

ULI AzTAP CITY OF PHOENIX

Camelback Light Rail Corridor



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ON THE COVER: World Bazaar Phx, Camelback
Community Market, Family Movie Night Solano
Park, CamelbackYard Community Food Hub,
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ABOUT THE URBAN LAND INSTITUTE

The Urban Land Institute is a 501(c)(3) nonprofit research and education organization supported by its members. The Institute now has members in 95 countries worldwide, representing the entire spectrum of land use and real estate development disciplines working in private enterprise and public service. As the preeminent multidisciplinary real estate forum, ULI facilitates an open exchange of ideas, information, and experience among local, national, and international industry leaders and policy makers dedicated to creating better places.

The mission of the Urban Land Institute is to shape the future of the built environment for transformative impact in communities worldwide.

More information is available at uli.org.

ULI Arizona Leadership

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ABOUT ULI ARIZONA

The ULI Arizona District Council was formed in the early 1980s, as a direct response to the need for educational forums and events at a local level. ULI Arizona is a statewide convener for dialogue among industry leaders, providing an unbiased and non-partisan exchange of ideas relevant to Arizona communities. ULI Arizona boasts nearly 1,100 members with one of the highest member participation rates of any ULI District Council.

ULI Arizona is a think-tank for the public and private sectors on a wide array of development issues. Through programming, initiatives, and outreach activities, ULI Arizona fosters collaboration within and beyond our membership to support vibrant, healthy, and competitive communities throughout Arizona.

More information is available at arizona.uli.org.

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ULI ARIZONA TECHNICAL ASSISTANCE PROGRAM

The ULI Arizona Technical Assistance Panel (AzTAP) Program is a service offered to assist Arizona municipalities, counties, regions, and nonprofits in the study of complex land use planning, development, and redevelopment issues. Leveraging the expertise of the Urban Land Institute's seasoned professional membership base, a ULI AzTAP panel is convened as a strategic think tank to provide advice in response to a community's land use and development questions. AzTAP panel members offer fresh and independent perspectives on a variety of questions related to land use and real estate strategic decisions ranging from site-specific projects to public policy questions. The panel of multidisciplinary industry experts is curated based on the study area context and the development related questions that are being examined.

The ULI AzTAP was initiated by the ULI Arizona District Council in 2003 as an extension of the time-tested national ULI Advisory Services Program that was established in 1947 with proven success for its comprehensive, pragmatic approach to solving land use challenges. Technical assistance interdisciplinary panel teams are carefully chosen for their specific knowledge and the holistic lens that they provide to help resolve local issues.

Communities gain valuable insight and direction from highly qualified industry professionals who volunteer their time. Professionals who bring their expertise to bear also receive an intimate understanding of the unique development opportunities and challenges facing communities. The interaction among panel experts, local communities, and residents builds opportunities for strong public and private

sector collaboration to promote thriving Arizona communities. The focus and scope of issues defined by the local sponsoring community make each AzTAP unique, so the approach is intentionally flexible to tailor it to the specific needs presented. Past ULI Arizona AzTAP reports are available to view and download at www.arizona.uli.org.

The goal is to make the best and brightest talent in the industry available to local agencies needing assistance with development challenges.

ACKNOWLEDGEMENTS

ULI Arizona is grateful to the City of Phoenix and a strong team of neighborhood leaders for their partnership and commitment to this effort.

Special appreciation goes to Councilwoman Laura Pastor for her vision and steadfast leadership and support; the Phoenix IDA for underwriting costs to make the ULI AzTAP possible; and the City of Phoenix Departments of Community and Economic Development, Planning and Development, and Neighborhood Services for coordination and preparation of background and briefing materials. ULI Arizona would like to specifically recognize Lisa Higgins-Hubbard, Joél Carrasco, and Jeff Stapleton for their hard work and contribution to this effort. Special thanks to Eddie Gonzalez for the drone flyover and footage.

The panel would also like to thank the community stakeholders, neighborhood leaders, and business owners who shared their perspectives, experiences, and insights with the panel - Terry Benelli, LISC • Renee Bermudez, Colter Block Watch • DeDe Divine, Native American Connections • Gabe Gardner, Local First AZ • Isaac Jensen, IRC • Steve Capobres, Catholic Charities • Jessica Gonzalez, LISC • Charley Jones, Pierson Place • Joe Keeper, Native American Connections • Gary LaBlanc, AmeriSchools • Kimber Lanning, Local First AZ • Danielle Luna, IRC • AJ Marsdon, Pasadena Neighborhood Association • Kyle Paine, Community Development Partners • Pam Pawlowski, Grandview Neighborhood Association • Jose Pombo, Vivo Partners • Gabe Saia, Saia Enterprises, Inc. • Sam Sears, Arizona Taco King • Randi and Steven Stills, Simpson Neighborhood Association • Tek, ABC Mart • Tho, Milk Run

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AzTAP PANEL

Moderator

C.J. Eisenbarth Hager, Director of Healthy Communities, Vitalyst Health Foundation

Panel Members

Trevor Barger, FAICP, Founder and CEO, Espiritu Loci; ULI2D Community Mural Project Committee Chair

Haroun Cowans, Chief Real Estate Officer, Five Points Development Corporation (Denver, CO)

Kurt Creager, Executive Vice President, BRIDGE Housing (Seattle, WA)

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John Vlaming, Community Development Director, City of Eloy

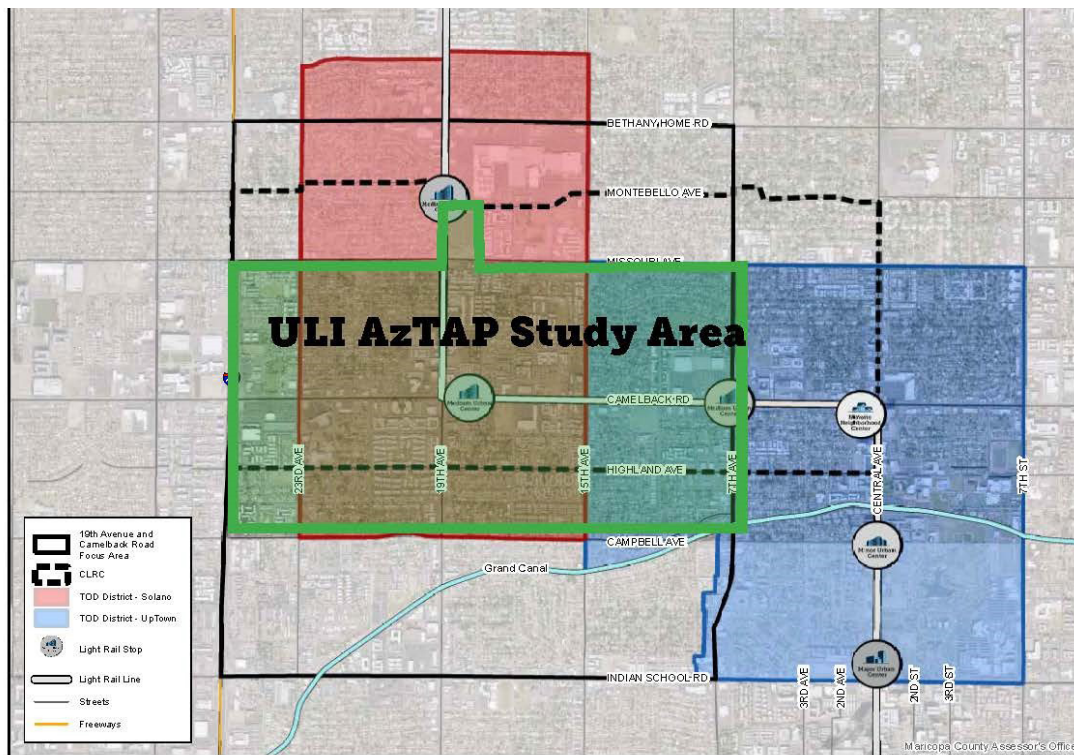
Jacob Zonn, Director of Land Development, Becker Boards



ISAAC JENSEN

Art at Camelback Community Market.

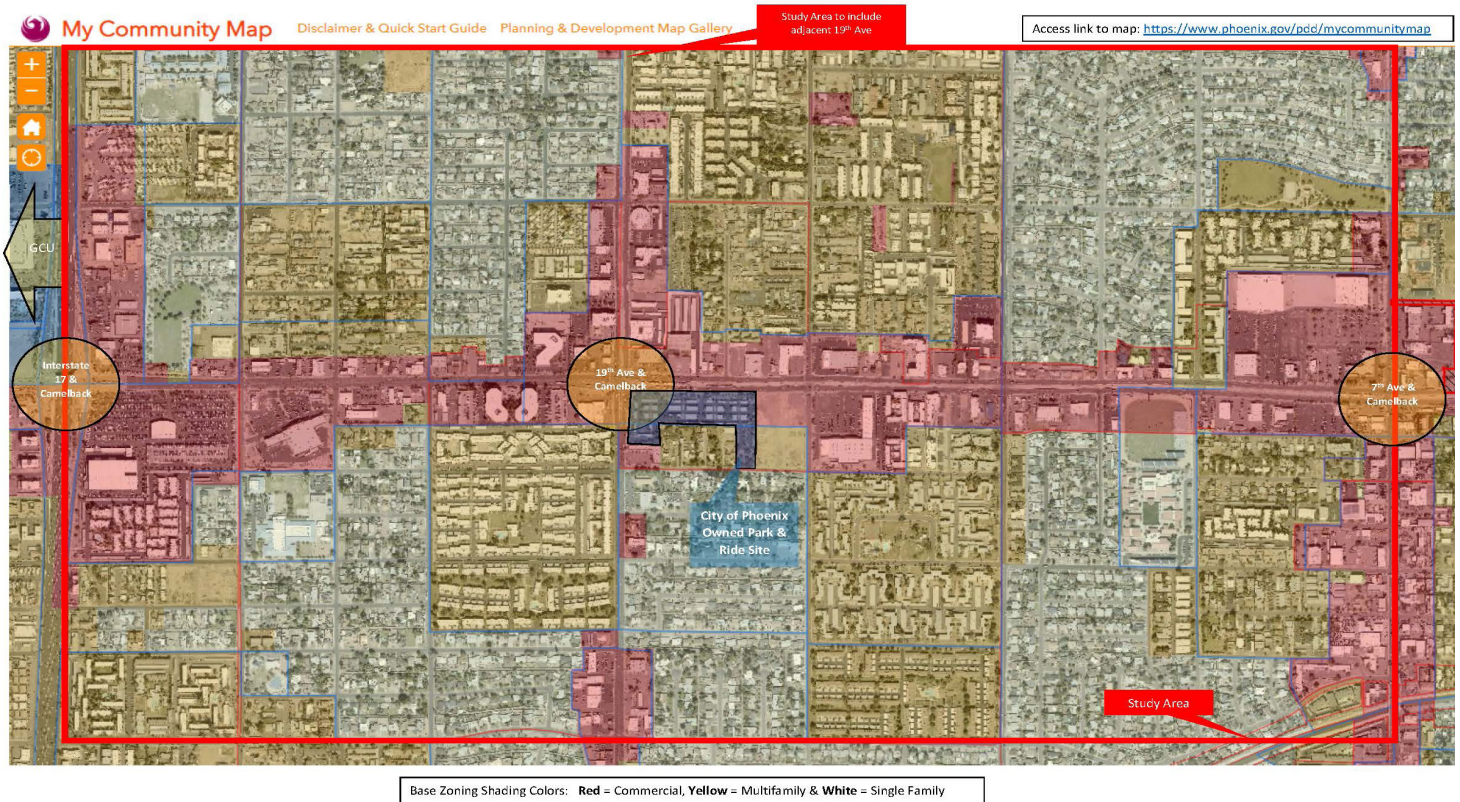
ULI AZTAP PHOENIX CAMELBACK CORRIDOR



19th Avenue and Camelback Park and Ride

AREA OF FOCUS

The area of focus is 7th Ave to Interstate-17, and Camelback (Campbell) to Missouri with emphasis on the market feasibility of 19th Avenue and the other city-owned properties.



PURPOSE

The goal of the ULI AzTAP with the City of Phoenix is to target underutilized and vacant properties for development opportunities along the west Camelback area of the light rail corridor. The corridor has a diverse mix of international culture as a refugee resettlement area and boasts a variety of unique micro businesses. The ULI AzTAP identifies strategies to strengthen cultural identity around equitable economic development and community place-keeping opportunities.

Sandwiched between the high growth centers of downtown to the east and Grand Canyon University to the west, the winds of development interest are blowing into the corridor and displacement and gentrification are deep concerns. The area is home for many people of diverse cultures and income levels so inclusive revitalization strategies are needed. The primary goal of the ULI AzTAP is to recommend an equitable development framework focusing on the unique cultural and international identity as assets to maintain and promote. The alignment of development and investments should not displace or erase what makes the corridor exceptional.

COMMUNITY SUPPORT

The study area is in City of Phoenix Council District 4 led by Councilwoman Laura Pastor. Councilwoman Pastor's passion for the Camelback Corridor and its residents and businesses is enduring. She champions departments at City Hall - Community and Economic Development, Neighborhood Services, and Planning - to steadfastly work together with an amazing group of partners - the Phoenix IDA (the sponsor of this Camelback Corridor AzTAP), the International Rescue Committee (IRC), Local Initiatives Support Corporation (LISC) Phoenix, Local First Arizona, Catholic Charities, ULI Arizona, and more - and ensures community members are always involved.

Councilwoman Pastor works to honor the legacy of beloved community activist [Donna Neill](#), former head of the Neighborhood Activity Inter-Linked Empowerment Movement, a neighborhood organization with a mission to make the neighborhoods thrive and be safer. She embraces community goals that Donna advocated for and keeps focus on:

- Maintaining passion to keep the community together and to always evolve
- Keeping the people who live in the neighborhoods intact and at the forefront
- Creating, listening, and continuing to make the community thrive
- Reflecting the community spirit in development in the corridor

“I want to recognize our past and give honor for the work that has been done. I want to honor our current place and our future.”

– Laura Pastor, Councilwoman District 4



MICHAEL PETERSEN-INCORVAIA

Councilwoman Laura Pastor's murals in her office at City Hall commissioned by two local Hispanic artists, Jose Andres Giron and Roman Reyes: a testament to the diversity in her district and the unique communities she represents.



Councilwoman Laura Pastor's murals in her office at City Hall commissioned by two local Hispanic artists, Jose Andres Giron and Roman Reyes: a testament to the diversity in her district and the unique communities she represents.

BACKGROUND AND PROCESS

UNIQUE VIRTUAL EXPERIENCE

The pandemic required the process for this AzTAP to pivot to a virtual experience, but that also brought the opportunity to engage in new ways electronically and with professionals from across the country. To avoid Zoom fatigue, the discussion was divided into manageable bites over three days February 22-25. The virtual AzTAP supported the participation of engaged stakeholders who currently invest, live, and work in the study area to draw upon the lived and worked experience of people within the corridor.

Numerous stakeholders were interviewed to support the panelists and attended all three days of the virtual panel discussions, demonstrating the importance of the conversations and the significant interest to spark positive momentum. Zoom also supported robust discussion and input within the chat function which added local texture to the conversations.

The volunteer ULI AzTAP Committee team worked diligently with city staff and neighborhood leaders collecting background data to support an electronic compilation of briefing materials to prepare the panel for the conversation.

“We could make this a world culture place. It could be a destination to celebrate culture in a time where we need to be more inclusive.”

- AJ Marsden, Pasadena Neighborhood

VIRTUAL TOUR – STUDY AREA VIDEO

In the place of an in-person study area tour, a short video montage of stakeholder videos, study area photos, and drone aerial footage was compiled as a means of physically orienting the place for the AzTAP panel members, especially national panelists who were contributing knowledge from states across the country and could not visit the study area in person. Additional perspective into the unique land use issues along the corridor were expressed in the video by area stakeholders, businesses owners and residents. [To view the video, click here.](#) Excerpts extracted from the video transcript are below.

- “area has good bones with great potential”
- “while the area is not yet vibrant, the people are amazing”
- “don’t have the mix and match of commerce, services, and stores yet”
- “potential for more mixed income mixed use development, diverse type of housing stock for different income levels”
- “daily vision around Camelback and 19th Avenue is difficult”
- “19th Avenue and Camelback is the biggest red dot on the map for the police department”
- “area has crime and vacancy”
- “need more people with more eyes and ears and more action”
- “need more policies in place, but don’t want to unfairly police an area”
- “major mobility - all modes with very heavy traffic”
- “heavy presence of pedestrians along with people” experiencing homelessness
- “Solano Park is known for attracting transients”
- “area has great potential to help refugee families not just settle here but also start a business and thrive here”
- “strong refugee community with a lot of artists in the area and people that want to share their food, culture, and art”
- “people are looking to connect”



Google Earth Pro was used to do a virtual flyover to orient panelists to the study area.

“Acknowledge that we are discussing the land around 19th Avenue and Camelback, which is on the traditional land of the O’odham, Akimel Oodham and the Hohokam Peoples. We honor with gratitude the land itself and the people who have stewarded it throughout the generations. This calls us to commit to learn how to be better stewards of the land we inhabit as well.”

- C.J. Eisenbarth Hager, AzTAP Panel Moderator

LAND ACKNOWLEDGMENT

Given the nature of important conversations around displacement and gentrification, a land acknowledgement is a tool that grounds respectful discussions to center on the people and place. It is a formal statement that recognizes and respects indigenous people as traditional stewards of the land and the enduring relationship that exists between indigenous people and their traditional territories. Fairly common in places like Canada, New Zealand and Australia, it is gaining popularity in the US. It calls us to commit to learn how to be better stewards of the land respecting the place and the people who live there now and in the past. Learn more about [Land Acknowledgements](#) and [indigenous territories](#).

AzTAP PROCESS



KEY QUESTIONS

The ULI AzTAP panel was composed of real estate and development professionals, designers, arts and place-keeping experts, health and equitable development practitioners, and community organizers, all of whom brought a wide range of perspectives to the AzTAP assignment.

ULI panelists reviewed briefing materials and worked diligently to answer key questions around equitable economic development strategies to support community efforts to revitalize the Camelback Corridor.

Discussion was guided by questions on the topics of:

1. **Activating the Vision**
2. **Assessing Market and Real Estate Opportunities**
3. **Place-Keeping - Making and Preserving a Great Place**
4. **Branding - Celebrating the Story**
5. **Safety - Strengthening Neighborhood Resiliency**
6. **Developing an Inclusive Implementation Framework**
7. **Top Priorities**

WHAT IS EQUITABLE ECONOMIC DEVELOPMENT?

Cities thrive when all people can live in safe, stable, affordable homes in healthy neighborhoods connected to opportunities without fear of displacement. Equitable economic development unlocks the full potential of the local economy by dismantling barriers and expanding opportunities for low-income people and communities of color. Through accountable public action and investment, it grows quality jobs and increases entrepreneurship, ownership, and wealth. The country is facing an unprecedented public health, economic, and housing crisis due to the coronavirus pandemic, a crisis that is falling disproportionately on Black, Indigenous, and other communities of color. PolicyLink created the All-In Cities Anti-Displacement Policy Network (ADPN), a national network of more than 65 leaders from 11 cities to work together to ensure city-led economic development strategies are deployed equitably for all residents, to fight displacement and to build thriving cities.

For information, visit www.policylink.org.

BACKGROUND RESEARCH

Background information was collected and provided to AzTAP panel members by the City of Phoenix Planning Department, Community and Economic, and Neighborhood Services Developments, and stakeholder organizations containing important market and demographic profile data and reports. The ULIAzTAP Committee and City of Phoenix Staff hosted a Pre-Panel Briefing on February 16th where panelists were guided through the prepared briefing materials and Reinvent PHX Policy Plan summaries.

Key Briefing Material Data

- City Owned Land with aerial maps and key site details
- Crime & Safety data with Crime Heat Maps, Point-In-Time Homeless Count Maps & news articles on recent violent crimes
- Demographic Data for the Study area as well as within a 10-minute drive time
- Drone Footage & Aerial Maps
- LISC Corridor Report
- Real Estate Market Data outlining sales, historical rents and historical occupancies for multi-family, industrial, office and retail
- Recent ReZoning Cases within the Study Area including Reinvent Phoenix Reports and the base zoning case
- Schools & Employment data within the Study Area
- Stakeholder Interviews
- Study Area Pictures
- Traffic & Light Rail Counts including vehicular and light rail ridership



City Briefing Exec Summary



City Owned Land



Crime & Safety



D4 2017 effort



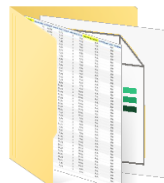
Demographics



Drone Footage & Aerial Maps



LISC Corridor Report



Real Estate Market Data



Recent ReZoning Cases



Schools & Employment



Stakeholder Interviews



Study Area Pictures



Traffic & Light Rail Counts



Zoning, Policy Docs & Gen Plan

Briefing resources were organized electronically and provided to the Panelists to study in advance.

STAKEHOLDER INTERVIEWS

ULI AzTAP volunteer committee members conducted interviews with a diverse group of stakeholders to help the panelists learn about the experiences, needs and opportunities of residents, business owners, and investors within the corridor. This provided on the ground perspectives from people living and working in the corridor and their hopes for the future. The findings are summarized below.

	strengths	challenges	opportunities
Vision	<ul style="list-style-type: none"> Long term residents that care and are willing to invest in the community. People and diversity of residents Strong partner engagement – IRC, LISC, Vitalyst, Catholic Charities, Local First AZ, and others City of Phoenix commitment Lisa Huggins-Hubbard Multi-mobility – walking, biking, light rail, driving Tight knit community – feeling of belonging People want to stay “on purpose” Strong spirit to build businesses, especially in refugee communities starting over here City providing access to community meeting spaces 	<ul style="list-style-type: none"> Congestion and infrastructure of area not conducive to walking and biking School staff turnover Feeling of neighborhood stagnation Language barriers Uncertain future on city-owned land – timing, vision Need more neighborhood volunteers 	<ul style="list-style-type: none"> Stronger force backing and thinking outside the box Front yard meetings Promote cultural competency and proactive engagement with leaders from different refugee groups in meetings to activate the vision Focus on Complete Streets More and new public-private-nonprofit partnerships, and with schools and churches Create a cultural hub – MN refugee/ cultural hub model Expand fresh food presence in the area / corner stores Business and home ownership RFPs on city-owned land Create a robust ambassador program that can check in with the neighborhood and see how they’re doing or what they need Create a neighborhood best practice toolbox to give ideas of how other neighborhoods succeeded and dealt with issues Demonstration projects – model it
Market/Real Estate	<ul style="list-style-type: none"> City-owned land Camelback Yard, World Bizarre, farmers’ market, pop up events, movie nights in the park, police/city events in area Keep AZ Beautiful Garden is an asset Low cost housing and rents Jobs nearby Proximity to the Madison District schools Within walking distance to grocery stores Affordability acceptance Some restaurants now able to accept payment from GCU students via meal plan 	<ul style="list-style-type: none"> Lack of retail, office, and mixed income housing Recent affordable housing is geared toward senior market, need to include housing for refugee and immigrant populations Many businesses were forced to close their doors temporarily following the pandemic. Limited language and digital literacy made navigating aid incredibly difficult. Out of state and country vacant property owners Less disposable income City incentives aren’t working 	<ul style="list-style-type: none"> Stable commerce where everyone feels welcome Incubators for the local businesses Permanent space for international market and pop ups Replace some of the Goodwill parking lot with an event plaza (smoother pavement, more shade, a better street presence for pedestrians, etc.) More neighborhood focused retail Activate the canal! Focus on mixed income and walkable density around light rail stations

	strengths	challenges	opportunities
Market/Real Estate		<ul style="list-style-type: none"> Surrounding neighborhoods possible opposition to growth/expansion into their areas Difficult to do mixed use projects with LITHC – need new options Lack of places to host events 	<ul style="list-style-type: none"> Workforce and job skills training New market tax credits Opportunity zone More development partnerships to accomplish income mix
Land Use / Design / Redevelopment	<ul style="list-style-type: none"> Proximity to Central Phoenix Cultural diversity Transportation hub – I-17 and light rail Close to the desirable Central corridor 	<ul style="list-style-type: none"> Lots of vacancy – land, storefronts distressed properties – along the corridor Parking lots on the street No architectural street wall or an activity zone for a good portion Strip mall shop space and big boxes New housing developments in the area are self-servicing Light rail is a traffic circulation constraint No place to walk for coffee Substantially under-developed land between 17th Ave. & 19th Ave. Businesses not attractive or inviting Lacking public amenities New projects pushing people out Residents are concerned about being able to afford to stay in the area Fear of further separation Higher rents forcing businesses out of corridor 	<ul style="list-style-type: none"> Valuable pieces can be augmented with context sensitive design to represent the unique spirit and cultures Food hall concept that connects local chefs/growers/farm sites Mixed use housing Independently owned storefronts with local artisans Restaurants – local refugee owned and local chains Coffee shops Redevelop liquor stores Health and wellness Invest in arts and culture and food Community gardens Smaller footprint building Use arts, culture and food as a way to break down NIMBY fears AmeriCorps Incubator spaces for refugees Marketplace concepts – Minneapolis and Indianapolis (but focused on equity)
Sense of Place	<ul style="list-style-type: none"> Feels like a traditional neighborhood, almost 1950s, magical The community gardens are great assets, but not fully known/appreciated by the local residents International culture and diversity make the place unique Burmese refugees in particular have remained on the corridor Diversity in demographics promotes character and identity 	<ul style="list-style-type: none"> Lack of places for people to gather and socialize and host events No sense of ownership on random parcels Negative outlook, both inside and outside the area Neighborhood is not aesthetically pleasing Huge chasm between people that “have” and “have-nots”/ residents vs. the transient community 	<ul style="list-style-type: none"> Host an organized painting project in the corridor activate pride Market the area as a cultural destination International cuisine – Food Network, press Branding to distinguish the neighborhood More events Preserve the authenticity Neighborhood clean-up Local restaurants focusing on supporting the neighborhoods Murals and public art

	strengths	challenges	opportunities
Safety	<ul style="list-style-type: none"> Canalscape has helped with homelessness and garbage 3rd Ave & Coolidge property redeveloped into market rate apartments will help canal cleanup 	<ul style="list-style-type: none"> Congestion and lack of pedestrian/bike safety Parking lot safety High crime concentrated areas – theft, assaults, vandalism Homelessness and transients High number of sex offenders Perception of crime Distrust of the police Calling the police not feeling the best ways to feel safe Law enforcement – hammer and nail approaches Valley Metro Respect the Ride – forces people off end of line at 19th Ave. and Camelback Aggregating large homeless population with no services bleeds into neighborhoods 	<ul style="list-style-type: none"> Streets murals to slow traffic and signal entry to a multicultural area Make retail more accessible Bike lanes Help people feel safe where they are Safety at Solano Park and on Metro Complementary safer feeling businesses Focus on the root of problems Implement services for the transients and homelessness

PHOTO CREDIT: JACOB ZONN



ABC Mart owner Tek talking to AzTaP Committee Chair Mark Davis.

PHOTO CREDIT: VITALYST HEALTH FOUNDATION



Fresh Food at the ABC Mart.

Fresh Traditional Food at Neighborhood Markets

The Camelback Corridor has network of small neighborhood markets which are assets to strengthen neighborhood cohesion and social environments. (See food markets map on Page 27 of the [Solano Health Impact Assessment](#).) In 2018, Vitalyst Health Foundation (formerly St. Luke's Health Initiative) partnered with the International Rescue Committee (IRC), the resettlement organization for new Americans moving to the US. To address the lack of traditional international produce in conventional supermarkets, Vitalyst provided a grant to the IRC to help farmers who are resettling grow their traditional food. Corner store markets that lacked fresh produce, like the ABC Mart, were identified and matched to the local farmers. It has been so successful that IRC is replicating the program on a national level.

KEY ACTION ITEMS

Based on the background research, virtual tour information, stakeholder interviews, and three days of AzTAP panel working sessions, the following key actions were identified and will help set the table for equitable implementation::

Grow the Existing Foundation

The City must help guide the establishment of an organizational entity - a Community Development Corporation (CDC) - to execute the identified priorities (see page 44) and to engage the community to have a collective voice. The CDC could be set up and run by community members or local groups, working closely with the City. Initial funding could come through intermediary organizations, like LISC and there could be consideration of some city-level funding. For example, Philadelphia provides CDC grants for housing priorities.

1. Stakeholders must be vested and within the area.
 - Include key neighborhood leaders, large property owners and employers.
2. Partner with existing community development entities (i.e. LISC, IRC).
3. The community organization can define equitable development specifically for the area.
4. Allow the community to brand the area.
5. Create a "Community Manager" within the organization.

Invest in Primary Improvement Opportunities

Embrace existing infrastructure and examine redevelopment through a lens unique to the area.

1. Activate City-owned land with temporary uses and gathering spaces.
 - Invest in current infrastructure and City-owned land strategically to promote and protect the rich cultural foundation.
 - Use the land for creative entrepreneurial

space, such as with old rail cars or shipping containers.

- Leverage art, community-led events and partner with existing organizations and foundations within the area and host weekly instead of yearly.
2. Use Community Benefits Agreements for new development to maintain affordability.
 3. Examine land trust models (i.e., Community Investment Trust) to grow local ownership.
 4. Activate current policies that support the vision to bring vibrancy and guide development.
 - Add shade to sidewalks and transit stops.
 - Test Complete Streets and add bike lanes.
 - Seek national foundation investment and funding opportunities.

Be Creative with the RFPs

The RFPs must align with the creation and implementation of the first two Action Items and support the community organization's direction and results. Small incremental changes will create the potential.

1. Divide projects into smaller pieces with flexibility to separate RFPs to better capture market opportunities.
2. Ensure community is at the table.
3. Encourage partnerships with culturally competent locally based organization(s).
4. Include public benefit components.
5. Create public private partnerships to develop more shared curated spaces like Lyceum Park and Grant Park.

ACTIVATING VISION

The vision of the Camelback light rail corridor is to be a vibrant, culturally diverse destination and an affordable and unique place to live and work. The heart of the community is illuminated by the rich ethnic backgrounds and international culture and boasts an authenticity not replicated anywhere else in Arizona. Through the Solano and Uptown Policy Plans of the ReinventPHX initiative (adopted June 2015) and other neighborhood planning efforts, there has been extensive outreach and engagement developing the community vision to celebrate and build the corridor so that it thrives, remains diverse, and keeps neighborhoods intact. Residents, community leaders and stakeholders have been working to create a distinct international village that people know as a special

destination and some elements have been slowly coming to fruition. The Reinvent Solano and Uptown Phoenix Policy Plans are a general script for the vision and the ULI AzTAP panel examined key action items to step it further to ensure:

- The corridor has intact refugee communities and small businesses
- It celebrates its authentic international culture with art and people
- The central focus of community development embraces people entering the corridor, but does not displace people from their homes



World Bazaar & Phoenix Community Market



IRC New Roots Aquaponics Garden brings fresh food.

World Bizarre and Pop Ups

The Bizarre is an [international market](#) where 65+ vendors sell an eclectic assortment of goods reflecting diverse world cultures regular. Monthly pop-ups have been held in Goodwill parking lot. With sponsorship from State Farm, Movie Nights had success activating the previously empty Solano Park.

IRC New Roots Community Farm Program

A unique [food security program](#) that focuses on giving participants the opportunity to grow their own produce for their family with emphasis on training refugees how to sell their produce in the community.

Camelback Yard

The New Roots [urban farm site](#) hosts weekly produce box sales, classes, and garden beds. Located near 17th Ave and Camelback Rd., the farm supports local refugee and immigrant farmers and small business owners growing organic produce through an aquaponics greenhouse.

How Can the Vision be Activated to Enhance Vibrancy and Guide Development of the Area?

“Every neighborhood has some manner of inherent value. It’s really your job to sort of pan for gold, if you will, to identify those areas of opportunity.”

- Kurt Creager, AzTAP Panelist

Manage the vision to balance priorities, expectations, and realities.

Various conceptual imagery in vision documents reflect large block market development and seems out of character with community expressions for smaller-scale incremental growth. Certain priorities may be competing with desire to attract market development and guard against the effects of success at the same time. Be as clear as possible depicting what the community wants and protecting against what is not desired to manage expectations through market changes.

Add vibrancy and keep the neighborhoods intact.

Both are important concepts for equitable community and economic development and should not be placed at opposing sides. Success will support attractive investments and keep people and businesses growing together at the same time. Quality community investment and inclusive revitalization are not be mutually exclusive.

Look with different eyes.

Stakeholders should see themselves actively participating and curating all the pieces of the vision. Various unintentional and unintelligible symbols are the only things that international residents can read and understand, certain elements speak to people and are signs of their new home.

Develop an equitable engagement plan.

Place equity at the center of all city department decision-making. This can be a naturally messy process and frequently uncomfortable but yields the best outcomes. By addressing the power and equity differential, it will be invaluable for keeping the community engaged along the way.

Lean on culturally competent engagement experts and fund them.

Utilize skilled facilitators to keep active engagement in implementation activities. Move from outreach and engagement to co-design and co-implementation. Advancing equity requires centering those most impacted and authorizing them to make decisions. Support people who can prioritize cultural awareness and competency as part of the vision. Ensure projects have the appropriate funding to do this, so that historically marginalized populations have their voices at the table. The city recently coordinated an informed RFP process with refugee-led organizations for COVID relief and this is a model that could be built upon.

Integrate cultural competency into development strategies.

Principles of equitable transit-oriented development should include tangible roles for culturally competency. Local organizations are much closer to the ground and will preserve the authenticity and the values of the neighborhoods already deeply embedded and often not outwardly visible.

Create a Community Development Corporation (CDC).

A central organization is needed to bring all the pieces together, sustain momentum, and focus on the overall place with a long-term prospective. The business community can embrace a CDC with shared appreciation in multiple ways and the development community will view a CDC as a strong partner in projects.

Develop a pedestrian and bike friendlier environment.

The vision plans all reference more bike lanes and improving walkability. The stretch between 7th and 19th Avenues is long and dangerous for people walking and biking. Camelback is like a state highway with traffic volumes. It is intimidating and people are creating their own detours through parking lots.

- Build thermal refuge areas and add shade improvements with tree lined sidewalks and other infrastructure to encourage interaction and people walking and biking. Retrofit parking facing the street with [cooling center protection areas](#).
- Test complete streets improvements before investment in major infrastructure. The streets have plenty of space to incrementally test new ideas – reduce or eliminate lanes and add creative bike racks at key locations.

Create an eco-district.

An [eco-district](#) embeds ecological principles in a neighborhood scale, sustainable development strategy to address equity, affordability, resilience, and climate protection. It uses a holistic lens with environmental, social, and economic co-benefits to create safer, habitable spaces. Instead of just adding drainage pipes in the typical public works fashion, eco-district strategies would recycle and harness drainage for other irrigation purposes. Public grounds are conceived with strategies to sustain themselves, like solar rooftops, complete streets, community gardens and housing affordability.

Focus on 17th Avenue, walkable corners, and perpendicular throughways.

Adjustment is needed to change the scale and balance between vehicles and pedestrian spaces. 17th Avenue could be a core pedestrian friendly connector providing relief from heavy traffic on Camelback. Activate it as an engaging, walkable street, especially if traffic is restricted to only local on weekends. The light rail stop is nearby, and the 17th is smaller than the major six lanes on Camelback, and it extends from the canal south to the mall north. Continue working with the property owners to enhance retail on 17th Avenue (at the hard corner a small remnant piece from light rail was recently sold to a developer. The current plan for the site is market rate, high-density residential, with some ground floor retail, and several hundred senior affordable housing units).

Develop neighborhood wealth building opportunities.

Traditional capital market sources largely export value out of the neighborhood. Commercial and residential intergenerational ownership opportunities need to be key strategies to mitigate displacement. Ownership allows people to invest and families to stay long term. When people are invested in their neighborhood, petty crime and vandalism become anomalies because people are not just churning through. The concept of an ancestral home is also a cultural imperative in many immigrant communities.

- A Community Investment Trust can generate and create wealth in the community, through business formation. There are some outdated strip centers that might be the price fit for folks to amass a retail investment platform to create a business ownership opportunity.
- Home and business ownership create value and are vital to long-term community stability. Shared equity models reward people for their persistence to stay in the neighborhood. Lease-purchase programs to help renters to ownership and selling affordable shares in new or existing businesses to residents are valuable strategies.



We Love Buhi

Founded because there were many social service organizations focused on the Buford Highway Corridor, but no one organization helping to reframe negative perceptions as assets that identify and tell people about their home. People would say it looked foreign, exotic, and different, and couldn't understand the symbols. Yet to people who relocated there, they make perfect sense.

www.welovebui.org/

Muslim Educational Trust

A community-based organization 501(C)3 connected to a mosque and is the point of entry for most Middle East, North Africa, and South Asian immigrants and refugees who settle in Portland. They develop entrepreneurial leaders who are active in real estate and in social services.

<https://www.metpdx.org/>

Hacienda CDC

A preeminent civil rights organization representing Latino communities in Oregon. Hacienda CDC is the preferred partner in local projects to curate authentic spaces and sustain long-term relationship.

<https://haciendacdc.org/>

Africatown Community Land Trust

An urban land trust that was conceived to be an antidote to gentrification in the Seattle Central District. Africatown CLT and BRIDGE Housing have worked on several projects building Africatown's capacity through limited partnership and goals articulated through a Community Benefits Agreements. <https://www.africatownlandtrust.org/>

Mercy Corps REIT

Mercy Corps is a relief organization created in about 1985. It is one of the largest NGOs in the Northwest based in Portland. They created a retail real estate investment trust (REIT) for low-income people to invest into a local strip mall. Being low income is a requirement to be an investor, nobody can be high net worth. It's a way to create stability for local vendors. It was all pre-coded to make permitting easy. It included insurance companies and hairdressers and other services, important to the whole community. Mercy Corps curated it, they bought it, and then they created the investment platform.

<http://investcit.com/>

The Sun Valley Eco-District

Sun Valley is Denver's lowest income neighborhood near Bronco's Stadium. An eco-district was formed to lead the districtwide implementation and sustainable redevelopment of Sun Valley, a neighborhood in West Denver. SVED is a nonprofit entity, separate from the City and County of Denver and the Denver Housing Authority committed to delivering projects with a social return and an economic benefit to the community.

<https://www.sved.org/>

SW Eco-District Plan: A Vision for a More Sustainable Future

A long range, comprehensive approach to transform a 110-acre, isolated federal precinct into a well-connected, mixed-use neighborhood, workplace, and cultural destination linking the National Mall and the Southwest Waterfront. As buildings and infrastructure are rehabilitated or redeveloped, the plan proposes district-scale environmental practices to achieve greater energy and water management efficiency and performance.

<https://www.ncpc.gov/plans/swecodistrict/>

Develop neighborhood wealth building opportunities. (con't)

- Community Benefits Agreements are tools for investment and maintaining neighborhood wealth. They are common in Los Angeles, San Francisco, Portland, and Seattle, but require a balancing act between expectations of what the community wants and what the project can carry. Rigorous requirements can be heavy burdens and drive costs. Housing carries long social coattails, and those expectations must be paid and absorbed somehow. Be judicious though about importing CBA expectations from other places to avoid unexpected stalemates. <https://allincities.org/toolkit/community-benefits-agreements>
- Culturally specific land trust models allow wealth to be maintained in public trust to avoid land speculation. The city could relate some of its land to culturally specific nonprofits through land trusts, instead of conveying the land directly to developers to build. A [land trust partnership](#) will also help mitigate displacement.

Adopt flexible policies to support creative, pop-up businesses.

Public policies need to be conducive for entrepreneurial activity to spark organically. Food trucks are already setting up regularly at businesses throughout the corridor with popsicle and tamale bike vendors. Nurture this small solo entrepreneurial activity not yet in bricks and mortar spaces. Vendors start out with carts at known locations, move to larger incubator spaces, and eventually grow into full-scale restaurants and retail stores. Helping these small businesses and micro-enterprises gradually move into the vacant spaces in the corridor should be a priority. Routinely evaluate policies for their effectiveness and whether they are too restrictive or are adding unnecessary costs and burdens. City staff are diligently walking people through processes now but sometimes other state and regional policies, like county health policies, impede grassroots business efforts and need help resolving.

Atlanta Regional Commission (ARC) Funding Resident Engagement

The ARC now pays residents for engagement because they are the experts of their own communities (i.e., participation of time, childcare, and funding for translation and interpretation). Previously this came out of consultant fees, instead of the public agency directly paying it.

Durham Racial Equity Budget Tool

All city departments [for every new initiative](#) and all budgetary decisions are required to cite who is helped and who will/could be harmed.

Obregon Sonora, Mexico Food Cart Pop-Ups

Every Saturday, up to 50 to 100 vendors line the highway. It began with one vendor and grew to be a neighborhood on the highway. It is bustling and it just happened, nobody planned it, nobody organized it, there's no single entity that does it. It is just the vendors organizing because they allowed to do it. International communities are used to these practices in their home countries. There is also a fear of not wanting to do something out of alignment with the culture here and getting in trouble. Understanding this and intentionally addressing in business assistance efforts is important.



Street food vendors in Nogales, Sonora

MARKET AND REAL ESTATE

As the vision takes shape it will shine a brighter light on the uniqueness of the corridor, drawing more interest from owner operators, developers, and investors. The study area is ripe for redevelopment, bookended by Grand Canyon University to the west and Uptown Phoenix to the east. Clearly articulated neighborhood implementation goals are needed to encourage equitable development and investment opportunities. There are some indicators now of gentrification and the potential side effect of displacement. For example, 25% of all the residential housing stock has changed hands in the past two years. If the trend continues, in eight years, most of the rental housing stock will have changed hands. With the area's high concentration of older apartment buildings many of them are also changing ownership and are being redeveloped which will likely raise rental rates.

The city has four publicly owned sites that are important catalyst opportunities to set the tone for future development. Valley Metro is the operator, and the City of Phoenix is the asset owner/manager of the park and rides at 19th Avenue and Camelback and 19th Avenue and Montebello. Both sites are underutilized for cars and are functioning more as gathering spots and present tremendous opportunities for their future community use. While the city already has a precedent of working with the FTA to convey transit property in city ownership for Central Station, the RFPs for these publicly owned sites within the Camelback corridor need to be examined differently to keep equity and affordability at the center of the conversations.

CITY-OWNED LAND

19th Ave. & Camelback Park & Ride	19th Ave. & Montebello Park & Ride	1610 W Camelback Road	701 W Camelback Road
<ul style="list-style-type: none"> • 6.504 acres • Current zoning C-2 • Existing use Park & Ride - 410 stalls • As of 2019, Valley Metro recommends retaining 117 stalls if redeveloped in the future. 	<ul style="list-style-type: none"> • 10.194 acres • Current zoning C-2 • Existing use Park & Ride - 794 stalls • As of 2019, Valley Metro recommends retaining 70 stalls if redeveloped in the future. 	<ul style="list-style-type: none"> • 0.717 acres • Current zoning C-2 • Existing use Billboard, Vacant Land, LRT Power Station • Could be redeveloped, maybe a 1/2 acre after the power station access is settled. Billboard would need to be relocated. 	<ul style="list-style-type: none"> • 0.273 acres • Current zoning C-2 • Existing use Vacant • Small site with billboard encumbrances. City likely holds land until surrounding properties want to redevelop.

What Real Estate Opportunities Will Build the Market for This Corridor and Support Authentic, Local Businesses?

Given the City-Owned Land, What Goals Should Be Included in the RFPs?

“City-owned land. It’s owned by the city but is actually owned by the community. The people who live there own it and should get the benefit of what happens on that land.”

- Augie Gastelum, AzTAP Panelist

Focus on the design and mix of retail.

A substantial amount of retail already exists, and certain categories may be over saturated - electronics, general merchandise, and motor vehicle. Be strategic with new retail and ensure that access is made as convenient as possible, especially at 19th and Camelback where the light rail goes both ways and accessing the corners is more difficult..

Add creative, walkable pop-up retail along Camelback.

The landscape buffer adjacent to the park and ride is between 20-50 feet wide and is valuable space for pop-up retail. Consider closing one lane of Camelback on the south on the weekends and add pop-up retail in the landscape setback which is mostly gravel. The addition of trees and shade would help pop-up creative uses flourish here.

Increase business and technical assistance efforts.

Identify the businesses operating out of homes and work to grow them into spaces as (re)development advances. Reward these urban pioneers by helping them become shareholders in the neighborhood. They need to be the champions of the vision and goals. A strategic framework for ownership and wealth building opportunities will mitigate their displacement.

Nurture incubator opportunities for microbusinesses and emerging businesses.

There is an abundance of existing talent in the area and this is the corridor’s primary asset. Incubate the makers by giving them space and opportunity to grow in the underutilized, large parking lots. Consider recycling old rail cars as fun, creative spaces (this will also recycle and reuse material). The city parcel on 7th Avenue could be an interesting location for rail cars or shipping containers to showcase local restaurants as the gateway signaling arrival to the special place.

Add gathering spaces using the city-owned land.

Gathering spaces will catalyze a mix of housing and retail options, bringing a softer character of retail, since what exists in the corridor now feels very transactional. .

Trinity Groves Incubator Program Dallas, TX

Spearheaded by the Macaroni Grill founder who sought local restaurant startups - giving them space with low rent and training. Once off the ground, they could move to permanent space at Trinity Groves, a 15-acre entertainment destination.

<https://www.trinitygroves.com/incubate/>

Seek public private partnerships to create the shared spaces.

Developers create desirable public spaces but do not curate them long-term because of associated liabilities. A partnership arrangement might have the public agency owning the underlying property and underwriting the insurance costs of space to relieve burden from businesses themselves. The city could hold the real estate and lease back to businesses, covering some maintenance of common space. Grant Park in central Phoenix is a good model where the neighborhood has a conservancy over the park to run the park facilities. Also, [Lyceum Park is a joint project](#) featuring a small stage, seating, lighting, and bike racks designed to encourage spontaneous performances by community members. The corridor has parcel just east of Camelback Yard with potential for a space like Lyceum.

Take an incremental approach to development.

Make small incremental changes to step closer to the vision, rather than wholesale changes all at once, especially with the large city-owned parcels. Invest in initial infrastructure to be seeds for larger growth, like the park infrastructure. Capitalize on assets that exist already and just need little lifts to leverage their potential. Consider small mini anchors conceptualized though incremental, interim use plans. Also, consider the timing of the city-owned sites. 19th Avenue and Camelback has an odd configuration compared to the Montebello parcel, which is rectangular and larger. It is good that Montebello is being considered first because being next to the mall might present more opportunities now.

“It’s putting together a plan with incremental steps and then figuring out which ones we could now.”

-Heather Personne, AzTAP Panelist

Hollywood Hub Partnership

TriMet and Bridge Housing are partnering to bring affordable housing to the Hollywood Transit Center. TriMet will repurpose retired MAX cars as business incubators in the pedestrian paseo connecting the neighborhood. Undercarriages will be stripped leaving the shell for handicapped accessible vessels that can be repurposed to create pop up art galleries, community meeting spaces and restaurants.

<https://hollywoodhubpdx.com/>

Portland Mercado

A formalized incubator of food cart pods for local Latinx-owned businesses and has a diverse team of bi-lingual, bi-cultural business advisors, financial coaches, and marketing professionals, working to support new entrepreneurs.

<https://haciendacdc.org/portland-mercado-and-entrepreneurship/portland-mercado/>

PODS Pop-up Shops

PODS storage containers are being used as pop-up retail stores as low-cost options instead of brick-and-mortar locations. They also provide flexibility to add shops and restaurants non-permanent location, such as at festivals or markets.

<https://www.pods.com/business/solutions/pop-up-shops>



PHOTO CREDIT: PODS

PODS Pop-Up Retail Containers www.pods.com

Ideas that should be incorporated into RFPs for city-owned parcels:

- Place equity at the center by evaluating who is being helped and who could be harmed. A [health impact assessment is a good tool](#) to engrain in the process to consider benefits from a health perspective.
- Before an RFP is issued, invite community input. While the city can provide a framework for potential highest and best use, the community should still have opportunity to provide feedback before the RFPs are issued. Stakeholders have been engaged in developing the vision for a long time. Activation has been slow, so some people may feel like they are not being heard or feel like they are saying the same things over and over. Connect to the community again to ensure all groups are heard and provide the necessary resources to engage thoughtfully. The variety of different cultures represented in the corridor make it unique, but some groups may not be heard because they speak unique languages. A [neighborhood council](#) could be set up to give guidance throughout the process.
- Add funding for tactical urbanism projects and temporary activation. Various areas in the corridor could be envisioned by community groups themselves demonstrating how they would use the space. This goes beyond culturally competent consultants and opens the door for the neighborhoods to lead in small but illustrative ways.
- Consider providing stipends to reward people for bringing ideas that would foster community driven development approaches and for community participation in the process because their knowledge and time are valuable. Stipends bring a new level of motivation and guidance.
- Require inclusive engagement to develop the proposals so that there is community input at the forefront, especially for outside developers who may not be familiar with this area. The proposing development teams should be required to investigate the different cultures and their values.
- Require partnership with culturally competent locally based organization(s). All qualified entities that help conceptualize the sites should include community-based organizations in their teams to prevent urban disenfranchisement and entities coming in and remaking the place without resemblance to what was valued before. This will also foster authentic branding and long-term commitment to the neighborhood.
- Ensure culturally aesthetic design to tie into the existing neighborhood and spur other context sensitive development.
- Require affordability both for residential and commercial. Partnerships, co-location, and land trusts are strategies that can help make affordability pencil out.
- Include public benefit components like community serving retail at a discounted rate, public open space, recreational facilities, community gathering spaces and business incubator spaces or a combination which approximate the land values so that the city can demonstrate it is getting value as part of a fiduciary responsibility to residents.
- Require shade and pedestrian friendly improvements.
- Reward vision and sustainability.
- Offer sites at different times. Do not offer all the sites at once. They are different and offering them separately will attract different approaches to each. Be creative in how the RFPs are structured, rather than asking one developer to be miraculous, encourage partnerships with other developers, community organizations and public agencies.

Fruitvale Station Village, Oakland California

The Unity Council's Fruitvale Station Village development exemplifies the importance of community organizing and establishing community anchors in equitable development. The Unity Council organized the Fruitvale neighborhood's predominately Latino community throughout a process of protesting a proposed light rail park n' ride, designing a mixed-use project, and ultimately controlling the development and operation of the project. The development provides a public market, office space, small retail spaces, a library, senior center, community health center, childcare facility, and mixed-income housing. The culturally relevant design principles—along with the provision of local services that meet community needs—has resulted in the project becoming a community anchor. This new asset in the community has directly contributed to lowering neighborhood crime and commercial vacancy rates nearby while also increasing transit ridership and catalyzing new development in the neighborhood.

<https://unitycouncil.org/who-we-are/about-us/>

Tempe Equity in Action

Recognizing that people who show up to sustainability conversations are often not the groups that bear the brunt of climate change, the [city issued an RFP](#) informed by residents to get a Council together. That Council receives stipends, and they represent a variety of different lived experiences and the purpose is to really expand the conversation on how resiliency and sustainability and climate change is impacting or is impacting residents of Tempe and how the city can respond. It took a lot at the city level to provide stipends and was not easy to go through some of the administrative hurdles. Just like architects, lawyers, nurses and doctors, residents can also be recognized for their lived experience through stipends.

PLACE-KEEPING

Public spaces enrich the social life and health of people and communities. Place-keeping ensures that the quality of a place is secured for the long term. In the Camelback light corridor enhancing sense of place celebrates and maintains the international cultures, spaces for art to be expressed in variety of ways, and welcoming storefronts and buildings.

Creative place-making/keeping leverages art and culture in tandem with great design and is a proven

accelerator for real estate development projects. It creates a distinctive sense of place—culturally rich, engaging, and economically thriving—and attracts people. The benefits of creative place-keeping can have a tremendous impact on disadvantaged communities and beyond. Those benefits apply across the built environment for mixed-use, commercial, and residential development; parks and open spaces; transportation; and more to create healthy, equitable, thriving spaces.

What Social and Physical Elements Should Be Focused on To Stimulate Momentum?

Leverage art to tell the community stories.

Work with artists from the community who are familiar with the cultures in the corridor. Remembrance design considers culture and memory aimed at strengthening place equity and authenticity. Do not just paint murals but leverage music, dance poetry, and a variety of expressions to shine light on the beauty and the richness that the community has within.

Support more pop-up community-led events.

They may not be as organized or as well branded but will celebrate community spirit and create recognition. Large events like the World Bizarre are a lot of work to put together - bringing in restrooms and security, doing all the paperwork and getting the proper permits – all the stuff that holds more events back. Smaller events are opportunities to sustain momentum throughout the year.

Tap into leadership foundations and anchor institutions as event partners.

Entities like these often want to give back to the community because they have the time, talent, and will, but may not know how to engage meaningfully. Cultivate a volunteer mentorship pipeline by pairing seasoned event volunteers with new ones to build capacity to engage at the ground level along with the community. Welcome to America helps refugee families become involved in the community. APS and Bank of America support Back to School drives at Alhambra high school and Grand Canyon University. Consider partnerships with these entities or large headquarter companies. The community members develop the strategy, but the heavy lifting comes from the volunteers. The students at GCU could also be assets to grow and sustain the volunteer force. .

“Without the people it’s just a hollow stage set. So really looking at where the people here have gathered and their community elements.”

- Trevor Barger, AzTAP Panelist

We Love Buhi Atlanta, GA

Artists of color and local artists who grew up in the corridor were paired with different community neighborhood groups to work on art projects throughout the highway corridor. Instead of the city facilitating community engagement, the artists did it. Artists met residents to really understand their stories so that every project celebrates them. There was a trust there immediately and that has been invaluable. Instead of public meetings, surveys, and community meetings, artists reached people by going door to door. Art is a tool for engagement that people can relate to.



We Love Buhi youth workshop

ULI2D Community Mural Project

A program designed to catalyze neighborhood revitalization through two-dimensional mural art. Through the [ULI2D Community Mural Project](#), ULI Arizona collaborates with local art communities, governments, and neighborhoods to honor their rich culture and history through art and to bring new economic development prospects to Arizona communities.

Create a sustainable funding model for community events and infrastructure.

Cultivate an event ecosystem so that they are happening on a regular and granular basis to illuminate and highlight the special culture of the corridor. Small businesses and entrepreneurs working out of their home will have a place to sell regularly on the weekends or even daily. The [Durham Black Farmers' Market](#) started out like the Bazaar and is now a thriving central organizing space. Through a public private partnership, the City of Durham built a permanent structure for the market. The City of Phoenix could do this at 19th Avenue and Camelback or on one of the other smaller parcels to create permanent space and embed recognition in people's minds that this is where you go for this kind of activity.



PHOTO CREDIT: DEB SYDENHAM

ULI2D Community Paint Day in the Guerrero Park neighborhood

“Community events are key, especially with the right expression. When you want to see activation and you want to see curation, it really comes from those things.”

- Haroun Cowens, AzTAP Panelist



PHOTO CREDIT: DEB SYDENHAM

ULI2D mural in Guerrero Park neighborhood by Artist Gina Ribaud.

Create a sustainable funding model for community events and infrastructure.

A Community Benefit Agreement and Fund are tools for developers to contribute funding for specific improvements that strengthen the international fabric of the corridor, spaces for people to grow their business, and community events. Focusing all improvements within individual projects does not always direct to the greatest community need, like improvements in the park, supporting activation of vacant lots, and providing permanent bathrooms, sinks, and power for an event hub – all the simple things a developer can provide money for that will reduce the lift required to host events. Developers are not set up to be long term funders, so find ways to give one-time cash endowments as part of the construction of a project. A developer could also endow to a larger nonprofit, such as the Arizona Community Foundation or a locally created CDC. The [City of Scottsdale has an in lieu fee program](#) to where developers can pay to support community improvements.

Five Points Juneteenth Celebration

One of the biggest observances orchestrated by a community leader with cooperation from the city. [Now Five Points is known](#) as the jazz city, showcasing a jazz festival and other community-led events, like first Fridays. The cooperation between neighborhood organization and the city has created a synergy to showcase businesses and grow entrepreneurial opportunities. If somebody is selling something that they're making at home, the events give them exposure. It has been the secret sauce of building the neighborhood.



PHOTO CREDIT: DENVER LIBRARY

Five Points leaders made Juneteenth a rich tradition in Denver.

ULI Creative Placemaking: Sparking Development with Arts and Culture

ULI research shows that creative placemaking provides triple-bottom-line benefits—financial, social, and environmental—for all stakeholders. Developers and their partners report higher market values, lower turnover rates, faster approval cycles, and lease-ups, greater community buy-in, and better branding and market recognition. Local governments see gains in job growth, improved public safety, and increased tax revenues that pay for more resident services. And communities benefit from enhanced social cohesion, improved health and economic outcomes, and the creative energy and aesthetics of vibrant new places that are enhanced with arts and culture.

- Engage artists, cultural creatives, and the community in project design.
- Create “outside-the-box” use of spaces.
- Repurpose old or uninspiring spaces
- Spark interest for larger projects with temporary or pop-up arts and culture.
- Leverage arts and culture as a tool for equity and community engagement.
- Establish public/private partnerships.
- Develop a business case approach to demonstrate project ROI.



<https://americas.uli.org/research/centers-initiatives/building-healthy-places-initiative/industry-buildings-community/creative-placemaking/>

BRANDING - CELEBRATING THE STORY

Developing a name and fresh contemporary branding for the Camelback light rail corridor will provide notoriety to the place and celebrate the unique elements that are attractive to people and families spending time in the corridor, like the nearby Melrose District, Roosevelt Row, or the Heritage District in Gilbert. Because there can be tension in place

naming, it is important to be thoughtful about having community centered conversations, be patient and develop relationships. Bring business owners, leaders, and residents together to have conversations about identity and what makes the corridor special – ensure everyone has a seat at the table.

How Can the Multicultural Fabric of This International Corridor Be Preserved and Revered Through A Distinct Sense of Place and Identity?

Leverage art to tell the community stories.

Find out what the feelings are within the community. Is the Camelback Corridor already a name by residents and business owners? History is important in educating not only not only people from outside but within the community itself. Being a highly refugee area, newcomers may not know the history. History can have an influence in the name and other identifiers to help define the area. History is part of the storytelling. How did the corridor become a place to welcome refugees? Research historical maps and presentations. Phoenix Public Library has a unique treasure called the Arizona Room which archives historical makeup of Phoenix neighborhoods. Was there something early on in this history that made refugees want to live and sell here? This history could be important to the name, whether Solano like it was named originally in the 40s and 50s or tailored to recent history and things that are happening now.

Acknowledge that ownership of a place can be contested.

Who has the power to name places can be sensitive, along with an honest difficulty in ethnic names.

Focus on changing negative narratives.

People may have a downbeat perspective because of outside perception but sitting down and having conversations about the narratives helps people realize some perceived issues are actually strengths. Work on weaving the story together in positive ways.

The name Solano travels well, “the East Wind”.

The Valley has prevailing east wind in the morning. Instead of trying to remake something, create the new Solano. Like communities in Watts and Jordan Downs in south Los Angeles, it is important to not turn your back on historic references. Even though Solano, as a park, has some negative connotations. New Solano could be a rebirth, a chance to reset. Camelback is a road/arterial that runs east to west over 40 miles with distinct segments, like the posh Biltmore segment and Arcadia into Scottsdale. Camelback is a place name already as a mountain, a geographic point of interest. It is almost ubiquitous and may not lend itself to branding very well. Solano “East Wind” probably translates into every one of the languages in the neighborhood. It translates metaphorically and many of the immigrant communities are geographically Eastern - Middle East, North Africa, South Asia and SE Asia.

Identify the core elements of the corridor.

When developers build new communities, they often name the core elements that people relate to. The core elements here are Solano Park, CamelBackyard, and the international community. The neighbors tend to latch on to them. When people say they live at the Biltmore, they don't mean the geographical area bounded formally the Biltmore hotel, they mean close to the resort and that is the neighborhood identifier. Identify whatever is at the core specific to the location versus a regional element for stronger place-setting. Roosevelt Row is known for its artist community. In the Camelback corridor, people are making, showcasing, and selling world items. Look for ways to bring both components into the brand – a place identifier and another identifier to tie it together.

Organize and brand around an international “maker” district.

This will create a connective tissue for the small manufacturing and micro enterprises businesses. Maker Districts design the public realm to bring people together and feel included.

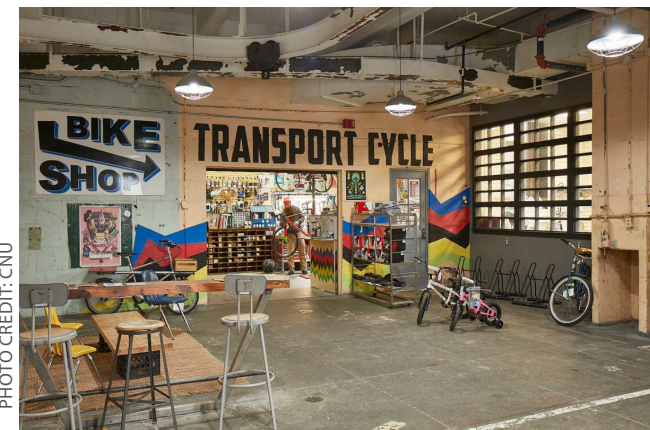


PHOTO CREDIT: CNU

The Bok – A Maker Space - Philadelphia. An abandoned vocational high school converted into a beehive of affordable workspace and community activity.

The Asian and Latino Districts in Mesa

Started through community organizing and helping residents and business owners understand their identity. There is a high concentration of Asian- and Latino-owned businesses that eventually turned into an initiative to brand the areas.

Five Points in Denver

Synonymous in the 50s and 60s with blight and crime. When people dug deeper into the history, there's a beautiful history. There was a stigma, "you don't want to be from five points". To reclaim the history, the neighborhood tied it back to something significant, cultural, and beautiful – art and jazz music. Five Points has evolved negative connotations to expressive, accepted, and beautiful ones. The community said, "this is what we're going to say for ourselves" and repeated it in positive narratives to embrace its past, present, and future. At first it was a struggle because of disinvestment and crime and safety. There was an intentional approach within the community to embrace the whole history, not just the most recent negative history. The brand just had to be rediscovered.

South 24th Street in Omaha

The neighborhood did a great job of recognizing its heritage for refugee and early immigrant populations through art and streetscape enhancements and is recognized by the American Planning Association as one of the Great Places in America.

<https://www.planning.org/greatplaces/streets/2016/south24th/>

SAFETY - STRENGTHENING NEIGHBORHOOD RESILIENCY

In the Camelback Corridor, safety is an undercurrent in many conversations. Some local business owners say they are broken into regularly and for entrepreneurs trying to build wealth in the community this can be devastating. Local leaders say they would like to see more neighborhood pride, more color and attractive visual interest. They hope for less boarded windows, less bars - fences / gated windows and doors.

Definitions about safety vary greatly and are deeply entangled with roots that run deep with fear and distrust. Safety is a sensitive topic for many reasons.

Over-policing in neighborhoods where residents are disproportionately people of color has prompted unnecessary interactions with law enforcement and perpetuated mistrust and persistent disparities in the criminal justice system, causing a ripple effect with its own community health problems. Communities throughout the nation are working to rebuild and mend these bridges. Continuing to focus on inclusive capacity building and prevention strategies to foster more positive relationships and partnerships and will yield better safety outcomes and perceptions of safety.



Public art is beneficial not only in storytelling, but also in showing that the area is cared for and people recognize the area as their community."

- Brian Smith, AzTAP Panelist

What Strategies Will Enhance Safety and Build Community Empowerment?

Address safety through a health lens.

Just like food access is examined through a health and awareness lens, so should crime prevention. Petty theft and vandalism are symptoms that preventative health and community building measures can alleviate. When nonprofits, neighborhood groups, and businesses work on the root causes, they can address prevention on multiple fronts. Community involvement, engagement and prevention that comes from the community can intervene and mitigate before crimes happen. Many health institutions want to be part of the conversation but don't know how to get involved. Reframing safety conversations to address public health perspective invites more partners to the table.

Solutions should account for differences between safety and comfort.

Some things make people uncomfortable, but aren't threatening, like seeing a person experiencing homelessness living in an alley. Being uncomfortable doesn't equate to danger of immediate harm and the need to call police. Use different approaches to address these variations, like involving a fire department or a community organization instead of the police.

Continue building bridges with law enforcement.

In immigrant communities, direct interactions with local government have frequently been with police for many things, like safety, and code enforcement, which can perpetuate uneasy associations. Building trust with police is a central element to healing mixed histories. Provide more opportunities for police to spend time in the community at events without uniforms to build familiarity outside of patrol and emergency situations.

Leverage public art as a CPTED tool.

Crime prevention through environmental design (CPTED) facilitates safety through the design of a place and using art within this approach can spur positive perceptions. Typically walls with murals and public art projects are not tagged by graffiti because they represent neighborhood pride and attachment to the place.

Identify stewards for shared public spaces.

Spaces that do not have a community caretaker can end up feeling void and unsafe. Neighbors have expressed that Solano Park feels unsafe and this is probably because it no longer feels like it belongs to the community. A community steward should watch over the park and bring it back to neighborhood belonging.

Build shareholders of the community.

This will address long-term safety and perception of safety in a community. Having more business and homeowners will create more “owners” of the neighborhood.

Address pedestrian and bicycle safety in the corridor.

Light rail traveling east-west and north at 19th Avenue and Camelback combined with heavy vehicular traffic in these locations has created challenges from a pedestrian standpoint. Instead of focusing pedestrian activity to Camelback, look for alternative perpendicular routes to enhance access. Local art would help alleviate congestion by slowing traffic and celebrate the stories of the community at the same time.

Impact Empowerment Group - Denver, CO

The people from the neighborhood are the prevention and intervention specialists who intervene in non-emergency situations. They are on the ground every day engaging with the community and helping with resources.

<https://www.impactempowerment.org>

Buford Neighborhood - Atlanta, GA

20 to 30 years ago 911 calls were not being answered for many Asian business owners and there was blackmail and corruption with police for safety. It has been a difficult truth to contend with today but understanding the history and the reason for fear and distrust has been important for healing. Conflict resolution experts are using arts and culture to facilitate some of the difficult conversations.

Mural Art to Combat Graffiti- Durham, NC

Challenges with traffic boxes in neighborhoods. Local [artists were hired to paint the traffic boxes](#) to reflect a neighborhood connection. Tagging issues went away. Art plays an important role supporting community safety.

Interim Youth Development - Denver, CO

[Interim development was used as a tool to combat high crime](#) that was increasing due to the emptiness with vacant lots. Added lighting, a playground, basketball courts, and football fields and the place is now a destination and is led by local youth - “it was delivered back into the ownership of the community”. Before it was like nobody cared because there was crime. It was accomplished through strong community partnerships. It is not the long-term usage of this property, but for the next two to five years, this is what it’s going to be. It is active and the community has ownership again.

INCLUSIVE IMPLEMENTATION FRAMEWORK

There are distinctions to be made between naturally occurring affordable housing (NOAH) which has temporary affordability because it is subject to market fluctuations. What might appear affordable because it is obsolete today is not necessarily permanently affordable. It doesn't have a built-in rent structure where the tenants are ensured to only pay a third of their income for rent so neighborhoods can flip rather rapidly. Despite approximately 60% units being considered NOAH, that number can change quickly so it would be a mistake to dismiss and say there is enough. Look holistically at trends and opportunities now because the raw numbers do not provide a full picture.

Small mom and pop owned apartments can be flipped to upper market rents with the tenants left to find additional income or be displaced entirely. It is

important to parse out what is permanently affordable, rent restricted versus what might be considered NOAH. Low-income housing tenants are wage earners, with many households having dual wage earners bringing purchasing power to support community institutions, and community culture. Some participate economically at some level others cannot. Mixing incomes is important so that you do not have an over concentration of people without any purchasing power other than their base needs.

Retail is working in some areas, but it is very specific retail serving the community that is working, which is even evident in the pandemic situation. There is opportunity to bring retail back to this corridor that went to the malls previously, activating vacant commercial space with interim uses.

“There is joy and resiliency already within this community as strengths. Allow that to lead in every discussion and every decision. I think that informs both activating the vision which, as we discussed, there are conflicting strands within this vision, and allowing the voices and people within this community and their stories to guide us in this process.”

- Marian Liou, AzTAP Panelist

What Are the Key Elements of a Purposeful, Inclusive Revitalization Framework?

Form a Community Development Corporation.

ACDC will strengthen and build the organizational fabric of the area. Local leaders are stretched with limited number of volunteers willing to organize and run events.

Bring ownership back to the local community.

Partner with some of the local development groups or a CDC before the city makes investments so wealth is not extracted from the neighborhood by out of state land holders. The neighborhood businesses should benefit from the investment. An ownership inventory should be completed by the city or by a community organization now.

Return value to the neighbors with the city-owned properties.

Rather than allowing developers to choose, narrow down a specific menu of required benefits in the RFPs with equity at the center. The smaller sites might be valuable locations for homeownership opportunities, like the property on 16th Avenue, next to the senior apartments. It is small but could support a townhome style product.

Develop shared ownership opportunities.

Focus on the small multifamily and the variety fourplex properties in the corridor, as well as small businesses to purchase retail spaces as they become available. Ownership is a wealth building opportunity that keeps windfall profits from being harvested and exported out of the area. Work to convert the small apartment complexes into local ownership. Shared equity models reward people for their resilience and their long-term commitment to the neighborhood. Market cycles often convert apartment buildings to condos, so shared equity models could support purchasing in pieces. Community land trusts also provide ownership interests and support long term affordability. Townhouses could be developed to interface with the single-family neighborhoods and configured as fee simple ownership with land. Adding regulatory sideboards would restrict people from immediately selling for windfall profits.

LISC Turning the Corner

A resource to address and measure neighborhood change to understand how to prevent displacement.

- [Turning the Corner](#)
- [Story Map](#)
- [Measuring Neighborhood Change to Understand & Prevent Displacement](#)

Seattle Equitable Development Initiative (EDI) fund RFP

As part of the City's Equitable Development is an [opportunity for community-based organizations](#) working in Seattle on anti-displacement strategies, responding to creating new economic opportunities, improving educational outcomes, and other forms of community development.

Africatown Community Land Trust - Seattle, WA

Partners with BRIDGE to redevelop a former skilled nursing facility across the street from a cultural icon, the Langston Hughes Cultural Center in the Seattle Central District. While Bridge can bring the capital to do a 300-unit project, Africatown has only been in business since 2017. BRIDGE is splitting the fee and the ownership, so Bridge will have a 49% ownership and after year 15, they'll have a right of first refusal to buy the property in its entirety. That gives Africatown 15 years to sort it out and get prepared to get their asset management and accounting framework in place. It's important for them to have that ownership interest in the neighborhood because they are the durable community partner and BRIDGE is the change agent. Africatown will receive community space on the ground floor for a childcare facility and some other businesses will be parceled out as a commercial.

Pair ownership opportunities with necessary financial and literary tools.

Ensure an equitable disbursement of resources is accompanied by the financial literacy/training/resources needed to optimize growth. Opportunities like [the IRC Financial Center](#) helps refugee communities gain a path to ownership.

Focus on a multi-prong strategy that includes a variety of partners.

It is vital to involve culturally specific partners, like Chicanos por la Casa (CPLC), Native American Connections, and Raza Development who have resources activating health and housing, small businesses, and lending to serve the ethnic urban populations. These community institutions can reinforce access to capital and work with local community partners that might not be well established. Collaboration can also involve other successful local partners, like New Town Community Land Trust, Trellis, and Habitat for Humanity. The city could convey one of the sites to a partnership land trust to keep the land in a long-term ownership interest and the dividends could be paid back to a community development corporation that could sustain their operation over time. Engage health organizations, foundations and other of philanthropic partners who can come to the table at the forefront and focus on community needs and supporting more equitable access to capital.

Expand incentive policy programs to this area to encourage small-and large-scale investments.

The city's neighborhood commercial rehabilitation program provides up to \$150,000 and an operation patch and paint program and encourages business owners to improve their storefront up to \$50,000 per project but these resources are not currently eligible to the corridor. They target areas closer to downtown and focus on an area north of the corridor.

Promote inclusive incrementalism and interim use development.

There are opportunities to thinking about increments on specific sites and the area as whole before development happens.

- The small site near 16th Avenue next to the garden could provide public gathering space before it is developed as an interim use. The city might also consider holding some land longer term to make decisions based needs several years from now, instead of deciding all at once.
- The larger property at 19th, could also be developed in incrementally not all at once as more of a transit village concept that includes micro retail along camelback to provide more pedestrian supportive land use.
- 19th Avenue also has parking covers that could also be developed as interim space for small retailers to feel like a market with good shield from the sun during the heat.
- Invest in the necessary infrastructure like restrooms and water to incubate micro retail that eventually is built along camelback.
- Consider installing "Pods" in the Goodwill parking lot at 17th Avenue and Camelback where the neighborhood market happens.
- Like [Mercado De Los Cielos at Desert Sky Mall](#), look at repurposing Costco into a small, town square retail market or food hall concept to connect local chefs, since built-in air conditioning, a kitchen and a restroom structure already exist. Subdivide the large floor plate into 15 by 15-foot stalls to be incubators for local, small businesses.

Encourage property owners to fill vacancies.

Develop their competency to work with small refugee business owners and help them navigate what's needed to thrive and grow into these spaces.



Five Points neighborhood along Welton Street

Welton Design/Development Challenge - Five Points Neighborhood Denver

Because there were challenges with vacant property, the [city challenged the community to come up with ideas](#) for the properties in partnership with the owners. Three of the four finalists are in business today and a large part of the retail fabric of the community.

New Health Partners in North Portland: Emanuel Medical Center

A campus from land assembled by the Portland Urban Renewal Agency which condemned many black-owned businesses and many black-owned homes in an area called Albina. See the [RFP open for new development](#) of an unused portion of the site.

Jordan Downs – Watts, South Central LA

LA BRIDGE was an early adopter in [pairing the OZ incentive](#) with affordable housing for a large-scale neighborhood redevelopment project on a public housing site. More than doubling the density and replacing all the 1949 housing stock with new affordable stock, schools, retail, cultural facilities, and open space funded in part through opportunity zones. A black led investment firm will keep the majority interest in the project, since it's a predominantly a black community.

Model code compliance and maintenance.

The city could do this in right of way to inspire property owners. Also focus code compliance efforts on the out of state property owner parcels. This will avoid the unintended consequences that strict compliance can have on businesses that are just getting started and recovering from the pandemic. In Ontario, CA during the Great Recession, the city levied a fee for code compliance on properties that were in the hands of lenders because they weren't moving them to market quickly enough. They were just sitting on foreclosed properties. A city department was entirely funded through this revenue stream, which was indicative of how much they had.

Develop an integrated plan of coordinated municipal actions.

The silo of municipal services is always a struggle. Having a plan that integrates the coordinated actions of public works, transportation, drainage, sanitary, as well as economic development would be impactful. This would help the city be proactive and ready for funding anticipated in a Congressional infrastructure bill expected in the summer. Like the ReinventPhx plans developed through the EPA – DOT – HUD Sustainable Communities planning grant, infrastructure implementation will be holistic and likely tied to climate impacts and sustainability.

Purposely use the opportunity zone for equitable economic development.

Partner with a community development entity, like LISC Phoenix who is already a major investment partner in the area (LISC funded Turning the Corner, the Metro Edge Study, Local First engagement work with businesses in the neighborhood, the IRC to continue engagement and technical assistance work, and funded IRC Financial Opportunity Center).

Look for social impact investment and funding opportunities

Big technology investors like the Microsoft Evergreen Impact Investment Fund, the Google Emerson Collective Collaborative, the Bill and Melinda Gates Foundation, invest in other markets but are good examples of philanthropic opportunities to cultivate. Bob and Renee Parsons Foundation, Stardust Foundation, Arizona Community Foundations, the Phoenix and Maricopa County IDAs, and LISC Phoenix are strong local investment partners. A community eco-district could also frame ESG impacts in ways that are salient to the funding world. Funding is leaning towards climate action and the city should be prepared to leverage it.

Be mindful of the unintended social equity effects of economic development tools.

Decisions around how the tools are used were developed by predominantly white people with power, so the benefits do not always flow equitably. Examine the tools closely and develop strategies to make them more equitable and inclusive, with clear benefits, informed and guided by residents.

Develop cohort learning opportunities.

Foster development mentor - protege partnerships where the experienced developer takes the financial risks and the inexperienced partner benefits from sharing the revenue and is a hands-on learner in the development process to build long-term capacity. This is an important way to create resilience in the neighborhood because it leaves boots on the ground in the community. The [Incremental Development Alliance](#) promotes and educates on small scale, neighborhood-oriented development and missing middle housing. They lead intensive training camps on development processes. Cohort based learning is also valuable for small businesses and strengthening entrepreneurial benches. These models could be strengthened with cultural competency to better serve the area across sectors and address bias/expectations accompanied by formal processes that don't adequately serve the needs of the community.



PHOTO CREDIT: BELTLINE.ORG
Atlanta Beltline - Eastside Trail

Atlanta Beltline

It is a 22-mile mixed-use pedestrian-transit trail around the perimeter of and throughout the city. But [to some it is seen as green gentrification](#) because social equity and long-term affordability were not built into tools at the outset.

Nesika Illahee - Portland, OR

The ULI Terwilliger Center for Housing named Nesika Illahee, a 59-unit affordable housing development in Northeast Portland owned and developed by Community Development Partners (CDP) and Native American Youth and Family Center (NAYA), as the winner of its Jack Kemp Excellence in Affordable and Workforce Housing Awards 2020 Chairman's Award.

The development team combined Indian Housing Block Grant funds and Low-Income Housing Tax Credits that enable the project to focus on the acute needs of the Native Community by including units reserved for Native Americans along with culturally specific services and medical, dental, and behavioral health care for all residents. Nesika Illahee was opened in 2020 and all 59 units are currently leased.



PHOTO CREDIT: ULI
2020 ULI Jack Kemp Excellence Award Winner - Nesika Illahee

TOP PRIORITIES

Proactive, “out-of-the-box” strategies are required to create an equitable implementation framework that supports neighborhoods in the west Camelback light rail corridor. The ULI AzTAP panel discussed many promising solutions to address commonly faced barriers. Several top priorities include:

- Create a Community Development Corporation that is focused on the vision at its core and continuously works to implement neighborhood goals. With so many different cultures, a CDC will create and support shareholders in the neighborhood and sustain momentum.
- Ensure activation of the vision is driven by the community. When not given a chance to speak somebody will else will interpret the vision. Implementation should be orchestrated by the community, accepted by the community, embraced by all, with the leaders as the curators. Everyone investing is coming alongside the community collectively, rather than just dropping in to help. Give small activation grants to business owners to see what they would do with it, for things like interim uses on empty lots. Lead with their creative ideas to implement the vision.
- Invest in community capacity building and technical assistance to lift up the long-term stewards of the vision. Bricks and mortar is not the community, the people are. Develop programs to raise developers from within the community.
- Develop intergenerational shared wealth strategies. Building incomes and assets through ownership and business opportunities should be central to the implementation framework. A culturally specific land trust model could also support mixed income projects, rather than just providing only low-income housing.
- Focus on authenticity and celebrate the different cultures of the area because it is what makes this place unique. Thousands of people choose to live in the corridor. Draw out what makes this place unique amongst all the other neighborhoods in Phoenix and celebrate it. Continue to celebrate what is already being celebrated with the community events. This work needs to be very focused and very intentional.
- Embed the stories of community into the built environment. Find ways to bring the stories to the forefront in the public spaces throughout the corridor. Use the stories to reframe what is going on in the community, identify the area’s strengths, and double down on them. There is knowledge and power within this community already - not just inherent value, but power. Acknowledge how the community is viewed by the community and really centering that knowledge. There’s so much good that is happening. Help people find it and see it. Sometimes it takes different eyes to see what is going on in a community. Understand what success looks like because there’s variations of success. From the development standpoint, from the community standpoint; how does that look collectively. It doesn’t have to be contingent on one giant project, but rather incrementally and grassroots. Work with organizations that can help frame conversations and help center needs and priorities. Since folks are coming from Middle East, North Africa, South Asia there’s obviously a constellation around faith so faith-based organizations are good resources.
- Leverage community assets to create long term public value. The city-owned land should be leveraged to benefit the people who live in the neighborhood. Keep equity at the center and focus on preventing displacement.

TOP PRIORITIES

- Evaluate actions through an equity lens of who benefits on a granular neighborhood level and ensure RFP proposals include diversity, equity and inclusion strategies (see City of Durham example of using equity evaluation criteria to assess policy proposals).
- Focus on temporary activation, interim uses, and gathering spaces where people can come together. Rally around the cultural events that are already being celebrated and expound upon. Interim use creates activity on vacant and underutilized land that engages community and youth in important ways to address safety.
- Focus on incrementalism and allowing it to grow in the community from the community. Don't build 19th Avenue and Camelback all at once. Take time and be thoughtful about it. The city is the landowner and can be thoughtful about its small very next moves, like creating a gathering space in the next 6 months that could inspire momentum and more small steps. If successful, small actions can demonstrate that there is some market acceptance for the type of uses and activities.
- Address safety comprehensively through a public health perspective, so it's not just about law enforcement and crime. Look at other factors that may root causes of bigger issue. Framing as public health issues, will bring in new partners. Focus on crime prevention, intervention, and disruption. Make strong connections with youth and include them in art and storytelling. Engage people who already doing the work on the ground with a plan that includes resources.
- Focus on activating 17th Avenue and forging partnerships with some of the landholders. With market opportunities, think through what types of incentives exist for encouraging new development here. The City has already been trying to find ways to capitalize new development here. Use 17th as a perpendicular route to limit the pedestrian conflicts along Camelback. 19th Avenue and Camelback focuses on the edge of the neighborhood rather than the core. Reinforce pop-up retail in the Goodwill lot and along the street frontage, and calm auto traffic to make it as pedestrian friendly.
- Build north-south connections. It is a long stretch between 7th Avenue to Interstate 17. Look for potential to add north – south pedestrian and bike-friendly thruways to connect to neighborhood retail, like ABC Mart.
- Support and incubate the existing small businesses and micro-businesses that are both in commercial spaces and those that are home-based. A strategy might involve a community kitchen with food stalls attached to a larger shared kitchen using common equipment and connected to mutual resources. Despite a strong growing season throughout most of the year in Arizona to grow fresh vegetables and fruit, there is a challenge connecting growers to the next step, restaurants, entrepreneurs, schools, and other institutions. Community incubator spaces could build this connection.
- Focus on branding and elevate the core elements. There are many pieces physical and tangible for people to relate to, like Solano Park and Camel Backyard.
- Use art and culture to create inclusive communication opportunities. The process itself is invaluable to building neighborhood connectedness and bringing healing reconciliation when needed.
- Develop partnerships with anchor institutions like Grand Canyon University and others in the corridor. Identify formal and informal groups in the community that can be community bridges.

ISAAC JENSON, NEW ROOTS COORDINATOR, IRC - PHOENIX

The IRC is a humanitarian aid organization that focuses on empowering the lives of refugees, as well as asylum seekers. The IRC New Roots Program has been based along the Camelback light rail corridor since 2017. This corridor is home to a diverse population both culturally and linguistically - 47% of the population in the corridor area speaks a language other than English and includes a variety of over 20 different languages (US Census Survey).

Refugee resettlement agencies typically look for two major factors when determining where a family can start their new life: housing affordability and ease of transportation. This corridor offers unique opportunity because of the affordability and the multiple modes of transportation. The bus lines and the light rail are great opportunities for families to get to the social services offices and to jobs, including businesses they start in this country.

There are 110 businesses in the corridor and 43 of them are refugee or first-generation immigrant businesses, a large percentage compared to other areas of the city. A majority are family-owned, micro businesses that rely heavily on relationships with their customer base. This is the structure of many of the businesses - a husband and wife, and maybe with a child when they are not at school. Through relationships, businesses offer a unique cultural hub opportunity for the residents. Tek from the ABC Mart is a good example of when a business owner opens as a hub of activity for the community, they also become a community leader. As Burmese families moved in, there is now a heavy influence and cultural identity.

Some of the challenges business owners face include lease negotiations, tenant repairs, marketing to get new customer base, and unfortunately theft, as well. The IRC Economic Empowerment Team partners with many of the corridor businesses to provide technical assistance and connect them to community resources.

Major events would not be possible without community partners coming together - LISC Phoenix, Local First Arizona, City of Phoenix Neighborhood Services, Catholic Charities, and many others, including the support of residents and business owners in the corridor. Twice a year since 2016 (excluding 2020), the 19th Avenue Park and Ride is transformed into the World Bizarre Phoenix. It is an enriching event that highlights the diversity of who lives in the area and what they can produce. It happens only twice a year because it is quite a heavy lift to organize, a labor of love by a few key people and there is no single organization dedicated to organizing. It is done to celebrate the entrepreneurs in the corridor

through an open-air market highlighting local vendors, with food trucks and performers from around the world. All vendors are first generation immigrants or refugees. The World Bizarre event took place December 2019 and featured 70 vendors and entertainers with record attendance. The World Bizarre also inspired pop up markets to give world vendors, local businesses, nonprofits, schools and artists more opportunities to come together and sell goods. The Camelback Community Market opened in Goodwill parking lot at 17th Avenue and Camelback during Goodwill's Sale Saturday to leverage the traffic going there already. Ten different pop-up markets featured 24 different vendors over the course of a few years.

Neighborhood leaders in the corridor are dedicated to the community and collaborate on a range of events, neighborhood cleanups and collective discussions. The Camelback Corridor Lead Team helps implement Movie Night in the Park at Solano Park, providing residents a family friendly event to attend in a park that historically at night is not a place people visit with children. They partnered with school next store to get the word out to students. It started with just a laptop, a borrowed projector and pull down screen. Later sponsor partners supported better equipment and eight movie nights took place over the course of a year with record attendance of 200 people.

A majority of New Roots work focuses on managing the CamelBackyard Community Food Hub, an urban aquaponics farm near 17th Avenue and Camelback. New Roots offers technical assistance for refugee farmers, hosts educational tours, and provides garden beds for the community. The pandemic has pivoted the farm stand model where farmers would bring their produce and sell from the stand to an online and curbside pickup with contactless drive through. The program provides income for our farmers to do their own crop plans, price their own vegetables, and sell produce. 100% of proceeds go back to the farmers which has helped during the pandemic. The customer base is generally within the five-mile radius of CamelBackyard in many of the surrounding neighborhoods and within walking distance of the nearby affordable apartment complexes.

IRC relies heavily on the faith-based community who provide support from donations, to setting up apartments, to volunteering for events, and at CamelBackyard helping the gardeners create raised beds, to everywhere in between. The IRC Welcome Center is in central Phoenix and is very busy helping families get to safety.

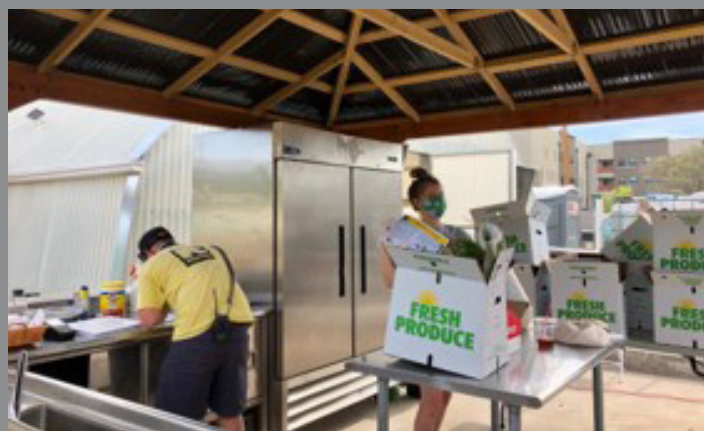
IRC New Roots Community Farm Program and CamelbackYard



New Roots program farmers.



Fresh, local, organic produce grown by refugee farmers.



Preparing CamelBackyard fresh produce boxes.



Working in the aquaponics greenhouse at CamelBackyard.



Health and wellness classes at CamelBackyard.



CamelBackyard has garden beds available for use, free of charge.

EL RANCHO DEL ARTE, MESA, AZ

PHOTOS CREDIT: GABE GARDNER



El Rancho Community Kitchen.

Gabe Gardner, Director of Food Programs, Local First Arizona

"Relationships matter most. If we build a community around entrepreneurship, we will be well served." El Rancho community kitchen is a 2500 square foot commercial kitchen built into the ground floor retail space of El Rancho del Sol, an affordable housing development in downtown Mesa. The project has 113 units with about 500 residents in two- and four-bedroom units. It is located on light rail in an opportunity zone.

Local First Arizona manages the commercial kitchen space which is used for entrepreneurial growth, hosting children's cooking classes, community dinners, holidays celebrations, and a food pantry to decrease food insecurity. The World Bazaar and the pop-up markets provide food entrepreneurs outlets to sell their items. The El Rancho Kitchen empowers entrepreneurs to create new connections and build supply chains. Arizona is good at growing food and has famed restaurants, chefs and cooks but the connection between the two is often fractured.

El Rancho Kitchen removes barriers to food business ownership. The average rate for commercial kitchen space in the Valley is approximately \$35 - \$40 an hour. For a micro-enterprise this is an astronomical fee. El Rancho Kitchen offers the rate \$8 an hour to

build a sense of community and to grow businesses. The goal is to build a network of local producers, processors, artisans, foodies that all support one another and contribute to building community.

Entrepreneurs are the key to a truly localized food system. In the Camelback Corridor, the diversity, culture, and wealth of amazing food is exciting. To look at that in a deeper way, support for small businesses branches so many effects. When money stays to benefit the community, it creates a sense of place for Arizona foods and a sense ownership and pride. At the El Rancho Kitchen the entrepreneurs feel they are part of something, they are thankful because the kitchen is affordable, and they receive assistance to help them grow their business. The kitchen has a required training camp to learn about the business aspects commercial leases, insurance, access to capital, digital marketing and bookkeeping. The goal is they outgrow the kitchen. The best thing to hear from any of the 30 + businesses that incubate there is that it is time to move on – that equates to success because the kitchen solidified and legitimized their business and helped them to grow to the next step. When a community kitchen is put into a development it does help support a stable economy and generate more equitable opportunity.

Kyle Paine, President, Community Development Partners

CDP is an affordable housing development company based in southern California, in Orange County. Community Development Partners developed El Rancho del Arte and Rachel del Sol projects in Mesa, as well as the Marquee Project in the Roosevelt Arts District and the Alhambra motel which was converted into a student housing partnering with Kitchell and Venue Projects.

The Mesa projects are good examples of how to partner with local artists and nonprofit providers and finding ways leverage housing and the different funding sources from the state and federal programs and local resources and trying to bring in services and provide nonprofit space for residents and the broader community. For the

ground floor retail in El Rancho, there is also space for nonprofits for after school programs, art classes, a community garden, and a commercial kitchen. The approach leverages nonprofit resources, provides low-income housing for families, and allows families to leverage the resources within the project. Because it is along the light rail, the project focuses on reducing car transportation and maximizing the light rail with a mixed-use approach to housing and nonprofit services, food and cultural classes, like Fuerza Local, which focuses on Spanish speaking very small businesses.

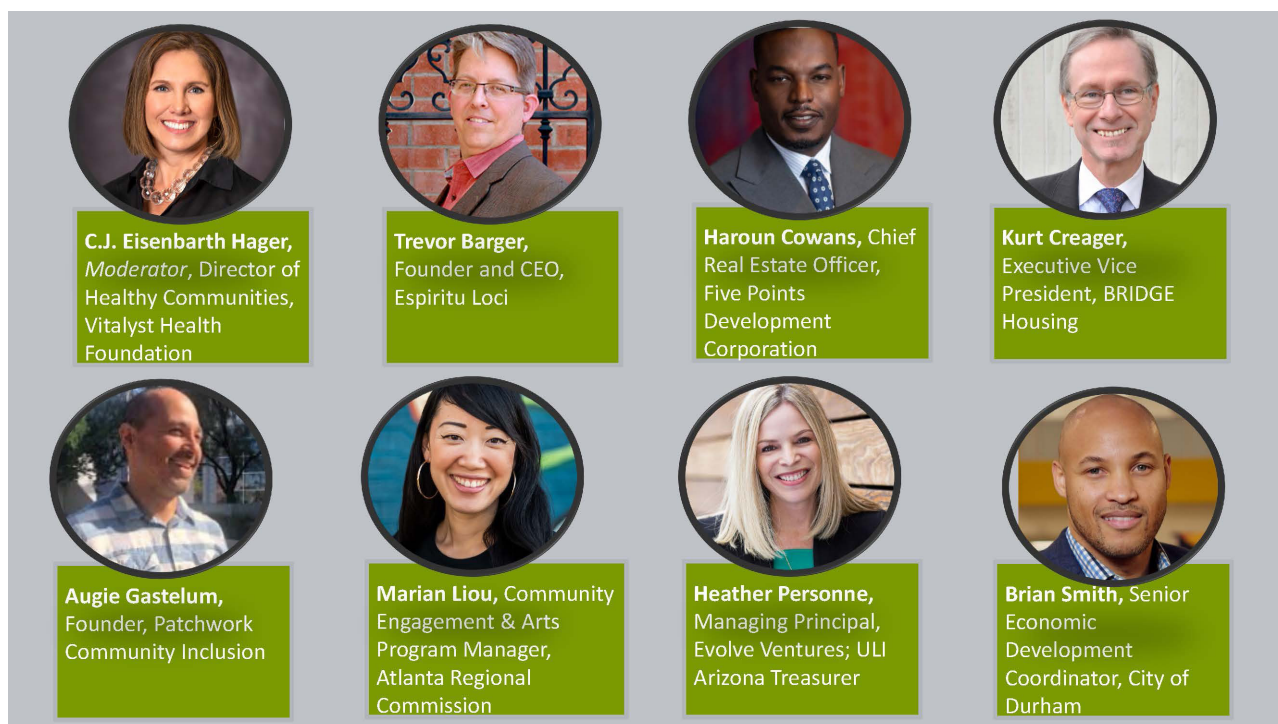


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ABOUT THE PANEL

C.J. Eisenbarth Hager

Director of Healthy Communities, Vitalyst Health Foundation - Panel Moderator
Phoenix, AZ

About C.J. Eisenbarth Hager is Director, Healthy Communities for Vitalyst Health Foundation. Vitalyst is an independent, non-partisan public foundation with four overarching priorities, which includes working with municipal leaders to promote healthy community design. Her work centers on promoting public policies and strategies that support healthy people and places. As a result, her work touches a number of different specialties and policy areas, including urban planning, land use, transportation, urban design, housing, community development and sustainability.

Prior to Vitalyst, C.J. was a Senior Policy Analyst for Arizona State University's Morrison Institute for Public Policy, where she focused on education, workforce and the economy. C.J. also served as the Director of Government Affairs for NeighborWorks America and

has held positions with the Minnesota House of Representatives and the Minnesota Housing Finance Agency.

C.J. received her bachelor's degree in economics from Marquette University and a master's degree in Community and Regional Planning from Kansas State University, where she was given the Alumni Honoree award for her professional accomplishments. She currently serves on the boards of directors for The Funders' Network and Trellis (formerly NHS of Phoenix)

Trevor Barger, FAICP

Founder and CEO, Espiritu Loci
Scottsdale, AZ

Trevor Barger brings with him more than 25 years of experience in land use planning and design. Trevor founded Espiritu Loci in 1997, a Scottsdale based planning and development assistance firm that specializes in assisting people create spirited, one-of-a-kind settings for life.

His award-winning, innovative designs allow development to be responsive to market conditions, attractive to major employers and create connectivity to the larger communities they serve. Having worked for both public and private sector clients, at a variety of scales and project types, he leverages his experience to add value and assists clients in transforming vision to reality. Trevor's practice centers in the desert southwest but includes projects from across the Western region and the country.

Trevor has served as an adjunct professor for ASU and presenter for Frank Lloyd Wright's Taliesin West. He has offered his professional expertise to the City of Tempe as a board member on the Development Review (Planning) Commission and Neighborhood Advisory Commission. In the community, Trevor has served on the board of directors for Childsplay, the Newman Center, the Giving Tree and advises the Catechesis of the God Sheppard and Child Help City.

Trevor is a member of the Urban Land Institute and Fellow of the American Institute of Certified Planners, Certified Urban Designer (FAICP CUD) and earned an Arizona APA award for his work for DMB's Eastmark community in Mesa. He received a Bachelor of Science in Design, focusing on Housing and Urban Development, from Arizona State University in 1995. He earned a Master's of Science in Planning from the University of Arizona in 1997.

Haroun Cowens

Chief Real Estate Officer, Five Points Development Corporation
Denver, CO

Haroun Cowens is part of the Flyfisher Group as the Chief Real Estate Officer coupled with being Managing Director of Five Points Development Corp. Haroun is also Co-Founder of Ascendant Realty which is a subsidiary of The Flyfisher Group.

He has extensive experience in community engagement, development, placemaking in urban environments and adaptive reuse. He is a proven entrepreneur founding, operating and divesting numerous times at a micro level. He has a combined 20+ years of experience in the real estate investment and financing industry.

Haroun has a wealth of experience in the financial world. He began his career as a mortgage broker before moving into financial services at Merrill Lynch. At WAA Consulting he raised capital for startups and developed the relationships necessary to become a financial advisor for high net worth individuals and family offices at Waddell & Reed. Haroun managed two branches for a national commercial bank leading one branch from subpar to the top performing branch in the country. His greatest passion is his work as an associate pastor at Church in the City Beth Abraham.

Haroun is also committed to giving back to the community. He lends his time to two Mayor Appointed Boards, the Denver Department of Human Services and the Denver Housing to Those Experiencing Homelessness along with Five Point BID. He also has a history of serving civically serving on a diversity of boards; currently Historic Denver and Denver Health Foundation. And he volunteers with the Children's Cabinet Subcommittee, Colorado Enterprise Fund Board, Denver African American Philanthropists Co-Chair 2020, Impact Empowerment Group, Denver District Attorney Advisory Council, 5280 High School 2019, he was a participant in the Colorado Black Chamber of Commerce Chamber Connect class in 2008. Other board participation East Denver YMCA 1999-2002, Cleo Parker Robinson Dance 2009-2012, Youth Biz 2007-2014, BST 2005-2013.

Kurt Creager

Executive Vice President, BRIDGE Housing
Seattle, WA

Kurt Creager oversees BRIDGE's growing real estate development activity in Oregon and Washington State. He has more than 40 years of leadership experience in community development and finance in both the public and private sectors. As Director of the Portland Housing Bureau, he managed an annual budget of \$215 million, a pipeline of 3,000 affordable dwellings and a portfolio of 14,000 rent-regulated apartments citywide. Previously, he served as Director of Housing & Community Development for Otak, a Portland-based architecture and engineering firm. Earlier, during Mr. Creager's 16-year tenure as CEO, the Vancouver Housing Authority developed 3,500 units of housing, completing one project on average every eight months, including 2,000 units of workforce housing. The agency also reduced its reliance on federal funding from 85% of the operating budget to 45%. And as Chief of Housing and Economic Development for Metro

ABOUT THE PANEL CON'T

King County, Mr. Creager developed the Affordable Housing Policy Plan (1986) and Regional Economic Development Plan (1989), both of which were enacted by the King County Council and implemented the Housing Opportunity Fund (1989-1990) which has funded more than 10,000 housing units in communities across King County, including Seattle. Mr. Creager was the Executive Director for the ASU Stardust Center for Affordable Homes and the Family, where he provided technical assistance, professional services and advocacy to local and state governments, business, non-profits and tribes throughout Arizona.

Mr. Creager serves on the board of the Housing & Development Law Institute in Washington, DC, and has received numerous regional and national awards, including the M. Justin Herman Award for achievement in creating affordable housing and transforming communities from the National Association of Housing & Redevelopment Officials; the Hammer Award from Vice President Al Gore for Reinventing Government for Central Park Place, 124 units of permanent supportive housing; and the Friend of Housing Award from the Washington State Housing Finance Commission. He earned a BS in Environmental Planning and Architectural Graphics from Western Washington University and has received executive certifications from Harvard University and the University of Washington.

Agustin (Augie) Gastelum Founder, Patchwork Community Inclusion Mesa, AZ

Agustin (Augie) Gastelum is the Founder at Patchwork Community Inclusion. He is passionate about inclusive community development, entrepreneurship, and equitable growth of commercial corridors and their connection to neighborhoods adjacent to them. His background as an entrepreneur since the age of 20, his service on non-profit and community boards and commissions, his role as executive director of a Community Development Financial Institution, and work as a community and economic development consultant have shaped Augie's philosophy and process. In 2016, Augie founded Patchwork Community Inclusion, a consulting firm whose purpose is to advance economic opportunities in neighborhoods that have

seen generational disinvestment, by bringing together the different "Patches" of the community, especially those who have been traditionally disenfranchised, so they are included in the conversations that will help transform neighborhoods in an equitable and inclusive way, ultimately mitigating displacement of residents and businesses.⁷

Marian Liou

Community Engagement and Arts Program Manager,
Atlanta Regional Commission; Founder and Former
Executive Director, We Love Bu-Hi
Atlanta, GA

Marian Liou is the Community Engagement and Arts Program Manager for the Atlanta Regional Commission's Community Development Group. In this role, she is responsible for inclusive and equitable community engagement and supervises the agency's arts and culture and creative placemaking initiatives. Marian formerly managed the ARC's annual LINK leadership and policy program.

She is the founder of We Love BuHi, a nonprofit organization that serves and celebrates metro Atlanta's multicultural Buford Highway community through storytelling, art, and public events.

Marian is a graduate of Stanford University and Columbia Law School.

Heather Personne Managing Principal, Evolve Ventures; ULI Arizona Treasurer Phoenix, AZ

Heather has over 20 years of experience in real estate acquisitions, development, management and dispositions. Throughout her career, she has spearheaded the development of more than 100 retail, office and multi-family properties throughout the western United States. Prior to co-founding Evolve, she held roles as a Principal with Point B Property Development, a Retail Partner with Phoenix-based commercial development and investment firm ViaWest Group and a Principal

with Evergreen Devco, Inc., a regional retail and multi-family developer.

Heather graduated Summa Cum Laude, Phi Beta Kappa from the University of Arizona Honors College and holds a Bachelor of Arts degree in Psychology and French. She is heavily involved with the Urban Land Institute, currently serving as Treasurer for the Arizona District Council and Vice Chair/Founding Member of the National ULI Placemaking Product Council. Heather resides in Phoenix, Arizona with her husband Matt and three children. In her spare time, she enjoys hiking, snow-skiing and traveling..

Brian Smith

**Senior Economic Development Coordinator, City of Durham
Durham, NC**

Brian Smith is the Senior Economic Development Coordinator for the City of Durham, North Carolina's Office of Economic and Workforce Development. In his current role, Brian leads the City's small business development program, working to strengthen Durham's entrepreneurial eco-system to ensure equitable access to business development opportunities. His work focuses specifically on small, minority-owned and women-owned businesses, collaborating with those communities to connect them to procurement opportunities, networks, and business education that help them succeed.

In his personal time, Brian serves as the Board Chair for the Community Empowerment Fund, a non-profit organization in Durham and Orange Counties that supports people experiencing homelessness or financial insecurity.

Previously, he worked as Economic Development Project Manager at the business improvement district Midtown Alliance in Atlanta, and renovated two buildings in downtown Fayetteville, North Carolina, running a café and events venue in the spaces for five years. Brian holds a BBA from Goizueta Business School at Emory University.

东风 SOLANO translates from Spanish to English as East Wind

Activating the Vision

Are residents getting what they need from the Fry's and El Super along with the current local markets? Given people from other countries generally shop more frequently, what works best in this specific market? - Heather

Create a place and name it - Heather

Retrofit street fronts with safe and shaded barriers (eco-district)

Retrofit a portion of the park and ride which is currently overused. Convert to parking mixed-use development. - Heather

Form a community group (like Roosevelt Row, etc.) - Heather

Incubate the talent in the area and support a space for them to grow.

Attract/Need a gathering space

Prioritize cultural competency of people working on city owned sites.

Have City site who gets helped and who gets harmed when policy/PPP is evaluated

Understanding multi language / cultural outreach to the area and bringing resources that appeal to the existing community

Share generation wealth is accumulated in a foreign country through a land trust, reward early pioneers, encourage home ownership, and to make common goals / neighborhoods - Yuri

City owned land should be leverage for the benefit of the community (gathering spaces, etc.) - Brian

Center with stories and utilize knowledge and power in the community - Marlin

Utilize city owned land in a place by place strategy, incrementally

Building on the individual (LLM) that is able to work with more fair owners as well as larger scale development

Acknowledge who the people is helping and who is this helping - Angie

Explore incentives that get the outcome - Heather

Explore the CDC opportunity

Placemaking / Keeping

Including youth (treating) among community into public art to tell the story - Brian

From Trevor Berger - Sagittia to beyond. OS/9 AMM possibility to transform the Community Market becomes more permanent (Google https://www.park.co to business/online/ pop-up shops

https://www.cambarat.com/

San Francisco CDCs and at community health agreements (see the endorsement) target funding instead of community health projects providing open space, etc. in each separate project.

As mentioned, we can AMM developer could include the fund for these uses as a larger nonprofit with the right software that allows to track that the funds are used for the specific uses, or at the district Community Development or similar

Embed stakeholders and their stories into the art

Places to connect. Right art to connect to neighborhoods. Include CDC connects and connects the Place

Reinforce the cultural (myriad) of stories - culturally specific, land trust, shared equity model, (overhead for staying)

Reference Only on Apache and Distrito Latino - Angie

Research neighborhood history at the library

Employ area youth in the development of music, traffic boxes and other art approaches to tell the neighborhood story. Play them and other community, where possible

Ensure that an honest conversation about the neighborhood's history can be facilitated, including both the examples of the art and the inequalities that may contribute to negative outcomes for some residents.

https://www.bulldog150.uneven_ground/

Knowing gentrification/ displacement would not be a benefit of good planning - issue to share strategies to address that - Angie

Faith based communities engage each other through a separate foundation - issue to opportunity where faith communities engage each other

IRC (Isaac) - Faith based communities help with direct donations

https://blackmattersmkt.com/

Grant Park South of Downtown Phil - community example where there is a consensus that the community role and attracts additional funds to support the park/community center

Connecting with history in ID the name - Heather

Safety / Neighborhood Resiliency

Interim Use development - Haroun

Consider who is committing crimes as you think of solutions. Are the people who have been a greater neighborhood violence with Big/Chris club, local churches, residents from Cleveland, Canyon, Univ (Brian)

Consider violence interruption to address community issues between residents (partially before they enter the violence. Benchmark: Ball City (Chicago), Durham, NC (Brian)

Connect where people currently feel about the police and build off of them - Heather

Health - engaging existing resources that are there. Need resources to engage. It is a comprehensive way (crime, music, etc.) Real Estate and community. Development can be helpful to the public.

Expand Commercial Rehabilitation and Paint Programs to include the Cambridge Light Rail Corridor

Consider using CDBG funds for additional capacity-building improvements in the area for small businesses

Coast-based small business meetings with groups of similar characteristics. Women-owned businesses, selling businesses, immigrant businesses, etc. Additional training takes place with prior to past discussion

Invest in permanent structures, and at 100% CB park it (ideally to support retail market or other urban use) - Brian

Add ideas

https://www.dcopublichealth.org/services/health-education/bulldog-united-bulldog-united

Inclusive Implementation Framework

ULI AzTAP Panel used Google Jamboard to track ideas.



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