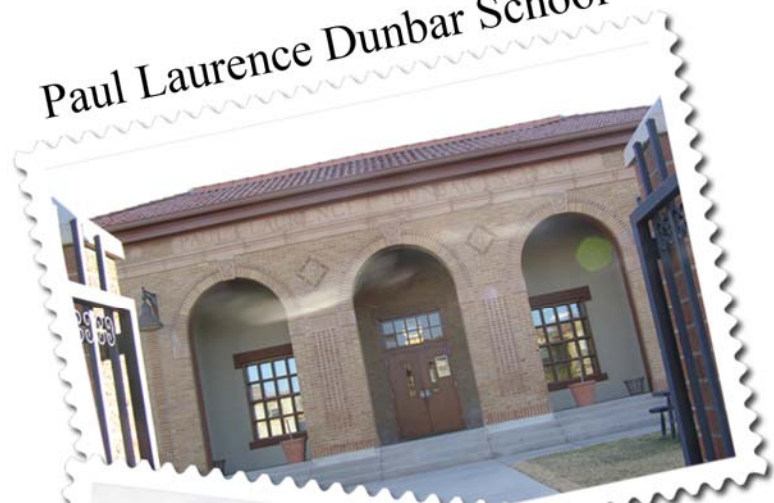


Paul Laurence Dunbar School



St. Anthony Church

# Central City South Phoenix, Arizona

Our Community,  
Our Vision,  
Our Quality of Life Plan

*"A community stamped with history and  
carrying it with us into the future"*

# QUALITY OF LIFE PLAN: CENTRAL CITY SOUTH

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# ACKNOWLEDGEMENTS

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This list was compiled from sign-in sheets and may not include all participants. Our apologies for misspellings or omissions. This is a growing list and will be updated periodically.



**"Community Power" April 2008**

# ACKNOWLEDGEMENTS

## Contributing Members – Community Stakeholders/Partners

|                              |   |
|------------------------------|---|
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## Contributing Members – Community Stakeholders/Partners (Cont.)

|                    |  |
|--------------------|--|
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This list was compiled from sign in sheets and/or letters of commitment to support the Central City South Quality of Life Plan. This is to be considered an ever growing list and will be updated periodically.

# PURPOSE

## A Living Document through Ongoing Resident Engagement

This Quality of Life Plan (QLP) is a document to be used collectively by residents and stakeholders to work towards creating neighborhoods that are healthy, safe, economically vibrant, and happy places for families and individuals to live, work and play.

Our QLP is a “road map” that can inform residents and stakeholders as to what direction (*quality of life results*) they are headed, the best ways (*strategies*) to move in that direction, and how they will know when they have been successful (*indicators and performance measures*).

Our QLP is a “living document”. This means the QLP will change over time. The first version is just that, a first version, and is part of a long-term process for improving the quality of life in our neighborhoods.

The creation of this QLP is part of a larger process related to opportunities for community revitalization through resident empowerment and stakeholder collaborations. Because the QLP is a document created and used by residents and stakeholders it will require that on-going gatherings are organized to engage residents and stakeholders in effective conversations leading to collective action.



# OUR COMMUNITY

## Central City South... A LONG, LONG TIME AGO

### Community History

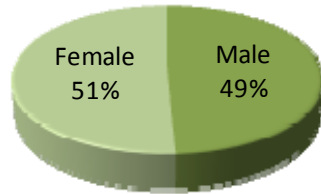
Directly south of downtown Phoenix is Central City South (CCS), an area made up of neighborhoods where families from diverse backgrounds strive to live in a healthy and safe environment. CCS is approximately two square miles and is bound by the Pacific Railroad tracks on the north, the Maricopa Freeway (1-17) to the west and south and Central Avenue on the east. As part of the Phoenix Enterprise Community/ Enterprise Zone, families in Central City South are confronted with some of the most fast-moving and expansive redevelopment projects in the Phoenix area. CCS is comprised of eight neighborhoods: Grant Park, Marcos de Niza, 7-11, Matthew Henson, New Homes, Bethune, I. G. Holmes, and West Buckeye. Sixty six percent (66%) of the public housing located in the City of Phoenix is in Central City South. There is a nineteen percent (19%) unemployment rate and fifty two (52%) percent of the population lives below the poverty level.

The residents recognize that it is imperative they organize to use their collective voice and actions to engage in long-term processes that have the potential to improve the quality of life for current residents and future generations.

Residents are evoking the spirit of past generations, welcoming innovative ideas from new generations, and welcoming the support of stakeholders who are committed to supporting the will of the people.

According to the U.S. Census Summary, March 2008, the current demographics are:

### Gender Distribution



### Population

Total Population: 10,157

Male: 5,003

Female: 5,154

Hispanic: 7,741

Non-Hispanic White: 426

Non-Hispanic Black: 1,658

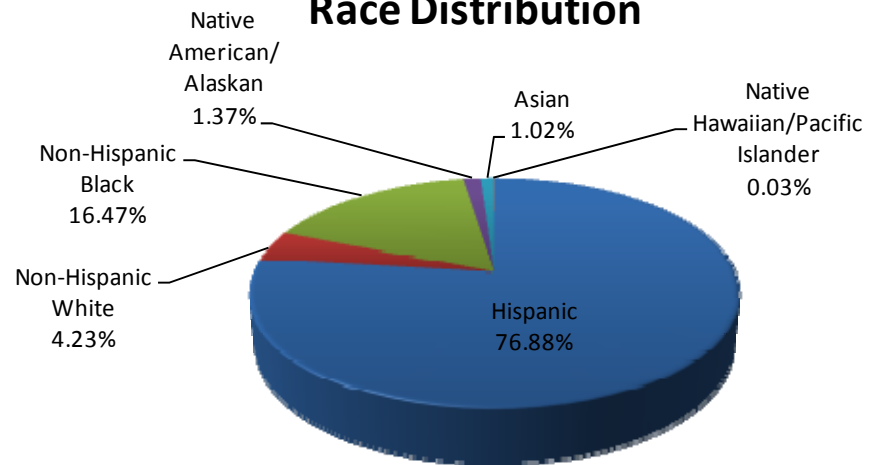
Native American/Alaskan: 138

Asian: 103

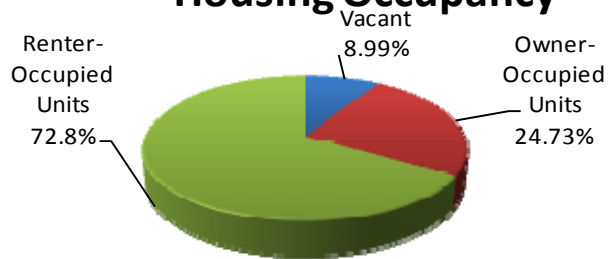
Native Hawaii/Pacific Islander: 3

Other/Two/More Races: 89

### Race Distribution



### Housing Occupancy



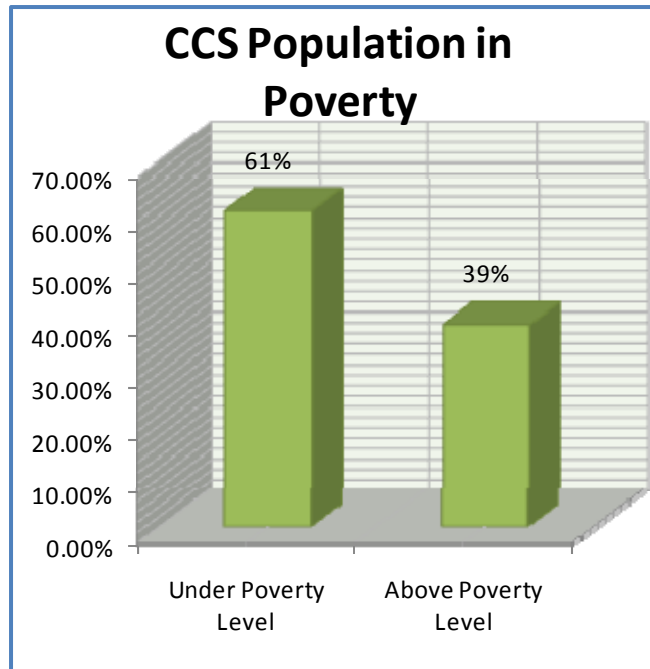
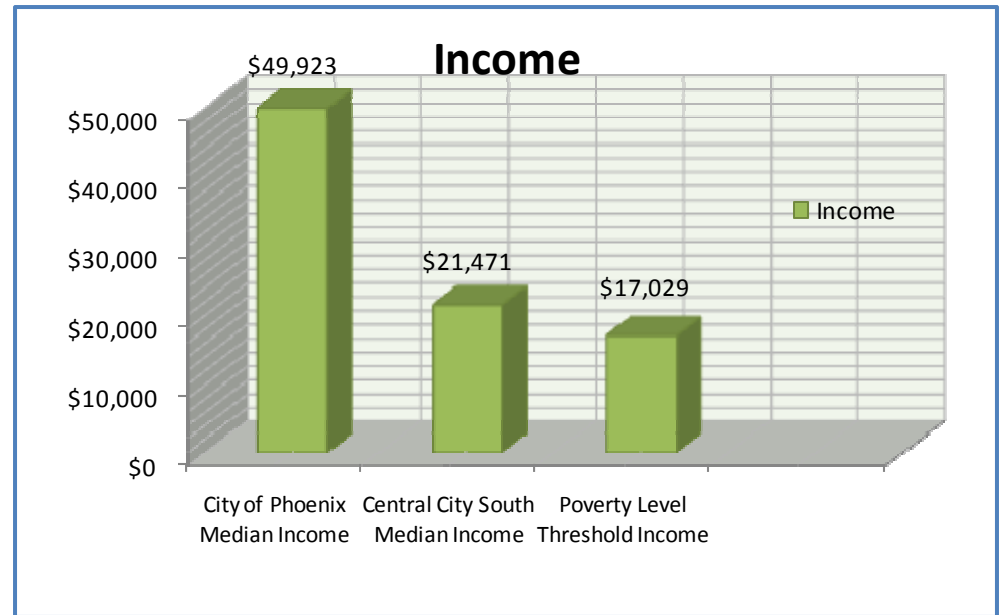
### Family Size and Housing:

The average number of persons per family for CCS in the 2000 Census was 4.46 persons. The total number of housing units was 3,283. Of these units 2,988 were occupied. 812 were Owner-occupied, 2,176 were renter-occupied.



### Income

For CCS the average family income for 2000 was \$21,471 as compared to the average family income for the City of Phoenix which was \$49,923.



As defined by the U.S. Census, the poverty level threshold in 1999 for a family of 4 was \$17,029.

|                                 |        |
|---------------------------------|--------|
| Total Population:               | 10,157 |
| Population under Poverty Level: | 6,176  |
| Population above Poverty Level: | 3,981  |

# RESOURCES FOR RENEWAL



**Wendy Hernandez**

Marcos de Niza Tenant Council  
President

“At first I was scared to participate in this plan because I did not understand. Then I realized that my opinion was heard and felt more comfortable.

This is my home, I love it!”

## Building on Existing Resources

Central City South residents are approaching revitalization of their community by acknowledging and building on assets that already exist and recognizing resources beyond financial support.

Residents and stakeholders understand that existing resources include everything from the memory of long-time residents about the history of the community, the ability to navigate the social services in the community, the capacity to develop relationships with neighbors of all ages, and the existing physical resources. Twenty eight of these existing resources have been identified as “Points of Pride” and can be found in this section.

Residents and stakeholders know the value of new resources that are represented by current initiatives taking place in the area that surrounds Central City South. Examples of three significant initiatives are included in this section.

Twenty eight of those physical resources have been recognized as “Points of Pride”. These include:



# CENTRAL CITY SOUTH

A COMMUNITY FOR ALL AGES  
UNA COMUNIDAD PARA TODAS LAS EDADES



Sherman Park



Phoenix Memorial Hospital



Harmon Park



Montgomery House



Coffelt Housing



Arthur M. Hamilton School



Cementerio Lindo



Rio Salado Project



Betannia Church



C.O.P. Housing Resident Services



Mary McCleod Bethune School



Our Lady of Fatima Church



Missionaries of Charity



Lowell Elementary School



Valle Del Sol



St. Anthony Church



St. Johns Institutional Church



I.G. Homes Boys & Girls Club



Valley Christian Center



Friendly House



El Portal Restaurant



Americian Legion Post #41



Phoenix Revitalization Corporation



Paul Laurence Dunbar School



City of Phoenix - Hope VI



Grant Park



St. Pius Church



Matthew Henson Museum

**Three of many major development projects in and around Central City South:**



**Matthew Henson  
HOPE VI**

The primary goal of the Matthew Henson HOPE VI Project is to revitalize neighborhoods by creating a mixed-income community, helping residents move toward self-sufficiency through job training and placement services and creating long-term investments in the community.



**Arizona State University  
Downtown**

Arizona State University's commitment to local impact and social embeddedness presents a tremendous opportunity for the Central City South community. The presence of the downtown campus makes ASU a primary stakeholder whose resources and access to community leaders and state policy makers can support the vision of residents.



**Jackson Street  
Development**

The goal of the Jackson Street Master Plan is to create a more concentrated and densely populated downtown district: a place where the streetscape, buildings, signage, events, and street culture converge to create a memorable destination and a cohesive and inviting "Creative Class" neighborhood.





**Central City South – Surrounded by major development projects**

# SUSTAINABLE STRATEGIES



**Tami Eliserio**

Resident

“It feels good to be part of something that will bring changes in our community.”

## Community Driven Strategies

The strategies outlined in this section were created by the local residents and various stakeholders. The process to gather these ideas operated on the belief that residents know best what kind of community in which they want to live, work, and play.

Residents and stakeholders were encouraged to “think big” by learning about other resident driven community revitalization efforts around the country. Another important element in the process was familiarizing residents with current community initiatives that will impact the quality of life of Residents.

As a result, the strategies in this section are an integration of current community assets, inspiration from other communities around the country, and a deeper knowledge about local initiatives directly impacting Central City South.

## Strategy 1 - RECREATION

The focus will be on intergenerational and multi-cultural programs or events that celebrate the stories of the “Streets of Golden Threads” and introduce the community to new or expanded experiences and events. The residents feel that the positive use of one’s leisure time can create healthier and happier residents and neighborhoods.





## Strategy 1: RECREATION

| STRATEGY  | TIMEFRAME (YEARS) |     |     | LEAD ORGANIZATIONS  | COMMITTED OR POTENTIAL PARTNER ORGANIZATIONS                                     |
|---|-------------------|-----|-----|---|--|
|   | 1                 | 2-3 | 4-5 |   |  |
| <p>1.1 Recreation/Leisure on our map</p> <p>Promote existing programs to increase participation and expand one's awareness of local leisure time activities such as the "Rio Salado Project", biking and bird watching or other non-traditional positive leisure time activities.</p> <p>Increase the utilization of existing facilities by creating partnerships for financial and program support. Create a "destination" place for CCS. For example, expanding the use of Grant Park Gym and or partnering with other non-profits and the recreation department for the utilization of park areas.</p> | X                 |     |     | <p>PRC, City of Phoenix Recreation</p>                            | <p>Boys &amp; Girls Club, Girl Scouts, Lexi's Gift, Athlete's for Awareness,</p> |
|   | X                 |     |     | <p>PRC, City of Phoenix Recreation, Neighborhood Associations</p> | <p>ASU, Art groups</p>   |



| STRATEGY   | TIMEFRAME (YEARS) |     |     | RECOMMENDED LEAD ORGANIZATIONS  | COMMITTED OR POTENTIAL PARTNER ORGANIZATIONS   |
|--|-------------------|-----|-----|---|--|
|  | 1                 | 2-3 | 4-5 |   |  |
| <p>1.2 Promote leisure time activities at affordable costs</p> <p>Maintain the affordability of programs so that all may participate in programs.</p>  | X                 |     |     | PRC, Neighborhood Associations, Athletic focused groups                         | ASU, YMCA, Boys and Girls Club, Pop Warner, AZ Diamondbacks, Phoenix Suns, Arizona Cardinals |
| <p>1.3 Major Events</p> <p>Create major community cultural and performing arts activities/events that can increase resident socialization opportunities for that “Neighbor to Neighbor” feel. Examples of activities are a “Jazz Festival” and “Art Walk on Grant” etc., which expands the exposure to new opportunities and stimulate the mind.</p> |                   | X   |     | PRC, Grant Park Neighborhood Association, El Quinto Sol, Matthew Henson Reunion | City of Phoenix Recreation, El Portal, American Legion, Friendly House, St. Anthony’s Church |

| STRATEGY  | TIMEFRAME (YEARS) |     |     | RECOMMENDED LEAD ORGANIZATIONS  | COMMITTED OR POTENTIAL PARTNER ORGANIZATIONS   |
|---|-------------------|-----|-----|---|--|
|   | 1                 | 2-3 | 4-5 |   |  |
| <p>1.4 New Leisure time destinations</p> <p>Encourage the development of new facilities that include movie theatres, ice cream parlors, roller skating rink, bowling alley, water park which have not traditional been located in communities like Central City South</p> |                   |     | X   | <p>PRC, City of Phoenix Economic Development, Chicanos Por La Causa</p>   | <p>Corporate Funders, AMC, Harkins, YMCA, AMF, Downtown Warehouse District</p>                                     |
| <p>1.5 Sports Programming</p> <p>Solicit business community support / sponsorship</p> <p>Create major sports collaboration: competitive, non-competitive, skills trainings, volunteer coaches, workshops etc.</p>   | X                 | X   |     | <p>PRC, CCS business community, PNDC partners</p> <p>PRC, Urban Downtown Sports Collaborative, City of Phoenix Recreation</p> | <p>AZ Diamondbacks, Phoenix Suns, AZ Cardinals</p> <p>ASU, Phx College, YMCA, Boys and Girls Club, Girl Scouts</p> |

## Strategy 2 HEALTH

The community has stated that there is a need to increase awareness and education on healthy living. Additionally, they identified facilities or services that are essential to meeting this need.



## Strategy 2: HEALTH

| STRATEGY  | TIMEFRAME (YEARS) |     |     | RECOMMENDED LEAD ORGANIZATIONS  | COMMITTED OR POTENTIAL PARTNER ORGANIZATIONS   |
|---|-------------------|-----|-----|---|--|
|   | 1                 | 2-3 | 4-5 |   |  |
| <p>2.1 Affordable health care</p> <p>Promote or create affordable health care opportunities in Central City South</p>   |                   | X   |     | PRC, Maricopa Integrated Health Systems, AZ Dept of Health Services     | City of Phoenix HOPE VI, CCS Coalition of Service Providers, Neighborhood Associations |
| <p>2.2 Healthy Family Service Center</p> <p>For example a healthy family resource center, senior dental clinics and a local reputable pharmacy such as Walgreens or CVS</p> |                   |     | X   | PRC, Valley Christian Centers, Neighborhood Associations, PNDC Partners | City of Phoenix, Az Dental Association, Walgreen's, CVS                                |
| <p>2.3 Health Education</p> <p>Create and promote health education programs and partnerships at the grass-roots level, possible house tea party</p>                         | X                 |     |     | PRC, CCS Leader Mentors, ASU School of Nursing                          | AZ Dept of Health Services, Maricopa Integrated Health Systems, School systems         |

| STRATEGY  | TIMEFRAME (YEARS) |     |     | RECOMMENDED LEAD ORGANIZATIONS                      | COMMITTED OR POTENTIAL PARTNER ORGANIZATIONS   |
|---|-------------------|-----|-----|---|--|
|   | 1                 | 2-3 | 4-5 |   |  |
| <p>Fitness</p> <p>Establish and promote fitness programs that address healthy life styles and in particular obesity. Attract major fitness partner such as L.A. Fitness, 24 hour fitness or educational institution partner</p> |                   |     | X   | PRC, ASU School of Nursing, ASU Athletic Department | YMCA, Boys and Girls Club, Girl Scouts, School system  |
| <p>2.5 Community Gardens</p> <p>Promote and expand community gardens to provide socialization opportunities and education on healthy eating</p>   | X                 |     |     | PRC, ASU and Community Garden clubs                 | Sundt Construction, Memorial Towers, Henson Village, City of Phoenix Public Housing, School system |

### **Strategy 3 SERVICES**

While residents feel that Central City South is service rich, they feel that there is a need to promote and develop a stronger relationship between service providers and the community. They also expressed the expansion and or development of particular services listed below and methods to inform the community.



### Strategy 3: SERVICES

| STRATEGY  | TIMEFRAME (YEARS) |     |     | RECOMMENDED LEAD ORGANIZATIONS   | COMMITTED OR POTENTIAL PARTNER ORGANIZATIONS   |
|---|-------------------|-----|-----|--|--|
|   | 1                 | 2-3 | 4-5 |  |  |
| <p>3.1 Service areas</p> <p>The group recommended the need for addition or expansion of Life Skills and Life Coach Mentors, Ex- Offender integration/release programs, Youth Advocacy Center, Phone Help Lines, Aging out of Foster Care Programs, improved and increased quality child care in close proximity and petition for the re-opening of a Family Service Center.</p> |                   |     | X   | PRC, Open Tables Inc, Friendly House, Valle Del Sol, Chicanos Por La Causa | Valley Christian Center, AZ Dept. of Corrections, Maricopa County Adult/Youth Probation, U.S. Department of Justice. |

| STRATEGY  | TIMEFRAME (YEARS) |     |     | RECOMMENDED LEAD ORGANIZATIONS   | COMMITTED OR POTENTIAL PARTNER ORGANIZATIONS   |
|---|-------------------|-----|-----|--|--|
|   | 1                 | 2-3 | 4-5 |  |  |
| <p>3.2 Community Promotions / Media Plan</p> <p>The Central City South newsletter was identified as a critical tool to advertising and promoting community local, city, state and federal programs. PRC should promote and market this opportunity to area providers and businesses</p> <p>Create a bi-monthly TV show that informs the residents. Possibly working with the ASU Walter Cronkite School or local radio station partnership.</p> <p>Create a Central City South blog and create a business resource list.</p> <p>Install at strategic locations, lighted marquees for community announcements.</p> | X                 |     |     | <p>PRC, CCS Coalition of Service Providers, Neighborhood Associations</p> <p>PRC, ASU School of Journalism, Neighborhood Associations, City of Phoenix</p> <p>PRC, CCS Businesses, Neighborhood Associations</p> <p>PRC – CAT team</p> | <p>City of Phoenix, Local Chamber of Commerce agencies</p> <p>PNDC Funders, Local Radio Stations, Local print media</p> <p>CCS Coalition of Service Providers</p> <p>City of Phoenix, Local Businesses</p> |
|   |                   |     | X   |  |  |



## **Strategy 4 INDIVIDUAL DEVELOPMENT**

The community categorized this in three areas: Employment, Education and Training. By addressing these areas it is assumed that the unemployment rate will decrease and that the family household income will increase.



## Strategy 4: INDIVIDUAL DEVELOPMENT

| STRATEGY   | TIMEFRAME (YEARS) |     |     | RECOMMENDED LEAD ORGANIZATIONS  | COMMITTED OR POTENTIAL PARTNER ORGANIZATIONS                  |
|--|-------------------|-----|-----|---|---|
|  | 1                 | 2-3 | 4-5 |   |   |
| 4.1 Employment / Jobs  |                   |     |     |   |   |
| Establish and implement community career days.   | X                 |     |     | PRC, City of Phoenix Economic Development, AZ Call A Teen, Workforce Connection, Friendly House | City of Phoenix HOPE VI, School System                        |
| Establish a clearinghouse to job search for local opportunities from business network. |                   | X   |     | PRC, City of Phoenix HOPE VI, CCS Business Partners   | School System, Maricopa Skill Center, AZ Call A Teen          |
| Promote the utilization of the HOPE VI Career Center.                                  | X                 |     |     | PRC, City of Phoenix HOPE VI  | CAT-Community Action Team, CCS Coalition of Service Providers |
| Recruit postings for jobs from outside CCS.  | X                 |     |     | PRC, PNDC Funders   | Corporate Partners  |

| STRATEGY   | TIMEFRAME (YEARS) |     |                            | RECOMMENDED LEAD ORGANIZATIONS   | COMMITTED OR POTENTIAL PARTNER ORGANIZATIONS   |
|--|-------------------|-----|----------------------------|--|--|
|  | 1                 | 2-3 | 4-5                        |  |  |
| <p>4.2 Education</p> <p>Educational institutions at all levels within Central City South which includes: Pre-School, Vocational School, High School, and linking to higher educational institutions such as Junior Colleges or Universities.</p> <p>Reduce the high school dropout rate.</p> <p>Advocate for quality educational instruction and participate in developing systems of accountability.</p> <p>Educate and promote positive parenting and involvement.</p> |                   |     | <p>X</p> <p>X</p> <p>X</p> | <p>PRC, School System</p> <p>PRC, School System</p> <p>PRC, Neighborhood Associations, School-PTA's, School System</p> <p>PRC, Community Action Team</p> | <p>Urban League, Friendly House, ASU, Maricopa Community College District</p> <p>Urban League, Friendly House, ASU, Maricopa Community College District</p> <p>Urban League, Friendly House, Chicanos Por La Causa, AZ Call A Teen</p> <p>School system, Students,</p> |

| STRATEGY  | TIMEFRAME (YEARS) |     |     | RECOMMENDED LEAD ORGANIZATIONS   | COMMITTED OR POTENTIAL PARTNER ORGANIZATIONS  |
|---|-------------------|-----|-----|--|---|
|   | 1                 | 2-3 | 4-5 |  |   |
| <p>4.2 Education continued...</p> <p>Promoting individual development through community engagement and volunteerism through activities such as but not limited to: Student Council, Community Advisory Groups, and Neighborhood Associations etc.</p> <p>Establish a centralized library of scholarship information for higher education.</p> <p>Satellite colleges and high school class at the library.</p> <p>Expand after school tutoring programs.</p> | X                 | X   |     | <p>PRC, Community Action Team</p> <p>PRC, School System</p> <p>PRC, City of Phoenix Libraries</p> <p>PRC, CCS Coalition of Service Providers</p> | <p>CCS Coalition of Service Providers, School system</p> <p>City of Phoenix, HOPE VI, School Districts, Valley Christian Center</p> <p>Maricopa Community College District, State Universities, Charter schools</p> <p>Parents, Schools</p> |

| STRATEGY   | TIMEFRAME (YEARS) |     |     | RECOMMENDED LEAD ORGANIZATIONS   | COMMITTED OR POTENTIAL PARTNER ORGANIZATIONS   |
|--|-------------------|-----|-----|--|--|
|  | 1                 | 2-3 | 4-5 |  |  |
| <p>4.3 Trainings and Workshop</p> <p>Technology – Increase grassroots education on computer and “Green” Technology education</p> <p>Establish a local training center for careers in services such as: Shoe repair, upholstery, home inspections, lawn services and customer service training, multi-media services.</p> |                   | X   |     | <p>PRC, ASU, Maricopa Community College District, City of Phoenix</p> <p>PRC, Open Tables Inc.</p> | <p>HOPE VI, Valley Christian Center, Maricopa Skill Center</p> <p>City of Phoenix Economic Development</p> |

| STRATEGY  | TIMEFRAME (YEARS) |     |     | RECOMMENDED LEAD ORGANIZATIONS                         | COMMITTED OR POTENTIAL PARTNER ORGANIZATIONS                         |
|---|-------------------|-----|-----|--|--|
|   | 1                 | 2-3 | 4-5 |  |  |
| <p>4.3 Trainings and Workshop continued...</p> <p>Establish unique independent living skills program that included topics such as but not limited to: money management, careers, grocery shopping, independent living and housing</p> <p>Create and pilot a teen "Work Ethics" program.</p> |                   | X   |     | Chicanos Por La Causa, Friendly House, City of Phoenix | HOPE VI, Valley Christian Center, CCS Coalition of Service Providers |
|   |                   | X   |     | Chicanos Por La Causa, Friendly House, City of Phoenix | HOPE VI, Valley Christian Center, CCS Coalition of Service Providers |

## Strategy 5 HOUSING

The community recognized two areas with regards to the housing stock in Central City South. First, how to improve the condition of the existing homes and second the addition of new housing stock on vacant properties. It was the vision of the group that homes in Central City South will be occupied.



## Strategy 5: HOUSING

| STRATEGY   | TIMEFRAME (YEARS) |     |     | RECOMMENDED LEAD ORGANIZATIONS                         | COMMITTED OR POTENTIAL PARTNER ORGANIZATIONS                |
|--|-------------------|-----|-----|--|---|
|  | 1                 | 2-3 | 4-5 |  |   |
| <p>5.1 Lead Free Housing</p> <p>Create a grassroots lead free information training program and engage partners (such as the City, Home Depot, Lowe's) who can assist to remedy the problems identified.</p>  |                   | X   |     | PRC, City of Phoenix, Labor's Community Service Agency | Home Depot, Lowes, Stardust Foundation, Residents           |
| <p>5.2 Livable Existing Housing</p> <p>Create a community "Fix-It" Team that will assist with minor repairs on dilapidated homes for those who cannot afford it or for seniors. Create volunteer opportunities for businesses in the area to become involved in these projects. Continue to seek funding for major re-habilitation projects for owner occupied homes</p> |                   | X   |     | PRC, LISC, City of Phoenix-Neighborhood Services       | Residents, CCS Business Alliance, Neighborhood Associations |



| STRATEGY  | TIMEFRAME (YEARS) |     |     | RECOMMENDED LEAD ORGANIZATIONS | COMMITTED OR POTENTIAL PARTNER ORGANIZATIONS           |
|---|-------------------|-----|-----|--------------------------------|--|
|   | 1                 | 2-3 | 4-5 |                                |  |
| <p>5.3 Housing on Vacant Lands</p> <p>Seek partners to build new homes on vacant lands. Offer options such as gated communities etc.</p>  |                   |     | X   | PRC, PNDC Funders              | Neighborhood Housing of Phoenix, Chicanos Por La Causa |
| <p>5.4 Accountability for landlords</p> <p>Hold landlords accountable for property beautification and compliance with codes. Address the need to change the codes to be timelier.</p> |                   |     | X   | PRC, City of Phoenix           | Revitalization groups in Phoenix                       |

## Strategy 6 ECONOMIC DEVELOPMENT

The Central City South community realizes that change is coming. Their vision is that CCS has within its boundaries all the amenities and opportunities that can be found in newer and younger neighborhoods. These amenities/businesses will bring with them services, resources, retail and employment opportunities.



## Strategy 6: ECONOMIC DEVELOPMENT

| STRATEGY  | TIMEFRAME (YEARS) |     |     | RECOMMENDED LEAD ORGANIZATIONS             | COMMITTED OR POTENTIAL PARTNER ORGANIZATIONS |
|---|-------------------|-----|-----|--|--|
|   | 1                 | 2-3 | 4-5 |  |  |
| <p>6.1 Promote CCS as a viable location for reputable larger retail and other businesses.</p> <p>Large Scale Hotels<br/>Copy Centers<br/>Grocery Store (Chain)<br/>Family Restaurants (Chain)<br/>Dry Cleaners<br/>Car Wash (Chain)<br/>Target (Department Store)</p> |                   |     | X   | PRC, PNDC Funders                          | City of Phoenix Economic Dev.                |
| <p>6.2 Create a Farmer's Market in Central City South</p> <p>Partner with community gardens</p>   |                   | X   |     | PRC, CCS Garden Clubs, Downtown Phx Market | PNDC Funders, ASU                            |

| STRATEGY  | TIMEFRAME (YEARS) |     |     | RECOMMENDED LEAD ORGANIZATIONS | COMMITTED OR POTENTIAL PARTNER ORGANIZATIONS |
|---|-------------------|-----|-----|--------------------------------|--|
|   | 1                 | 2-3 | 4-5 |                                |  |
| 6.3 Create local pay stations for utilities.<br><br>Partner with local businesses or utility companies to create new avenues for utility payment. |                   |     | X   | PRC, APS                       | Utility Companies                            |
| Trainings on "On-Line Payments"   | X                 |     |     | PRC, HOPE VI, VCC              | Banks  |

| STRATEGY   | TIMEFRAME (YEARS) |     |                   | RECOMMENDED LEAD ORGANIZATIONS | COMMITTED OR POTENTIAL PARTNER ORGANIZATIONS  |
|--|-------------------|-----|-------------------|--------------------------------|---|
|  | 1                 | 2-3 | 4-5               |                                |   |
| <p>6.4 Create renaissance zones that promote small business opportunities.</p> <p>Promote and provide small business education and seminars in the area. Additionally, seek funding sources to support start up costs.</p> <p>Promote / acquire property or spaces for incubator offices for "Start Up" businesses</p> |                   |     | <p>X</p> <p>X</p> | <p>PRC,</p> <p>PRC</p>         | <p>Chicanos Por La Causa, Urban League</p> <p>Chicanos Por La Causa, Urban League</p> |

| STRATEGY   | TIMEFRAME (YEARS) |     |     | RECOMMENDED LEAD ORGANIZATIONS                | COMMITTED OR POTENTIAL PARTNER ORGANIZATIONS   |
|--|-------------------|-----|-----|---|--|
|  | 1                 | 2-3 | 4-5 |   |  |
| <p>6.5 Business property beautification.</p> <p>Provide education on property maintenance that will contribute to the beautification of the community by business owners.</p> <p>Community owned centers utilizing tax incentive programs. Perhaps develop a resident co-op that will generate revenue to be returned to the neighborhoods through self-operated beautification programs as well as leisure time activity support.</p> | X                 |     | X   | <p>PRC, Community Action Team</p> <p>PRC,</p> | <p>City of Phoenix – Neighborhood Services, Police, Economic Development</p> <p>City of Phoenix, Chicanos Por La Causa</p> |

| STRATEGY   | TIMEFRAME (YEARS) |     |     | RECOMMENDED LEAD ORGANIZATIONS | COMMITTED OR POTENTIAL PARTNER ORGANIZATIONS |
|--|-------------------|-----|-----|--------------------------------|--|
|  | 1                 | 2-3 | 4-5 |                                |  |
| 6.6 Strengthen a business network.<br><br>Create a business network in Central City South that is committed to modeling positive leadership. |                   | X   |     | PRC,                           | CCS Businesses                               |
| Establish financial support for Central City South programs through the business network.  |                   | X   |     | PRC,                           | CCS Businesses                               |
| Encourage residents to shop locally: "SHOP GOLDEN THREAD STREETS"  | X                 |     |     | PRC,                           | Neighborhood Groups                          |

| STRATEGY   | TIMEFRAME<br>(YEARS) |     |     | RECOMMENDED<br>LEAD<br>ORGANIZATIONS | COMMITTED OR<br>POTENTIAL PARTNER<br>ORGANIZATIONS |
|--|----------------------|-----|-----|--------------------------------------|--|
|  | 1                    | 2-3 | 4-5 |                                      |  |
| <p>6.7 Increase business employment opportunities.</p> <p>Create a clearinghouse to post job openings in Central City South in partnership with HOPE VI.</p> |                      | X   |     | PRC                                  | CCS Businesses or Partner Agencies                 |



## Strategy 7 TRANSPORTATION

Transportation is considered critical link the community to services and opportunity.



## Strategy 7: TRANSPORTATION

| STRATEGY   | TIMEFRAME (YEARS) |     |     | RECOMMENDED LEAD ORGANIZATIONS | COMMITTED OR POTENTIAL PARTNER ORGANIZATIONS |
|--|-------------------|-----|-----|--------------------------------|--|
|  | 1                 | 2-3 | 4-5 |                                |  |
| <p>7.1 Bus Stops</p> <p>Upgrading the bus stops in the area to include installed or expanded shaded spaces and benches</p>   |                   |     | X   | PRC,                           | City of Phoenix Transit                      |
| <p>7.2 Pedestrian walking lights</p> <p>Extend the walking time that will more accommodate the seniors (For example 7<sup>th</sup> Avenue and Buckeye Road, walking from HOPE VI to the Seniors Opportunities West Center)</p> |                   | X   |     | PRC,                           | City of Phoenix                              |

| STRATEGY   | TIMEFRAME (YEARS) |     |     | RECOMMENDED LEAD ORGANIZATIONS                             | COMMITTED OR POTENTIAL PARTNER ORGANIZATIONS   |
|--|-------------------|-----|-----|--|--|
|  | 1                 | 2-3 | 4-5 |  |  |
| <p>7.3 Public Transportation</p> <p>Acquiring a Connector Bus and support that connects Central City South to the neighborhoods and downtown Phoenix.</p> <p>Maintain current bus routes</p> <p>Future site for Light Rail (Central Ave) consideration</p> |                   | X   |     | <p>PRC, AARP, PNDC Funders</p> <p>PRC, City of Phoenix</p> | <p>City of Phoenix, Maricopa County, State of Arizona</p> <p>Neighborhood Groups</p> |
| <p>7.4 Surface Streets</p> <p>Improvement of surface streets resulting in smoother roads and the installation of speed controls such as speed bumps where appropriate.</p>   |                   |     | X   | PRC,   | City of Phoenix Streets, Neighborhood Groups   |

| STRATEGY   | TIMEFRAME (YEARS) |     |     | RECOMMENDED LEAD ORGANIZATIONS | PARTNER ORGANIZATIONS |
|--|-------------------|-----|-----|--------------------------------|-----------------------|
|  | 1                 | 2-3 | 4-5 |                                |                       |
| <p>7.5 Railroad Tracks</p> <p>Work with railroad and City of Phoenix, Railroad, and Federal government to improve 11<sup>th</sup> Avenue where the railroad tracks are deteriorated.</p> | X                 |     |     | HOPE VI, PRC                   | Neighborhood Groups   |

## Strategy 8 GOLDEN THREADS

Golden threads includes three areas: Pride, Community Safety and Beautification. The residents stated that if these three areas are addressed the result will be residents smiling and vocalizing their happiness in their community. The “Neighbor to Neighbor” feelings of helping each other will sustain all the work accomplished in the Quality of Life Plan.



## Strategy 8: GOLDEN THREADS

| STRATEGY  | TIMEFRAME (YEARS) |     |     | RECOMMENDED LEAD ORGANIZATIONS        | COMMITTED OR POTENTIAL PARTNER ORGANIZATIONS   |
|---|-------------------|-----|-----|---------------------------------------|--|
|   | 1                 | 2-3 | 4-5 |                                       |  |
| <p>8.1 Pride</p> <p>Tell and preserve our stories past, present and future through oral / art history efforts</p> <p>Monumental artistic gateway into and exiting Central City South that promotes feelings of pride and community connection</p> |                   | X   | X   | <p>PRC, El Quinto Sol</p> <p>PRC,</p> | <p>Neighborhood Seniors and local artists</p> <p>City of Phoenix Public Art, Art Foundations, Local artist group</p> |

| STRATEGY  | TIMEFRAME (YEARS) |     |     | RECOMMENDED LEAD ORGANIZATIONS | COMMITTED OR POTENTIAL PARTNER ORGANIZATIONS    |
|---|-------------------|-----|-----|--------------------------------|---|
|   | 1                 | 2-3 | 4-5 |                                |   |
| 8.2 Community Safety  |                   |     |     |                                |   |
| Increase awareness of Fire Station locations and services.  | X                 |     |     | PRC,                           | Friendly House, City of Phoenix Fire Department |
| Establish Fire Station volunteer crew/efforts   |                   | X   |     | PRC                            | Friendly House, City of Phoenix Fire Department |
| Educate and promote responsible pet ownership such as pooper scooper bags, leash law etc.   | X                 |     |     | PRC, Community Action Team     | Maricopa County Animal Control                  |
| Educational campaign on reducing crime through participation in the Community Action Team, Neighborhood Association, Block Watch and reporting crime. | X                 |     |     | PRC, Community Action Team     | City of Phoenix Police                          |



| STRATEGY  | TIMEFRAME (YEARS) |     |     | RECOMMENDED LEAD ORGANIZATIONS                                  | COMMITTED OR POTENTIAL PARTNER ORGANIZATIONS  |
|---|-------------------|-----|-----|---|---|
|   | 1                 | 2-3 | 4-5 |   |   |
| 8.3 Beautification  |                   |     |     |   |   |
| Establish campaign for "Keep our Neighborhoods Clean" (Housing, streets, alleys, businesses, graffiti free) | X                 |     |     | PRC, Neighborhood Groups, City of Phoenix Neighborhood Services | Girl Scouts, Boys & Girls Club, Friendly House, Chicanos Por La Causa, Valle Del Sol, School System |
| Inclusion of public art to enhance existing structures such as trash cans, light poles etc.                 |                   |     | X   | PRC,  | City of Phoenix Public  |
| Plant/increase the number of trees  |                   | X   |     | PRC,  | City of Phoenix, ASU  |

| STRATEGY  | TIMEFRAME (YEARS) |     |     | RECOMMENDED LEAD ORGANIZATIONS  | COMMITTED OR POTENTIAL PARTNER ORGANIZATIONS  |
|---|-------------------|-----|-----|---|---|
|   | 1                 | 2-3 | 4-5 |   |   |
| <p>8.4 Neighbor to Neighbor:</p> <p>Promote positive and supportive resident and stakeholder relationships through recognition in the community newsletter or other opportunities to highlight achievements</p> <p>Increase opportunities for residents to meet, network and share opportunities in diverse environments such as formal, informal and festive activities.</p> | X                 | X   |     | <p>PRC, Community Action Team, Neighborhood Groups</p> <p>PRC, Community Action Team, Neighborhood Groups</p> | <p>CCS Coalition of Service Providers, Schools</p> <p>City of Phoenix Recreation, CCS Coalition of Service Providers, Schools</p> |

# LEARNING IN ACTION



**Bobbie Carter**

Resident

“It felt good to be part of this process because it is the only way things will get done. It was very enlightening”.

## A Long-Term Approach

Residents and stakeholders understand that the revitalization of Central City South is not a one-stop destination but an on-going journey. As people move in and out of the neighborhoods there is a commitment to create continual opportunities that engage residents and stakeholders in the process by:

1. Hearing the ideas and concerns of residents and stakeholders;
2. Building relationships between and among neighborhoods and with stakeholders;
3. Supporting dialogue that moves community revitalization efforts forward;
4. Developing local leadership of all ages;
5. Expanding the skills and capacity of residents; and
6. Reflecting upon what we are learning and how it best serves the community and the process.

## Two Key Lessons

### I. To Engaging Residents

- **Build strong grassroots relationships**
- **Build mutual trust and respect**
- **Listen and then listen more**
- **Identify community leaders**
- **Include all ages, cultures and areas**
- **Know the facts**
- **Provide education**

### II. Engaging Stakeholders

- **Build mutual trust and respect**
- **Build or participate in collaborative efforts**
- **One on one QLP orientation**
- **Formal QLP presentations**
- **Identify the common goal**
- **Know their services**
- **Provide education**



## Early Action Projects

### *Neighborhood Trolley Rides*

This project invited residents and stakeholders on a community tour that showcased assets that are in Central City South. Due to the history of economic and racial segregation in this area, many residents were unaware of amenities that were only a few blocks away. Additionally, this project served as an introduction to stakeholders and businesses of the Central City South history and demographics.



### *Central City South – Windshield Survey*

The windshield survey was completed over a six month period of time. It documents the land use in the Central City South community. Information included, housing stock, parks, churches, retail, restaurants, vacant lands and other uses. This resident friendly document was used as a guide in the community table talks which resulted in the QLP.



## COLLABORATING AGENCY



### **Revitalizing Neighborhoods, Connecting Generations**

Phoenix Revitalization Corporation (PRC) was founded in 1986 by Phoenix Memorial Hospital in response to the historical blight and unhealthy conditions of the area. At its founding the initiative was known as the Phoenix Revitalization Project and was governed by a Board of Directors under the umbrella of the hospital. In 1987, a Master Plan and Implementation Program, funded by the Arizona Community Foundation, was delivered to the PRP Board. It outlined, in great detail, an analysis of conditions in the area and provided an in depth development plan which included the creation of a community development corporation.

PRC achieved non-profit status in 1992 when it merged with Casa de Nueva Esperanza, an already existing non-profit organization involved in housing rehabilitation. Since that time the agency has been involved in numerous community change projects of which most recently included the HOPE VI application to HUD for the redevelopment of the Matthew Henson Public Housing Project, the Central City South Charrette, the Central City South Task Force, the Focused Future Task Force, Mercado Y Salud, Community Gardening Project, and the Avenidas de Esperanza Housing Rehab Project.

Today PRC's Community Development projects include:

- Community for All Ages Initiative – National Sites Technical Assistance
- Central City South Newsletter
- Community Action Team – Neighborhood Groups Technical Assistance
- Leader Connecting Program-Mentors, Leadership Academy, Conference
- Community Gardens
- Affordable Housing Disposition Program (AHDP)
- Open Tables Community Initiative
- Phoenix Neighborhood Development Initiative (PNDC)

In 2009, PRC clarified its mission and vision to support the Central City South corridor in becoming a healthy, safe, and happy community. In this process the guiding principles of how PRC commits to working in the community was created:

### **Mission Statement**

Revitalizing Neighborhoods, Connecting Generations

### **Vision Statement**

The vision of PRC is for people to live in healthy, safe, culturally vibrant and thriving communities.

### **Core Values**

Dedication, Individual and Collective Wisdom, Practice Respect, Relationships Matter, Resident Driven Processes



# NEIGHBORS UNITED



JPMORGAN CHASE & CO.



## OPPORTUNITY FOR COLLECTIVE INVESTMENT

In 2008, the Neighbors United was created to form collaboration between private foundations, local corporations and government agencies who share a common purpose of improving economic and social conditions in Phoenix's low income neighborhoods. This group of partners have come together to coordinate their investment strategies so that the collective impact of their activity will be greater than describing sum of the parts.

Direct investors in the PNDC are:

- Arizona Community Foundation
- JPMorgan Chase Bank
- Local Initiatives Support Corporation (LISC)
- St. Luke's Health Initiative
- The Lodestar Foundation
- Valley of the Sun United Way

Other collaborators include:

- City of Phoenix

**For more information about Central City South's Quality of Life Plan contact:**

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