expressed the need for more places for the business owners and patrons to eat.

On-Line Survey Results

An online survey was made available to encourage business and land owners to provide feedback related to their experience in the area. A copy of the survey questions is provided in the Appendix as Exhibit C.

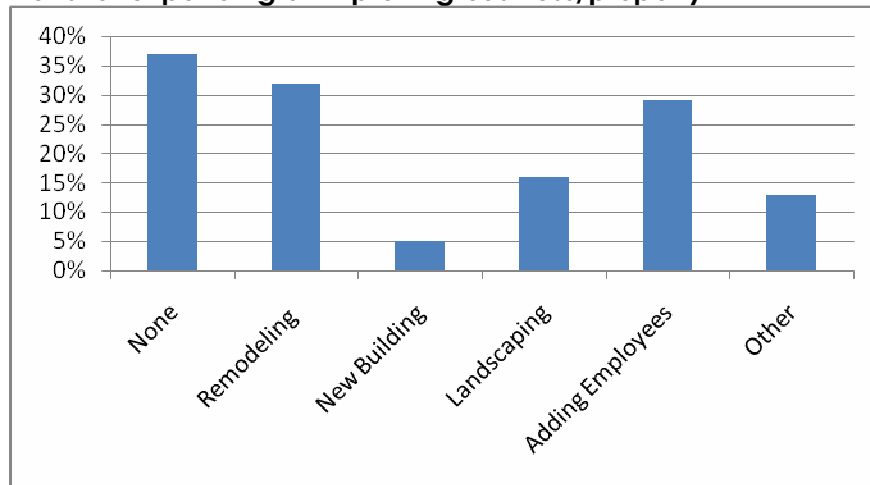
When asked about reasons for locating at their current site, the majority indicated: central location, freeway access and many are long term residents of the neighborhood. The results provided valuable insight into the business community's commitment to the area. When asked how long they have been at their current location 61% responded 10+ years with several stating more than 30 years. In addition, 64% stated they had plans to expand or improve their business/property. Eighty-eight percent also showed interest in participating in a business alliance.

Years at Current Location



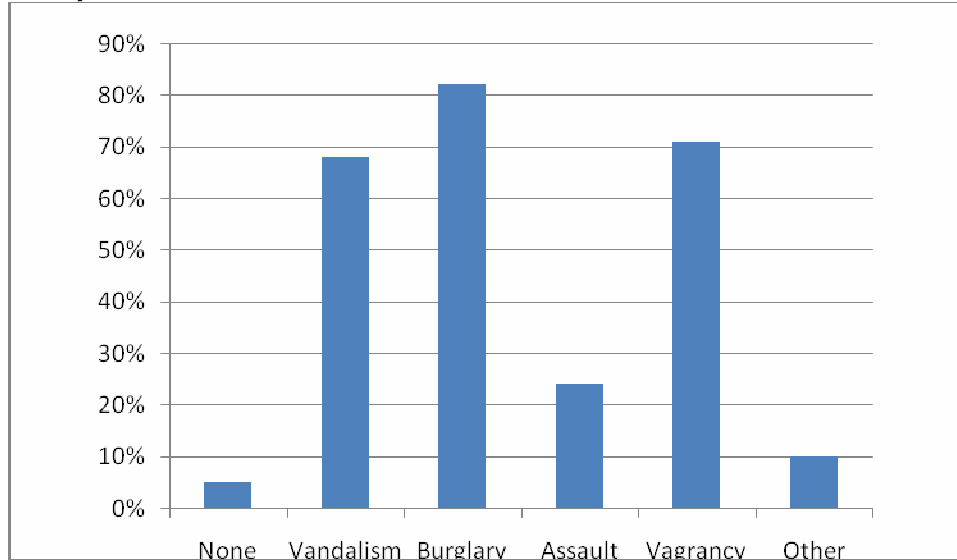


Plans for expanding or improving business/property



In contrast the survey also revealed challenges and apprehensions shared by community stakeholders. Many business owners are concerned about the perception of the area based on blight, crime and vagrancy. Safety was the most common grievance reported by respondents with burglary, vagrancy and vandalism being at the top of the list.

Safety Concerns





Property Owner/Business Meeting

A local area business (Marcia Viedmark of Specialized Services, Co.) hosted a meeting of business and property owners on August 17, 2011. Approximately 60 people attended representing all portions of the study area. Deputy City Manager David Krietor spoke to the group, and provided an introduction to the work effort and offered encouragement to the business community for a meaningful collaboration with each other and the City of Phoenix. Planning and Development staff provided information outlining the study area boundary, the purpose of the study, and some preliminary recommendations. Community and Economic Development staff presented results of the on-line survey and discussed opportunities for business assistance. Joel McCabe of Desert Mission Neighborhood Renewal provided information regarding the formation of a business alliance along Hatcher Road in Sunnyslope. Representatives were on hand from SCORE, a nonprofit association dedicated to educating entrepreneurs and helping small businesses start, grow, and succeed nationwide. Officers from the Police Department attended to address inquiries about crime and safety issues that have been observed in the area. Attendees had a number of questions and comments, many of which had also been expressed in their responses to the on-line survey. There was a very high interest among attendees regarding the formation of a business alliance.



Meeting attendees marked a historic aerial map with green dots to show their business/property location.

CONCLUSIONS

Staff analysis concluded that:

- ⇒ The area's General Plan Land Use Map designation of Industrial, Commercial, Multi-family Residential and Parks/Open Space is consistent with the existing zoning pattern.
- ⇒ The commercial and industrial developments within the study area are well-established, mostly built between the early 1960's and the early 2000's.
- ⇒ Business and property owners have made a long term commitment to the area.



- ⇒ Many businesses have plans to expand and/or to improve their properties.
- ⇒ Community members are concerned about issues such as blight, vandalism and vagrancy.
- ⇒ There is an expressed interest in the formation of a business alliance.

RECOMMENDATIONS

Formation of a Business Alliance

Experience has shown that the success of a community is strongly tied to the economic base of the community. This is even more important in the smaller neighborhood geographic areas of Phoenix. It has been noted that economic development success is commonly associated with job creation and the creation of wealth within the community. While government plays a critical role in ensuring conditions are favorable for such success, much of this is achieved outside government by local businesses and non-profits. Creating community based business associations is a way to achieve wealth and job creation on the community level.

The benefits of forming a community based business association vary depending on the location, scope, and involvement of business association members. Often such associations and participating members benefit through improved communication, pooling advertising and marketing dollars, negotiating better prices for services and products, crime reduction, and improved visibility within the local community.

In an effort to meet the needs of the business community, the City of Phoenix is partnering with SCORE to assist in the development of the North Mountain Business Alliance. This collaboration maximizes resources and provides guidance in leading the community in developing a mission, action plans, timelines, and determining resources that are needed to achieve the desired results.

SCORE is a nonprofit association dedicated to educating entrepreneurs and helping small businesses start, grow, and succeed nationwide. SCORE is a resource partner with the U.S. Small Business Administration (SBA), and has been mentoring small business owners for more than forty years.

Safety Audit – Crime Prevention Through Environmental Design (CPTED)

Crime Prevention Through Environmental Design (CPTED) emphasizes the use of physical design and land use characteristics to help reduce or remove opportunities for criminal activity and to deter criminal and disorderly behavior. The City of Phoenix CPTED program promotes a safer environment by implementing crime prevention principles through the education and training of the general public and building community. The five CPTED principles are *Territoriality, Activity Support, Access Control, Surveillance, and Maintenance, Lighting and Management.*



The city of Phoenix CPTED Program can assist neighborhood groups and associations, and businesses to develop and coordinate a *CPTED Neighborhood Safety Audit* for a specific area or property. This no cost audit is facilitated by the CPTED program coordinator and brings together neighborhood groups, residents and businesses, city planners and community officers to help identify safety issues that may promote the actual and perceived vulnerability of a location. Strategies can be provided to improve the safety of properties and public spaces. In addition, safety audits give the community a way to express their concerns about local safety while promoting a sense of community ownership and responsibility.

Business Assistance Programs

The city of Phoenix offers a comprehensive array of services and enhancement programs that help existing businesses become more successful through consulting programs, workforce development assistance and financing programs. For more information visit: <http://www.phoenix.gov/econdev/index.html>

NORTH MOUNTAIN VILLAGE PLANNING COMMITTEE

The North Mountain Village Planning Committee was provided with an overview of the study on September 21, 2011.

PLANNING COMMISSION

The Planning Commission was provided with an overview of the study on October 12, 2011.

EXHIBIT A

URBAN LAND INSTITUTE (ULI) AzTAP TOUR

FALL 2009

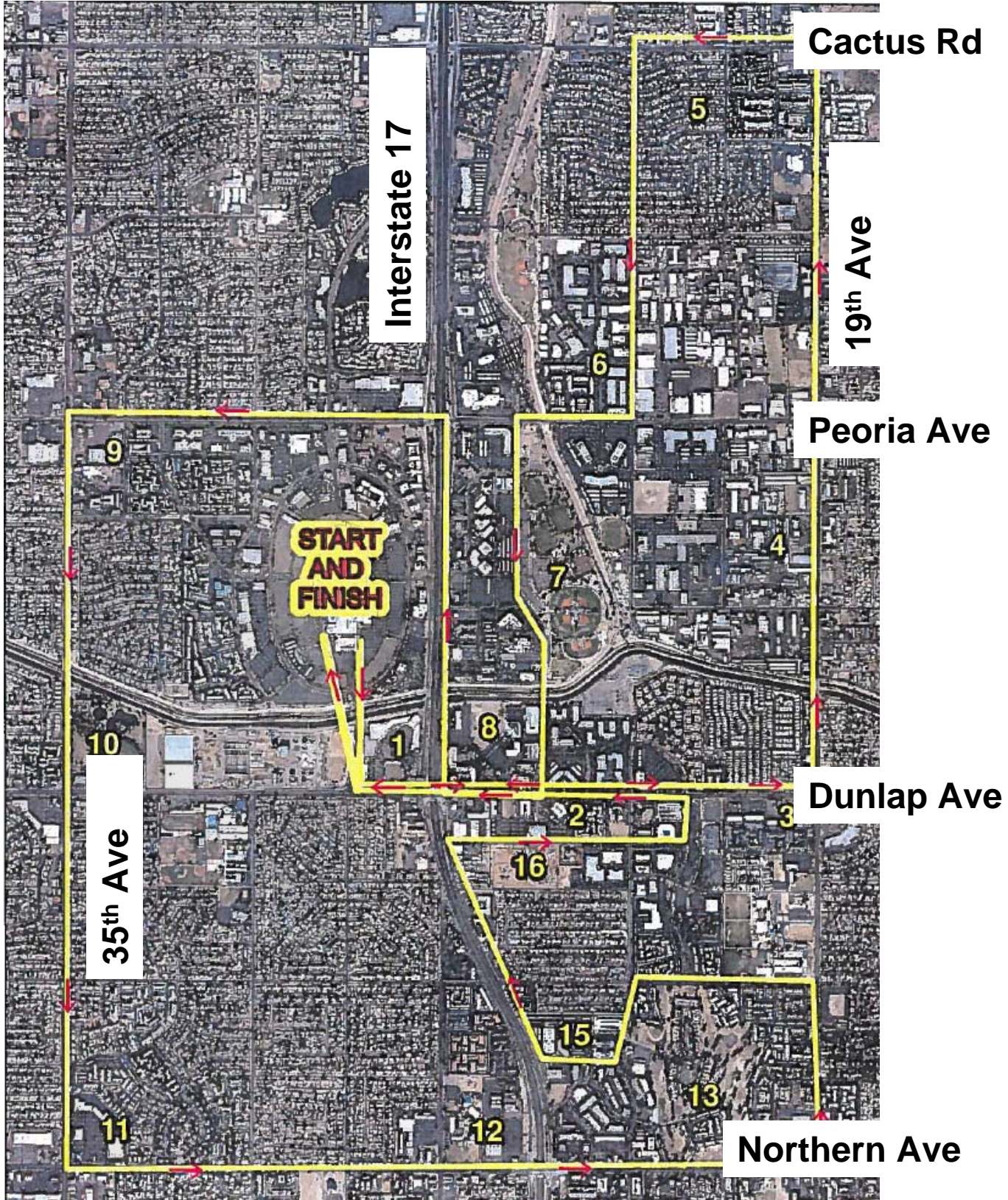


EXHIBIT B

NORTH MOUNTAIN INDUSTRIAL AND COMMERCIAL AREA STUDY LETTER INVITATION TO BUSINESS AND PROPERTY OWNERS



City of Phoenix
PLANNING DEPARTMENT

July 27, 2011

Dear Business Owner/Property Owner:

You are invited to an upcoming lunch gathering to meet your neighboring businesses from the area generally bounded by 19th Avenue, Cholla Avenue, and the Arizona Canal Diversion Channel. (See map on the reverse side.)

This gathering is being hosted by Specialized Services Co., a local business that is also providing lunch. It will be an opportunity to hear many positive things about your area, as well as to identify concerns that you, as business/property owners, would like to see addressed. Your suggestions and knowledge about your properties and businesses are important to us. There is interest from some businesses/property owners to work toward building a strong business network, and this get together is a first step in that direction.

DATE: Wednesday, August 17th
TIME: 12:00 pm to 1:00 pm
LOCATION: Specialized Services
1951 W North Lane
RSVP: **By phone, email or survey no later than August 12th**
602-256-5648
Katherine.coles@phoenix.gov

I am the city planner working in your area and I would like to hear from you. We value your input. You are encouraged to take a short, 10 question on-line survey now and your answers will guide the discussion at the lunch gathering. Please visit this web page and respond by Friday, August 12th: <http://www.surveymonkey.com/s/Z8P5YMD>. If you do not have internet access or would like to speak to someone directly to answer the questions, please call me at 602-256-5648.

If you want to learn more about this effort, please visit the city's website:
<http://phoenix.gov/PLANNING/nmica.html>

I look forward to seeing you at the meeting or speaking with you by phone. Thank you for your help.

Regards,

Katherine J. Coles
North Mountain Village Planner
Katherine.coles@phoenix.gov
602-256-5648

Nos gustaría conocer su opinión, le invitamos a que tome una pequeña encuesta a través de nuestra página <http://www.surveymonkey.com/s/Z8P5YMD>, por favor responda antes del 12 de Agosto. Para confirmar su asistencia al almuerzo o si desea tomar la encuesta por teléfono o tiene alguna pregunta adicional se le invita a que contacte a Aracely Herrera al 602-495-0383 o aracely.herrera@phoenix.gov

NORTH MOUNTAIN INDUSTRIAL AND COMMERCIAL STUDY AREA

LETTER INVITATION TO BUSINESS AND PROPERTY OWNERS

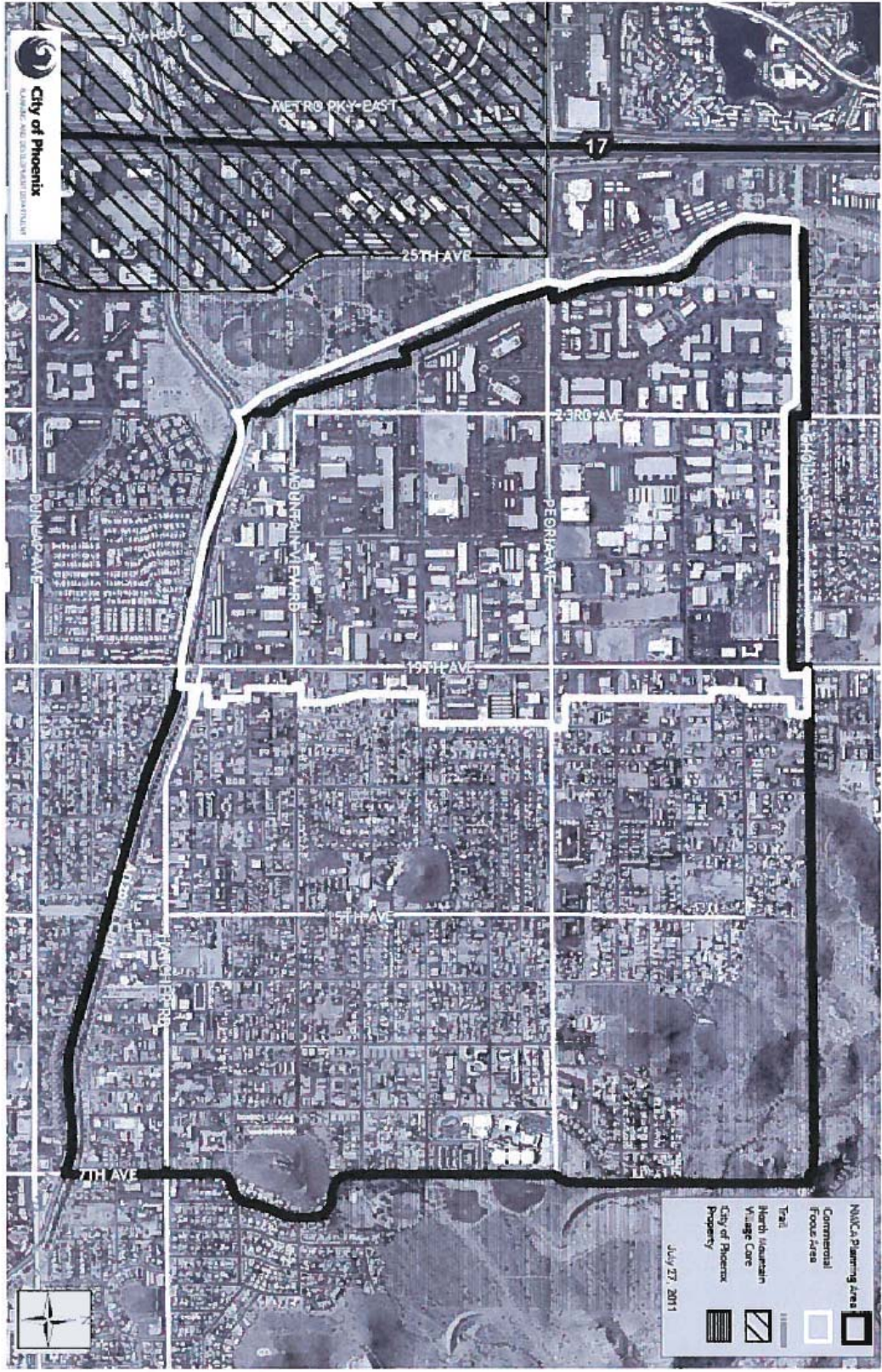


EXHIBIT C

North Mountain Industrial and Commercial Area On-line Survey Questionnaire

The City of Phoenix is conducting a study of the area generally bounded by 19th Avenue, Cholla Avenue, and the Arizona Canal Diversion Channel. One of the purposes of the study is to provide local area businesses with an inventory of assets and resources to assist in building a strong business network.

There will be a meeting to discuss the study and potential recommendations on Wednesday, August 17th from 12 -1 p.m. The meeting will be hosted by a local business, Specialized Services Co. located at 1951 W North Lane, Phoenix. Your answers to these questions will guide the discussion at the meeting. Thank you for your help.

What is the nature of your business?

- Office
- Industrial
- Retail
- Other (specify)

How long have you been in business at the current location?

- 0-3 years
- 4-6 years
- 7-9 years
- 10+ years

Do you have plans to expand/improve your business/property?

- None
- Remodeling
- New building(s)
- Landscaping
- Adding Employees
- Other (specify)

Exhibit C
North Mountain
Industrial and Commercial
Study Area
On-Line Survey Questionnaire
Page 2

Do you have concerns with crime in the area?

- None
- Vandalism
- Burglary Theft
- Assault
- Vagrancy
- Other (specify)

Why did you choose to locate your business in this area?

Are you interested in participating in a business alliance?

If yes, would you like to share your contact information with the other businesses?

What is your perception of the area?

Are you planning to attend the luncheon on August 17th?

Are there any City of Phoenix related issues not covered here that you would like to have discussed at the meeting?

EXHIBIT D

NORTH MOUNTAIN INDUSTRIAL AND COMMERCIAL AREA STUDY WEB PAGE

Residents	Public Safety	City Government
Businesses	Transportation	Employment
Visitors & Newcomers	Culture & Recreation	Environment & Sustainability

PLANNING

- ▶ [North Mountain Industrial/Commercial Area Study](#)

North Mountain Industrial/Commercial Area Study

Staff has initiated this study due to recent development activities in the area generally bounded by 7th Avenue, Cholla Avenue, and the Arizona Canal Diversion Channel (ACDC). The study is intended to inventory the assets in the broader community and then explore opportunities for improvement in a smaller focus area bounded by 19th Avenue, Cholla Avenue and the ACDC. The focus area is zoned for industrial and commercial uses.

Staff will prepare a study document that includes input from both property and business owners within the focus area. An online survey will be conducted and a meeting will be held to gather feedback. The study document will be presented to the North Mountain Village Planning Committee (VPC) and the Planning Commission (PC) in accordance with the tentative meeting schedule posted below. Input from these groups will be incorporated into study recommendations.

Documents available:

- [Study Area Boundary Map](#) 
- [Focus Area Boundary Map](#) 
- [Zoning Map](#) 
- [Online Survey Link](#)
- [Luncheon Meeting Letter/Invite](#) 
- [Tentative Meeting Schedule](#) 
- [North Mountain Business Community Meeting](#) 

For additional information, updated documentation, including meeting summaries as they occur, and to verify meeting dates, please revisit this website or contact:

Name	Office	Fax	Email Address
Katherine Coles Village Planner II	602- 256- 5648	602- 732- 2084	katherine.coles@phoenix.gov
Aracely Herrera Planner I (habla español)	602- 495- 0383	602- 534- 1345	aracely.herrera@phoenix.gov

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