

Phoenix Community Alliance

2007 – 2008 Strategic Plan

The Phoenix Community Alliance is a major private-sector organization dedicated to the revitalization and development of Central Phoenix.

ADVOCACY

The Phoenix Community Alliance advocates for solutions to the critical needs of Phoenix's Central City. With its powerful private-sector voice, it partners with city, county, and state governments and cooperates with local and national community development, civic, cultural, educational, and faith organizations to further the revitalization of the Central City.

Strategies

- Support the economic development efforts of the Greater Phoenix Chamber of Commerce, the Greater Phoenix Economic Council, the City of Phoenix Downtown Development Office, and the City of Phoenix Community and Economic Development Department.
- Advocate on behalf of a number of Central City issues including but not limited to: an equitable taxing structure, education issues, transit funding, neighborhood revitalization, brownfield remediation, public rights-of-way issues, extension of the state's Enterprise Zone designation, state-shared revenues, sales tax uniformity, a level playing field in the electronic marketplace, growth management, workforce development, welfare to work, domestic violence funding, public safety communications, public safety/technical changes, and group homes; and against the proliferation of pawnshops and sexually oriented businesses, and attempts to preempt local ordinances and funding.
- Advocate, support, and promote sustainable development with an emphasis on green design.

- Ensure that Phoenix’s Downtown and Central City are among America’s top civic localities by adopting and adapting the most up-to-date standards for sustainable development.
- With the Arizona State University (ASU) Phoenix Urban Research Laboratory (PURL), the Downtown Phoenix Partnership, the City of Phoenix, and others, continue to identify urban design strengths and weaknesses. Work to complete and implement the Urban Form Zoning Ordinance and to implement *Downtown Phoenix Strategic Vision and Blueprint for the Future*, assuring that all components are appropriately linked and complement one another.
- In conjunction with the City of Phoenix Police Department and Maricopa County, continue to participate in the Anti-Graffiti Hotline program and ongoing efforts to eliminate graffiti vandalism in the community.
- Recognizing that arts and culture venues and facilities are critical to the success of the Central City, assist arts groups as they seek to assure their growth, stability, and continued success.
- Advocate, support, and promote Downtown and Central City events such as the Downtown Phoenix Public Market, the Champ Car Race, Urban Affaire, and the Downtown Home & Loft Tour that contribute to the energy and vitality of our urban community.
- Monitor the development of projects funded through the City of Phoenix Citizens’ Bond Committee Program.
- Seek to recruit and retain members through communication, promotion, and membership activities.
- Protect, enhance, and promote business interests in the Central City.
- Advocate for a safe and crime-free environment in the Central City.

CAPITOL MALL

Arizona’s Capitol Mall District should reflect the quality of our state and local government, the health of our economy, and the beauty of Arizona. Phoenix is the largest capital city in the country. PCA will work with government, businesses, human service providers, neighborhood groups, Arizona State University, and property owners to continue the revitalization of the District.

Objective

Adopt and implement the Capitol Mall Centennial Plan as developed by PURL and sponsored by the PCA, establishing a general layout of the Capitol Mall District along with parameters for the design of the Capitol Mall complex and its associated urban connections.

Strategies

- Work with the State of Arizona, the Legislative Governmental Mall Committee, Maricopa County, the City of Phoenix, and all existing stakeholders to adopt and begin implementation of the Capitol Mall Centennial Plan.
- Assist the Arizona Department of Administration (ADOA) in its continued efforts to implement its strategic vision for site acquisition and development.
- Assist Maricopa County with the implementation of its plan for expansion within the Capitol Mall District.
- Support ADOA's capital budget recommendations and building renewal requests to ensure that the necessary funding is available for facilities and grounds.
- Ensure that the Centennial Flagwalk is implemented along Washington Street from 7th Avenue to the State Capitol.

Objective

Support the Human Services Campus as it continues to develop and serve the community.

Strategies

- Ensure that supportive transitional facilities including housing are planned and developed.
- Support the development of a Human Services Campus endowment fund.
- Work with Maricopa County to ensure that the Human Services Campus model is duplicated in other districts within the county.

Objective

Facilitate private development projects and investment opportunities consistent with the Capitol Mall Centennial Plan.

Strategies

- Attract investors and developers to ensure amenities are in place to meet the growing needs of those who work, live, and visit in the District.
- Complete a visual presentation to use in attracting potential developers and investors to the area.
- With the City of Phoenix, develop financial and other incentives to ensure that private-sector development continues.
- Engage all stakeholders in the renewal process.
- Fulfill the Memorandum of Understanding with the Downtown Phoenix Partnership as it relates to affordable housing development in the District.

CENTRAL AVENUE

Central Avenue is Phoenix's "Main Street." With the coming of light rail, it will take on even more significance. Continue to focus attention toward attracting greater economic investment along this dynamic thoroughfare and help to develop an adaptive reuse policy that makes sense.

Objective

Continue to implement key points of the Central Avenue Corridor Economic Development Strategy.

Strategies

- Make infill development easier outside the Urban Form Zoning boundaries.
 - Streamline the development process to the remainder of the Central Corridor.
 - Create a flexible, comprehensive, mixed-use zoning ordinance.
 - Reduce, defer, or abate development fees for high-quality infill projects.
 - Identify and establish new redevelopment areas to facilitate site assembly.

- Coordinate with the City of Phoenix for revisions to the zoning code that relate to residential density and lot coverage.
- Create a unified, grand identity for Central Avenue.
 - Work to implement the creation of a business improvement district.
 - Utilize arts programs and events to promote the corridor.
 - Explore the possibility of utilizing unused private land for public art.
- Expand the range of economic development tools.
 - Explore best practices for incentives.
 - Pursue legislation to allow Tax Increment Financing.
 - Create special incentive zones.
- Develop and promote public/private partnerships.
 - Collaborate with organizations to lobby for urban revitalization incentive programs at the city, state and federal levels.
 - Explore opportunities for engaging PURL for input on Central Avenue.
 - Work with property owners to retrofit and modernize existing buildings to attract targeted user groups.
 - Work with neighborhoods and adjacent commercial districts to reaffirm the grand vision for Central Avenue.
 - Work with Valley Metro Rail, the City of Phoenix and property owners to implement an appropriate landscape program for Central Avenue between Fillmore and Roosevelt streets.

Objective

Steele Indian School Park has become a significant regional park and an asset to the city, serving over 350,000 visitors annually. Continue to promote its development and programs.

Strategies

- Continue to seek, promote, and accept grants and funding for programs and development.
- Work with the City of Phoenix to create linkages to other Central City amenities.

Objective

Assure that new high-rise residential projects are well integrated into the Central Corridor to distinguish the area as a pedestrian-friendly area along its main connector, light rail transit.

Strategies

- Work with the City of Phoenix, property owners, and other stakeholders to develop plans and create opportunities for transit-oriented development in the evolving commercial districts on cross streets adjoining the light rail transit on Central Avenue.
- Focus on enhancing the Central Avenue Corridor between 7th Avenue and 7th Street to create a more pedestrian-friendly environment that includes shade and bicycle paths.
- Continue to work with Historic McDowell Now to improve its commercial district.
- As a result of light rail, parade routes have been diverted. Explore opportunities to enhance the image of Phoenix along newly defined parade routes.

EDUCATION

The future of Arizona colleges and universities are inexorably linked to the health of our community. The expansion of our universities in downtown Phoenix is fueling new economic development capacity and spurring new growth both locally and statewide. PCA is committed to pursuing opportunities to leverage resources from the private sector to advance our mutual goals.

PCA will continue to focus on the needs of our primary and secondary schools and our growing urban population.

In addition, PCA will work to ensure that our members remain focused on long range issues critical to the future development of our urban landscape.

Objective

Pursue opportunities to develop and enhance resources for higher education in the Central City.

Strategies

- Continue to assist and support as requested the Arizona Board of Regents, The University of Arizona Medical School in Downtown Phoenix, and ASU as they expand their facilities, colleges, and programs in downtown Phoenix.
- Continue to assist and support ASU with its ongoing expansion in downtown Phoenix, including ASU at the Mercado, University College, the College of Design and PURL, the College of Nursing, the Walter Cronkite School of Journalism and Mass Communication, KAET Channel 8, and other colleges and departments as requested.
- Continue to work with Northern Arizona University as requested as it expands its presence and programs into the Central City.
- Continue to assist the Maricopa Community Colleges system as requested as it continues to grow in the Central City.
- Assist and support as requested to attract other institutions of higher education to expand our Central City resources.
- Continue to chair the President's Advisory Council for Gateway Community College.
- Continue to chair the KAET Channel 8 Community Advisory Board.
- Continue to serve as a member of the ASU Provost's Business Advisory Council, the ASU College of Nursing & Healthcare Innovation Business Advisory Group, the ASU Council for Design Excellence, Northern Arizona University President's Valley Board of Advisors, and The University of Arizona College of Medicine Advisory Board.

Objective

The performance and success of the day care facilities, elementary schools, high schools, charter schools, and youth programs in the Central City are integral to the stability and future development of our community. PCA will ensure that these assets are sufficient to meet the demands of our growing urban environment.

Strategies

- Initiate a vehicle to ensure that planning for educational facilities and resources is parallel to the growing Central City population base.

- Continue to assist and support the superintendent and staff of the Phoenix Union High School District and the Phoenix Elementary School District as requested.
- Continue to assist and support the directors and boards of Central City charter schools including Arizona School for the Arts, Genesis, Metro Arts, and other charter schools as requested.
- Assist other primary and secondary educational institutions as requested.
- Work with governments and government agencies and departments as requested to assist and support public policy issues, programs, and commissions.
- Assist and support Valley Youth Theater, the Children’s Museum of Phoenix, the Arizona Science Center, the Phoenix Museum of History, the Phoenix Art Museum, the Heard Museum, the City of Phoenix Parks Department and other Central City institutions with their youth programs and expansion plans as appropriate and as requested.

Objective

In one of the fastest growing areas in the country, it is imperative to keep focused on educating our members and other community leaders about the future of the Central City and its urban landscape, with all of its economic, social, political, and environmental elements.

Strategies

- Focus on important future urban issues such as sustainable living, green development, open space, public space, economic development, and social change.
- Bring together the talent and resources of our members: leaders from business, government, education, science, culture, civic, religious and community stakeholders to engage their professional talent and expertise to develop creative ideas and opportunities.
- Use and engage local resources such as PURL, the Urban Land Institute, the Arizona chapter of the American Institute of Architects, and other professional organizations to develop programs to address local urban challenges and develop new ideas for future planning.

- Provide information to our members and the community about emerging urban issues, new challenges, and fresh ideas from our local professional resources and from our local universities including ASU, The University of Arizona, Northern Arizona University and our other educational institutions.
- Work together to discover new standards for design, planning, development, construction and urban form and help to communicate best practices for the Central City.
- Formulate and implement programs to stimulate discussion, develop goals, and implement strategies that lead to desired outcomes for the Central City's urban growth.

HEALTH & BIOSCIENCE

Health and bioscience industries represent Arizona's top economic priorities. The location of the Translational Genomic Research Institute (TGen) headquarters in the heart of downtown Phoenix has catalyzed a growing initiative to develop a thriving bioscience sector here. PCA will support all efforts to sustain, strengthen, and expand this significant investment and opportunity.

Objective

Ensure the continued development of the Phoenix Biomedical Campus.

Strategies

- Support the Arizona Biomedical Collaborative and the Bioscience Roadmap.
- Work with government and the private sector to ensure that the goals of TGen and the International Genomics Consortium are achieved.
- Advance the objective to make The University of Arizona College of Medicine in downtown Phoenix a world-class educational facility.
- Support efforts to expand the campus to include a College of Pharmacy.
- Work with government(s) and the private sector to support the expansion of The University of Arizona College of Medicine, Arizona State University, and Northern Arizona University on the Phoenix Biomedical Campus.

- Work with the City of Phoenix, other stakeholders and the private sector to provide space and infrastructure for the expanding business of translating research into technology.
- Ensure that as the campus grows it is connected and integrated with the surrounding amenities in downtown Phoenix.
- Ensure that the growing bioscience employment base is provided with the housing and amenities that will be required.

Objective

Ensure that Phoenix Central City hospitals and medical centers have the facilities required for the training of health care professionals to meet the demands of a growing community and an ever-challenging call to keep pace with research discoveries that will set the stage for Arizona's role in the health care marketplace.

Strategies

- Focus on streamlining the integration of health care facilities within the Downtown and Central City.
- Focus on leveraging facilities for health care delivery, medical research, and education with the highest and best use of available property to advance the greater good of the community.
- Assist health care providers as they explore relocation options within the downtown area.
- As our urban environment grows, assist Banner Good Samaritan Medical Center, Barrow Neurological Institute and St. Joseph's Hospital and Medical Center, Maricopa Medical Center, Phoenix Memorial Hospital and St. Luke's Medical Center in meeting our mutual goals and objectives.
- Serve as a communications liaison between Central City health care institutions and the business community.
- Work with the City of Phoenix to ensure that these institutions are easily connected to downtown, to the light rail, and specifically to the Phoenix Biomedical Campus.
- Work with Central City health care institutions to explore development opportunities in the areas surrounding their facilities.

- Continue to serve as a facilitator and collaborator with other stakeholders as requested.

HOTELS & CONVENTION CENTER

The Phoenix Convention Center is a major economic engine for the City of Phoenix and the State of Arizona. PCA will continue to work with the City of Phoenix to ensure that the construction of Phase II continues to move forward as planned and that the goals of the expansion are fulfilled.

Objective

Recognizing the competitive nature of the industry, work to ensure that the expansion of the Phoenix Convention Center proceeds on time, as planned, and fulfills the ultimate goals of the expansion.

Strategies

- Partner with the City of Phoenix, the Downtown Phoenix Partnership, the Greater Convention & Visitors Bureau and statewide stakeholders to support and promote the construction and ultimate expansion of operations of the Phoenix Convention Center.
- Support and assist as requested the efforts of the Greater Phoenix Convention & Visitors Bureau to use the new facility to promote the Arizona experience and achieve its potential as the premier convention center in the Southwest.
- Encourage the Phoenix Convention Center to be aggressive and competitive, seeking as a first priority convention bookings that will ensure economic stability for our downtown hotels and other businesses.

Objective

Work to ensure that new planned hotels and additional hotel rooms are located convenient to and are completed at the same time as the Phoenix Convention Center.

Strategies

- Support the City of Phoenix Community and Economic Development Department and the City of Phoenix Downtown Development Office in their efforts to complete construction of the 1,000-room Sheraton Hotel and to

attract and complete the development of other hotels and expand hotel rooms in Copper Square.

- Seek and support private development and construction of other hotels in downtown Phoenix including the W Hotel and the 12.
- Partner with the Greater Phoenix Convention & Visitors Bureau and the Downtown Phoenix Partnership to evaluate opportunities to enhance the convention hotel guest experience within the Central City.
- Work with groups to enhance other guest experiences, more specifically the Papago Park Centennial development plan.

HOUSING, URBAN INFILL & RETAIL DEVELOPMENT

Housing, urban infill, and retail development are intertwined. Housing is a critical element of our strategic plan. If we are to capitalize on our activities to date and reach our expectations, we must greatly expand our housing opportunities. We have made tremendous strides. There has been significant improvement to the quality and quantity of urban housing. We are beginning to realize the range of residential alternatives in our goal to create 5,000 new homes by the year 2011, but we must continue to push housing aggressively.

Objective

Ensure that a full range of quality multi- and single-family housing alternatives are developed in the Central City

Strategies

- Assist developers in promoting products within the Central City.
- Work with Central City residential developers and area stakeholders.
- Promote home ownership.
- Work with the City of Phoenix to attract new residential developers.
- Focus on housing for workers by supporting and partnering with the Local Initiative Support Corporation, Arizona Family Housing Fund, Neighborhood Housing Services and other CDCs with proven capacity to develop meaningful workforce housing in the Central City.

- Seek more subsidies for workforce housing development.
- Work with the Phoenix Industrial Development Authority and the Industrial Development Authority of the County of Maricopa to seek workforce housing for workers in Downtown and the Central City.
- Work and support the governor's initiatives for more tax credits to create affordable housing.
- Support and accelerate the development of small business infrastructure to service new residents in the Central City and to stimulate growth of new and vibrant businesses.
- Work within the Central Avenue Corridor, the Capitol Mall District, Central City South, Phoenix Memorial Hospital, Grant Park, East Van Buren Corridor neighborhoods, St. Luke's Medical Center, and other neighborhoods as appropriate. Establish PCA as the voice of the business community.
- Assist and support the Phoenix Sky Harbor International Airport in its housing development program for noise abatement.
- Work with Arizona State University and The University of Arizona to assist with the expansion of university activity in the core.
- Accelerate artists' live/work projects and other creative amenities to attract business and workers.
- Support the YMCA's housing program.

Objective

Continue to promote a sensible and effective residential infill program in the Central City.

Strategies

- Work with the City of Phoenix and other stakeholders on the completion and implementation of the Urban Form Zoning Ordinance.
- Continue to work with the City of Phoenix to advocate for more effective and timely processing programs that respond to development needs in the Central City.

Objective

Work with Central City neighborhoods to ensure their continued revitalization and physical, social, and economic wellbeing.

Strategies

- Provide guidance and technical support to Central City neighborhoods as requested.
- Work with stakeholders to initiate and facilitate revitalization efforts in the neighborhoods surrounding Downtown and the Central City.
- Promote and support programs such as Historic McDowell Now for neighborhood commercial district revitalization.
- Coordinate, sponsor, and support events and programs that promote the urban living experience.
- As high-rise developments attract people to the Central City, create an urban environment that responds to the growing needs of these new urban residents.
- Guarantee that a railroad noise quiet zone is enforced.

Objective

Work with the City of Phoenix Police Department and Neighborhood Services Department and the Maricopa County Attorney to reduce neighborhood crime.

Strategies

- Support the East Van Buren Civic Association in its efforts to mitigate crime and blight in this gateway to the Central City.
- Work with the City of Phoenix Police Department, the Maricopa County Attorney and others to mitigate graffiti vandalism through the Anti-Graffiti Hotline.
- Work with the City of Phoenix Police Department and Maricopa County to mitigate crime and blight in central Phoenix.

Objective

Promote the development of quality retail facilities to support the needs of the expanded residential and office development in the Central City.

Strategies

- Establish a barometer of performance for retail, review trends, and determine market potential in the greater Downtown area.
- Promote Copper Square with the Downtown Phoenix Partnership, the Greater Phoenix Convention and Visitors Bureau, hotels and cultural venues.
- Partner with the City of Phoenix to obtain New Markets Tax Credit authority and work on Central City projects that could benefit from the program.
- Provide support to Historic McDowell Now, East Van Buren Civic Association and Phoenix Revitalization Corporation as they begin their commercial revitalization programs.
- Explore opportunities for the development of urban “big box” retail projects.
- Support the development of an entertainment district in the Warehouse District.
- Catalyze further development of the arts with the Phoenix Arts Commission, the arts community, and entrepreneurs to assure that Downtown and the Central City cultural assets are sustained and continue to grow and enrich the community.

TRANSPORTATION

PCA will support an integrated package of freeway, street and transit programs that are combined with sufficient circulation and support facilities for all modes of transportation, including bicycle and pedestrian trails and walkways.

Objective

Continue to work with the City of Phoenix, the business community, labor, neighborhoods, and other interested parties to develop a comprehensive multi-modal transportation plan.

Strategies

- Assure that the comprehensive transportation plan is implemented as approved by the voters and accelerated where appropriate.
- Support the Arizona Department of Transportation and the Maricopa Association of Governments as they study commuter rail.
- Promote the development of viable pedestrian paths throughout the Central City.

Objective

Continue to work with the City of Phoenix, Valley Metro Rail, the business community, neighbors and other interested parties to implement the light rail transit program.

Strategies

- Continue to work with Valley Metro Rail, the City of Phoenix, and the appointed Citizens Advisory Board to assure that the needs and concerns of the stakeholders are addressed during the construction phase.
- Continue to work with Valley Metro Rail and the City of Phoenix to facilitate communications with stakeholders regarding issues as addressed by the Citizens Advisory Board.
- Continue to work with the City of Phoenix Community and Economic Development Department to attract specialized, well-capitalized developers to complete transit-oriented development projects around the light rail stations in the Central City.

Objective

Assure that all modes of transportation in the Central City provide easy, effective, safe, and pedestrian-friendly connections with the surrounding environments.

Strategies

- Work with the City of Phoenix and the Downtown Phoenix Partnership to study, develop and implement a proactive access and parking plan for Downtown.
- Promote a shared-parking strategy.

- Work with the City of Phoenix, the Downtown Phoenix Partnership, and stakeholders to explore the expansion of a bus/circulator system throughout the greater downtown area and Central Avenue.
- Work with the City of Phoenix Aviation Department to assure connectivity with its Phoenix Sky Harbor International Airport Master Plan and the airport's expanded western boundary.
- Work with the City of Phoenix to enhance connectivity with Rio Salado.
- Work with the City of Phoenix, the business community and other stakeholders to study the 7th Street/7th Avenue corridors, streetscape, street-crossing safety issues, and freeway accessibility.
- Work with the City of Phoenix, Valley Metro Rail and the Downtown Phoenix Partnership to explore alternatives to Central Station.

Objective

Ensure that the Urban Form Zoning Ordinance is implemented.

Strategies

- Work with the City of Phoenix and the Downtown Phoenix Partnership to improve sidewalks and establish and promote sidewalk management policies that give priority to walking.
- Work with the City of Phoenix, the Downtown Phoenix Partnership and other stakeholders to identify and remove barriers to pedestrian activities throughout the Central City as appropriate.
- Work with the City of Phoenix, the Downtown Phoenix Partnership and all stakeholders to improve streetscape for pedestrians and provide protection from traffic risks.
- Work with the City of Phoenix, the Downtown Phoenix Partnership and all stakeholders to create a plan to provide shade along sidewalks where there is no shade or create respite from the summer heat.
- Work with the City of Phoenix, the Downtown Phoenix Partnership and all stakeholders to improve pedestrian connectivity by creating and identifying more walking shortcuts, such as mid-block crossings and connections between buildings.

- Work with the City of Phoenix, the Downtown Phoenix Partnership and stakeholders to identify, create, and promote summer respite stations that offer water, rest, and comfort along major walkways
- Ensure that pedestrian facilities accommodate the special needs of people with disabilities, strollers, handcarts, etc.
- Create an interest in walking by identifying and creating opportunities for public art and desert flowers and plants for the enjoyment of pedestrians.

Objective

Support the economic vitality of Phoenix Sky Harbor International Airport.

Strategies

- Endorse and promote the City of Phoenix's efforts to expand Sky Harbor and enhance international service.
- Together with the City of Phoenix Aviation Department and Valley Metro Rail ensure that the people mover connection is completed.
- Together with the City of Phoenix Aviation Department, ensure the development of appropriate land uses along Washington Street as they relate to the airport property acquisition program.
- Participate in the implementation of the City of Phoenix Noise Compatibility Program to ensure that surrounding neighborhood noise issues are adequately addressed.
- Work with the City of Phoenix on the revitalization of the property being acquired for Noise Abatement.

The Phoenix Community Alliance Board of Directors presents our Strategic Plan for 2007 – 2008.

We wish to thank our members, executive committee and committee chairs who participated in the development of our 2007 – 2008 Strategic Plan including: Murray Burnett, J. Ben Campbell, Jerry Colangelo, Steve Gervais, Larry Lazarus, Kurt Schneider, Robert Shcolnik, Martin L. Shultz, Paul Smith and Beth Steinberg.

In 2007 and 2008, the Phoenix Community Alliance commits to take the lead in Central City renewal, strengthening our alliance with government, business, education, health and bioscience leaders, and neighborhood interests to ensure the highest quality of development.

We invite you to join us in making Phoenix America's most exciting city.