

FINAL JUNE 2018



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Edison—Eastlake

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EXECUTIVE SUMMARY



“Edison-Eastlake is a diverse and thriving in-town neighborhood rich with history that offers exceptional access to downtown, high quality homes, healthy living and excellent connections to jobs, schools and services.”

This is the vision of the Edison-Eastlake Community (EEC), developed by residents and stakeholders, that captures the community’s hope for the future – a future that provides for improved public safety, walkable streets with plenty of open space, services and educational opportunities that address the needs of youth and adults, and new, modern homes affordable across a broad range of incomes close to transportation, jobs and amenities. It also reflects the EEC’s current strengths and desire to maintain diversity and celebrate its history while becoming a dynamic, thriving urban community rich with opportunity. The EEC’s unified vision is now reflected in this “One Vision Plan,” a comprehensive record of the community’s vision for the future and a blueprint for making that vision a reality.

The EEC is already seeing positive and dramatic change due to the growing interest in urban living and the success of the Valley Metro light rail, which passes through the southern portion of the EEC. The EEC is bounded by North 16th Street to the west, I-10 to the north and east, and the Union Pacific railroad to the south. Surrounding communities have experienced a surge in transit-oriented development (TOD), with new mixed-use, market rate multi-family housing developed west of the EEC, and nearby corridors have become hotspots for new businesses. The EEC One Vision Plan builds on this momentum, taking into account the potential for the area while concurrently grounded in existing realities and the very real challenges facing this community. Through an extensive planning effort supported by a U.S. Department of Housing and Urban Development (HUD) Choice Neighborhoods Planning and Action Grant, hundreds of public housing and neighborhood residents and community stakeholders have informed and shaped this community-driven transformation plan that pinpoints specific strategies to move the EEC towards its preferred future.



Scenes from the First Annual Edison-Eastlake Community Connections Fair in April 2018.

The One Vision Plan focuses on short-, medium-, and long-term strategies centered around three themes that harness the potential of the EEC to become a premier in-town neighborhood in Phoenix:

- **Connect us to our community and to each other (“Connect Us”)** - eliminate the physical, social and economic barriers that have isolated Edison-Eastlake from the rest of Phoenix as well as residents from each other within the community
- **Embrace where we have been, where we are and where we are going (“Embrace”)** - recognize the very real challenges facing Edison-Eastlake, but also recognize its inherent strengths and assets
- **Lift up each and every one of us (“Lift Up”)** - create a network of services and amenities that values the whole individual and families and empowers the entire community

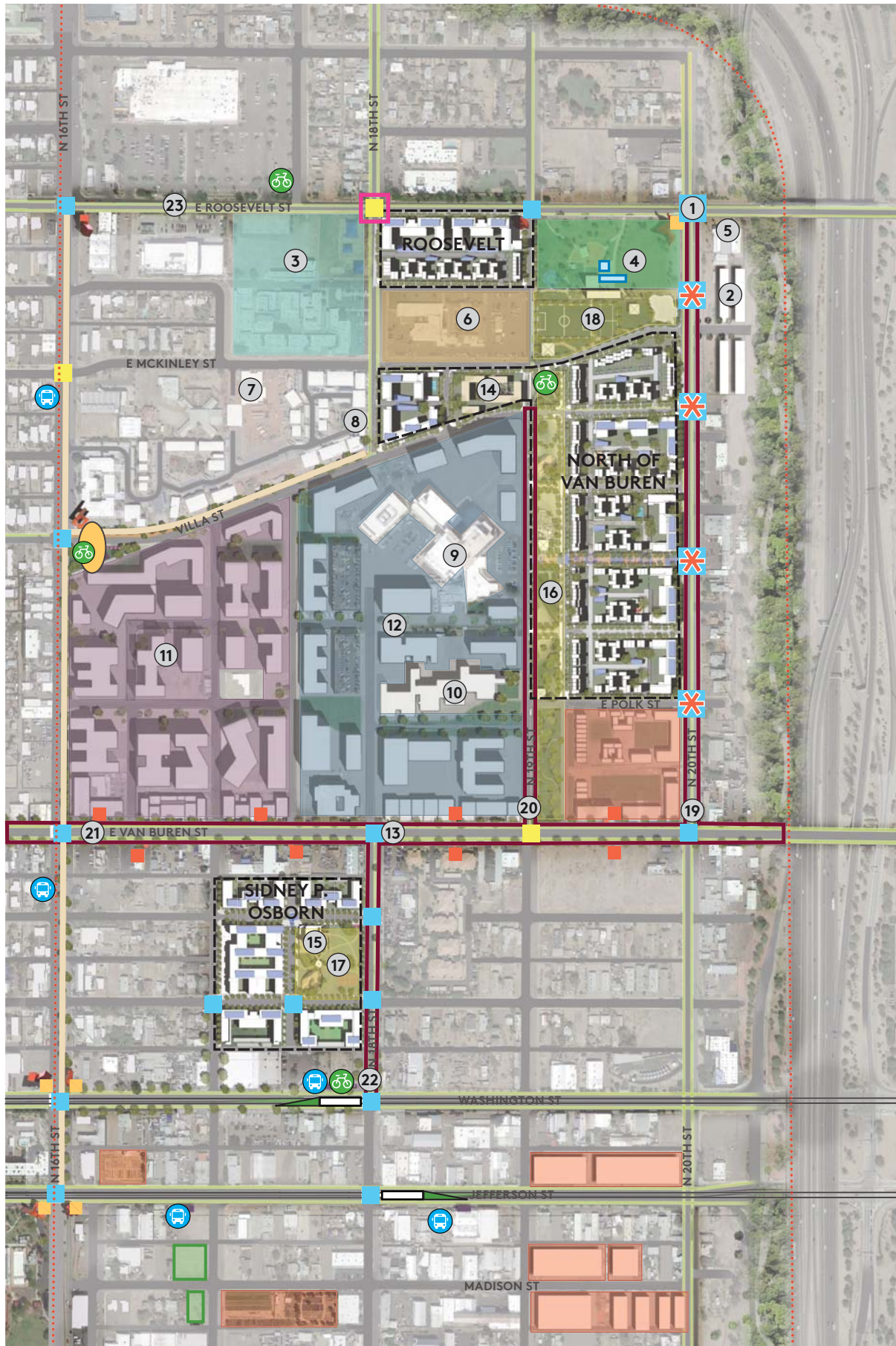
Specific details of the physical program for redeveloping the public housing sites and neighborhood improvements are also included in the One Vision Plan.






















Mayor Greg Stanton and City of Phoenix Housing Director Cindy Stotler displaying the One Vision banner created by residents at the Community Connections Fair.


























NEIGHBORHOOD FRAMEWORK



NEIGHBORHOOD FRAMEWORK KEY

-  Edison Eastlake Community Boundary
-  Proposed Housing Redevelopment Areas
-  Speed Cushion / Traffic Calming
-  Bus Stop Improvements
-  New GRiD Bike Stations
-  Bike Lane Improvements
-  Multi-use trail
-  Complete Street Improvements
-  Potential Future Light Rail
-  Potential Future Light Rail Access
-  Pedestrian HAWK
-  Urban Farm
-  Small Business / Flex Infill and Pop-Ups
-  Decorative Intersection
-  Gateway Transit Node
-  Crosswalk Improvements
-  Edison Park Activity Hub
-  Street Medallions
-  Gateways

- | | |
|--|--|
| <ul style="list-style-type: none">  1 New Street Signal  2 New Workforce Housing  3 Edison Elementary Facility Improvements  4 Edison Park Improvements including Thermal Comfort Pilot Project  5 Cultural Food Corridor (Incubator)  6 Vacant Former AZ Dept. of Economic Security  7 Aeroterra Community Center  8 Aeroterra Family Resource Center  9 St. Luke's Medical Center Facilities Improvement  10 St. Luke's Behavior Health Center Facilities Improvement  11 Future Potential Biomedical Campus  12 St. Luke's Campus potential future improvements  13 Targeted Van Buren Neighborhood Commercial Rehabilitation / Operation Patch and Paint | <ul style="list-style-type: none">  14 Proposed Family Education Center  15 Proposed Community Hub  16 New Linear Park  17 Reconfigured Kana Park  18 Edison Park Expansion  19 20th Complete Street Improvements  20 19th Complete Street Improvements  21 Van Buren Complete Street Improvements  22 18th Complete Street Improvements  23 Roosevelt Street Improvements |
|--|--|



The “**Connect Us**” element is oriented around the end goal of creating a walkable, livable and sustainable community with a range of housing options available in the neighborhood. In redeveloping the existing distressed obsolete public housing sites – Frank Luke, A.L. Krohn and Sidney P. Osborn Homes constructed between 1942 and 1963 – the EEC would offer modern and sustainable homes including rental and homeownership opportunities.

The One Vision Plan’s goals also call for one-for-one replacement of all 577 existing public housing units, bedroom for bedroom; capitalizes on market-rate transit-oriented development opportunities and the trend toward urban living; deconcentrates poverty and ensures the long-term affordability of housing opportunities within the EEC. In total, 1,161 units of new mixed-income housing are planned for construction in diverse building types ranging from two-story rowhomes to 4-5 story podium apartment buildings on a recreated street grid. The Enterprise Green Communities-certified homes and buildings will contain modern amenities, including Energy Star-labeled appliances, and unit features expected in today’s housing market.

Mobility improvements – featuring Complete Streets, pedestrian enhancements, traffic calming, and expanded transportation options including a bike share program - will create a more walkable and bikeable neighborhood with easy and comfortable connections to transit and services. In addition to new physical surroundings, this strategy seeks to make the EEC strong through cohesive neighborhood organizations and highly engaged residents.



Rendering of new linear park with featuring new amenities such as walking paths, fitness stations, meditation garden and ramadas along 19th Street.

The EEC has a rich history, and the “**Embrace**” element outlines goals that celebrates its history and looks forward to the future. Neighborhood beautification and place-keeping, and creating a diverse and thriving economic environment, are emphasized. Specific goals include marketing and outreach to provide resources to existing businesses, facilitating an EEC Business Alliance, and working to attract targeted retail, restaurants and businesses that offer desired products, services and job opportunities for residents.

The built environment will also be targeted through housing rehabilitation and business façade programs while targeted public safety initiatives will enlist neighborhood businesses to foster a safer community. Threaded throughout the neighborhood investments is the infusion of public art and place-keeping projects that will tell the neighborhood’s story and strengthen community pride.

At the heart of the EEC are the people who live there – the One Vision Plan is about more than just physical improvements, and the “**Lift Up**” element puts in place services, programs and amenities that address the individual needs of residents and support the positive and healthy development of youth. This strategy provides a continuum of high quality comprehensive services to residents from cradle to grave to improve their overall health, economic and education outcomes. Public housing residents will be connected to an extensive network of services and programs based on their individual needs to achieve their personal goals and enhance their quality of life.

Health-related and employment-related goals provide a foundation for partners to offer workshops, health screenings, and training programs for residents. Due to transportation issues, many services will be available within the EEC. With children under 18 comprising over half of the existing public housing population, supporting their socio-emotional development and academic growth will be critical. From Early Head Start to Head Start to elementary and then high school and beyond, a network of school-based and out-of-school educational supports, complemented with robust youth programming, will be put in place to address the needs of youth to help them achieve and succeed. Open space will be expanded and enhanced, creating new accessible parks that offer new amenities, active programming, and shade to get residents outside - improving their health, building social cohesion, and realizing more ‘eyes on the street’ as well as helping to mitigate extreme surface temperatures during the hot summer months.



Becoming a model community for youth development and growth is a key goal of the One Vision Plan.



For this landmark initiative to transform a community that includes the largest concentration of public housing in the State of Arizona into a model in-town neighborhood, the City of Phoenix could not do it alone. With the continuing participation of the EEC Resident Leadership Council, the many involved public housing and neighborhood residents and partners who are committed to working with the City to achieve the community's vision, the One Vision Plan will touch thousands in the EEC, and substantially contribute to the development of a walkable, opportunity-rich community connected to the light rail system as envisioned by Reinvent PHX. In fact, many partners have started their work, and some strategies are already being implemented as identified throughout the One Vision Plan. Additional improvements are underway because of \$1 million in Action Activities funding awarded as part of the Choice Neighborhoods Planning and Action Grant from HUD.

The One Vision Plan provides the framework to radically reshape the EEC landscape into a vibrant gateway into downtown Phoenix, and a plan to deconcentrate poverty while at the same time preserving and expanding important affordable housing opportunities for the long-term. Through the implementation of the One Vision Plan, a unique opportunity exists to spur economic development along the light rail, revitalize an important Phoenix neighborhood, and vastly improve the living conditions of EEC residents.



The EEC Resident Leadership Council (RLC) played a critical role in the development of the One Vision Plan. As the RLC transitions into formal neighborhood organizations, their continued involvement throughout the implementation of the Plan will be essential to its success.

CHOICE NEIGHBORHOODS ACTION ACTIVITIES

Supported by \$1 million in funding from HUD to jumpstart community transformation, the community selected three Action Activities that will have immediate positive impacts on the neighborhood when completed

ACTION ACTIVITY #1 - EDISON PARK ACTIVITY HUB

Within Edison Park, the only sizable park within the community, an “activity hub” will be constructed where events, programs, and other activities can be held, such as: cultural arts (visual/performing) events, resource fairs, youth events, flea markets, health care fairs, Skate After School program, farmers market, and outdoor exercise classes. Programming at the Edison Park Activity Hub will focus on larger scale community events where both neighborhoods, as well as the public in the area can engage and connect. Increased usage will also contribute to more “eyes on the park”, and help promote community unity, expand resources and improve the quality of life for residents.

ACTION ACTIVITY #2 - EDISON-EASTLAKE COMMUNITY PLACE-KEEPING INVESTMENTS

To celebrate and honor the various histories within Edison-Eastlake as well as to celebrate the dawn of a new chapter, a number of different place-keeping activities to be designed, manufactured, and installed in partnership with the community. These include:

- Gateway monuments at key neighborhood entryways (historical Eastlake Neighborhood, eastern entryway at 20th and Roosevelt, and 16th and Villa).
- Street medallions on Van Buren to compliment the Van Buren Complete Street as well as beautifying pathways.
- Sign toppers - installed on street signs throughout the neighborhood as a source of community pride and identity.

ACTION ACTIVITY #3 - GATEWAY TRANSIT NODE

Located at 16th and Villa Streets, the Gateway Transit Node incorporates a variety of transit and built environment strategies to enhance connectivity along with place-keeping. Activities include traffic management, expanding the GR:D Bike Share system, and improving a transit stop, while utilizing materials that reduce heat island effects.



Examples of (from left to right) gateway monument, street medallion and sign topper..





INTRODUCTION



Nestled one mile east of downtown Phoenix, the Edison-Eastlake Community (EEC) has a rich history that dates back thousands of years starting with the prehistoric Hohokam people through modern times, including Eastlake Park as a pillar of the City's African-American culture. For the last several decades, the EEC has been better known for its concentration of public housing - in fact the highest concentration in the State of Arizona - and the associated poverty and social challenges that unfortunately frequently characterize these communities. Regardless, over 3,300 residents call the EEC home, including those who were born and raised in the area and those who moved into the community over the years for its affordable housing in an increasingly unaffordable region.

But change is coming to the EEC. Over the last several years, an increasing number of investments have been made moving eastward out of downtown driven both by the nationwide trend towards urban living and the success of the Valley Metro light rail that began service in 2008. Due to a confluence of factors, the EEC is primed for revitalization. These include the opportunity to leverage transit-oriented development (TOD) opportunities because of the light rail and potential future stop on 18th Street at Washington and Jefferson Streets; possible expansion of St. Luke's Medical Center and the establishment of a biomedical campus hosting facilities for interdisciplinary medical research on the vacant land surrounding St. Luke's Medical Center; and the urgent need to redevelop the three public housing communities (Frank Luke Homes, A.L. Krohn Homes and Sidney P. Osborn Homes) that are functionally and physically obsolete.

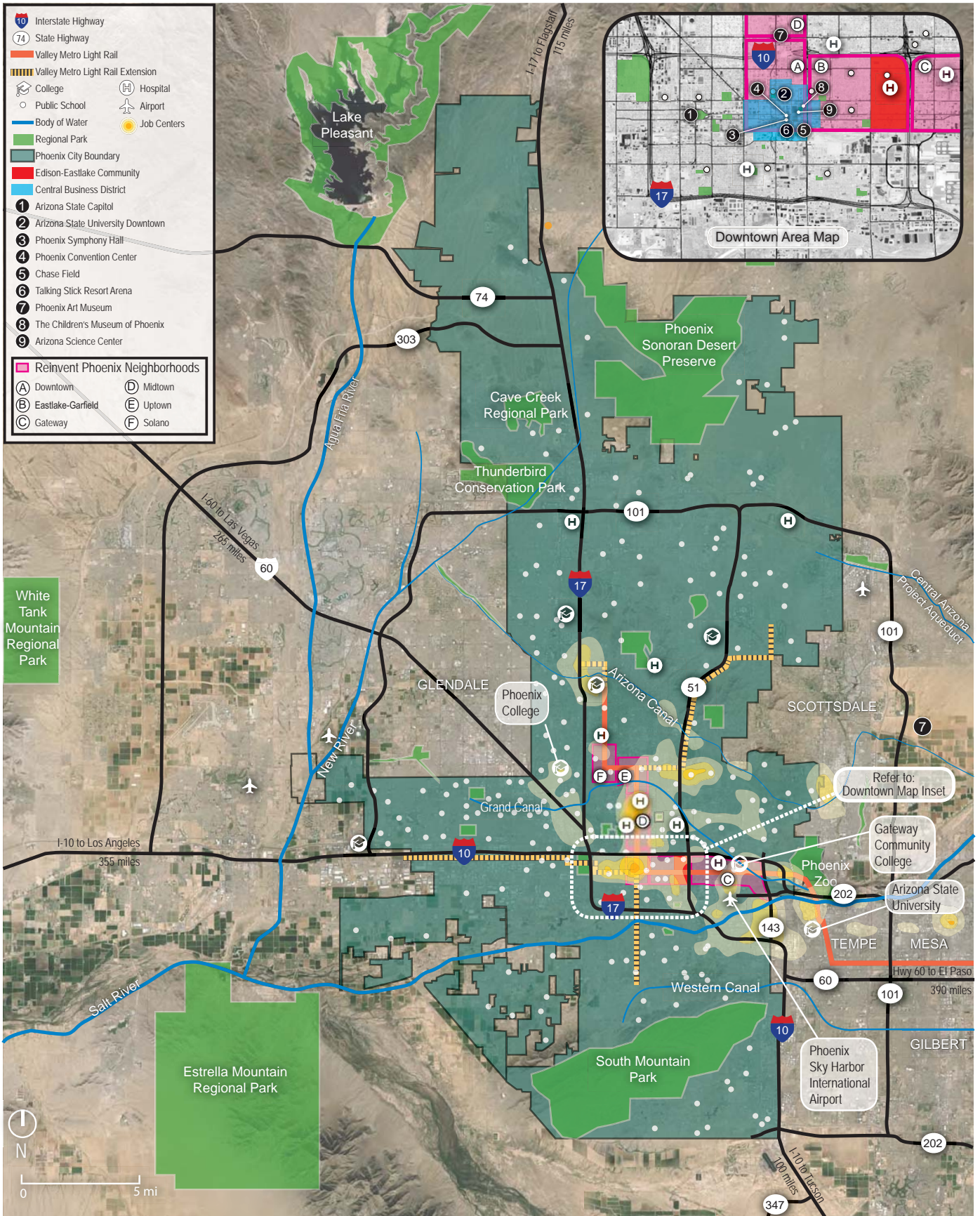
With the opportunity to radically reshape the landscape of the EEC, the City utilized the award of a Choice Neighborhoods Planning and Action grant in 2016 to build upon previous neighborhood planning efforts - East AMP Community Visioning Project (2010) and ReinventPHX (2014) - to create a holistic neighborhood-based transformation plan, i.e. One Vision Plan, in partnership with the community - ranging from the redevelopment of the public housing sites, a supportive services framework to address current resident needs, and identification of essential neighborhood improvements.

ONE VISION PLAN

After 18 months of meetings, discussions and conversations starting in June 2016, the One Vision Plan codifies the work of the residents, community stakeholders, partner agencies and City departments and outlines the community-driven vision and the plan for how to make that vision a reality. Documenting the planning process and where the EEC is today, the One Vision Plan then details the roadmap for how to get from here to the community's preferred future.

In the following chapters, readers will find the following:

- Chapter 2 - Community Process and Context - description of the 18 month planning effort and social, economic, physical summary of the neighborhood including challenges and assets
- Chapter 3 - One Vision Plan Elements - the specific goals and strategies that are aligned with the community's vision
- Chapter 4 - Neighborhood and Housing Master Plan - details of the physical redevelopment program for the community and the three public housing sites
- Chapter 5 - Implementation - now that the One Vision Plan is done, how does the community move from vision to reality







COMMUNITY PROCESS AND CONTEXT



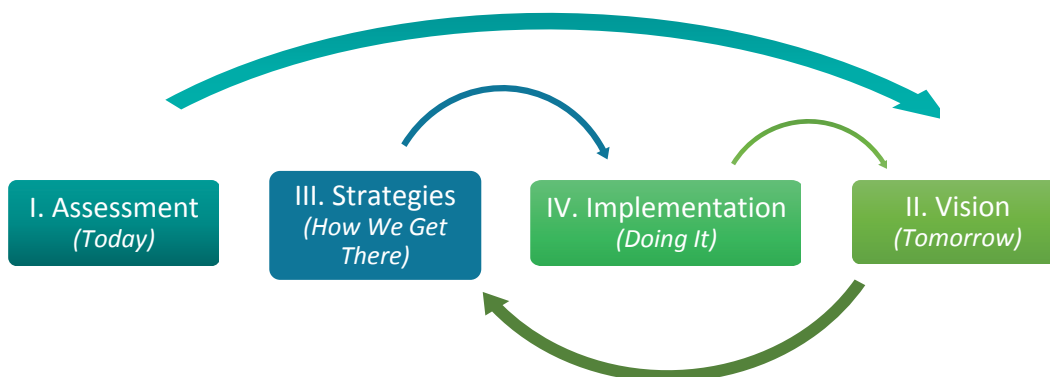
COMMUNITY PLANNING PROCESS

The process to transform the EEC began nearly 10 years ago and has involved hundreds of public housing and neighborhood residents, numerous community stakeholders including businesses, churches, schools and service agencies, and all facets of City government. Starting with the East AMP Community Visioning Project in 2010, the City's Housing Department via focus groups and public meetings worked with residents and the broader community to envision the future of public housing and services in the EEC and establish guiding principles for redevelopment. During ReinventPHX (2014) - spurred on by the success of the Valley Metro light rail service - each of five districts along the light rail created TOD policy plans to guide future investment and ensure equitable benefit to all residents. The EEC is a part of the Eastlake-Garfield District.

The Choice Neighborhoods Planning and Action grant gave the City the opportunity to narrow its lens and pinpoint what specific additional community investments were necessary to spark catalytic change in the EEC - building on the existing momentum and future potential of the area while concurrently grounded in existing realities and the very real challenges facing this community. It also provided space for the City to understand the concerns of current residents, many of whom live in public housing, and safeguard their ability to remain in the EEC through the preservation and expansion of affordable housing opportunities while deconcentrating poverty.

Divided into four phases - Assessment, Visioning, Strategies and Implementation - over the course of two years, the planning process was iterative in nature. During each phase, the work of the planning team was vetted with the community, and then refined by the planning team based on the input received.

- Assessment (Today) - focused on understanding the existing social and physical conditions in the EEC through the completion of resident, employee, and business surveys; health impact assessment; and lighting, tree and housing condition surveys.
- Vision (Tomorrow) - building on information from the Assessment phase, the community defined a vision statement that described their preferred future and a set of guiding principles to inform how the community would achieve their vision.
- Strategies (How We Get There) - with the preferred future in mind, Action Teams identified strategies and associated resources and partners to address key priorities and needs.
- Implementation (Doing It) - with the road map complete, the community is actively executing the plan - carrying out strategies and aligning resources and efforts - to realize the vision for the EEC.



GUIDING PRINCIPLES FOR EDISON-EASTLAKE

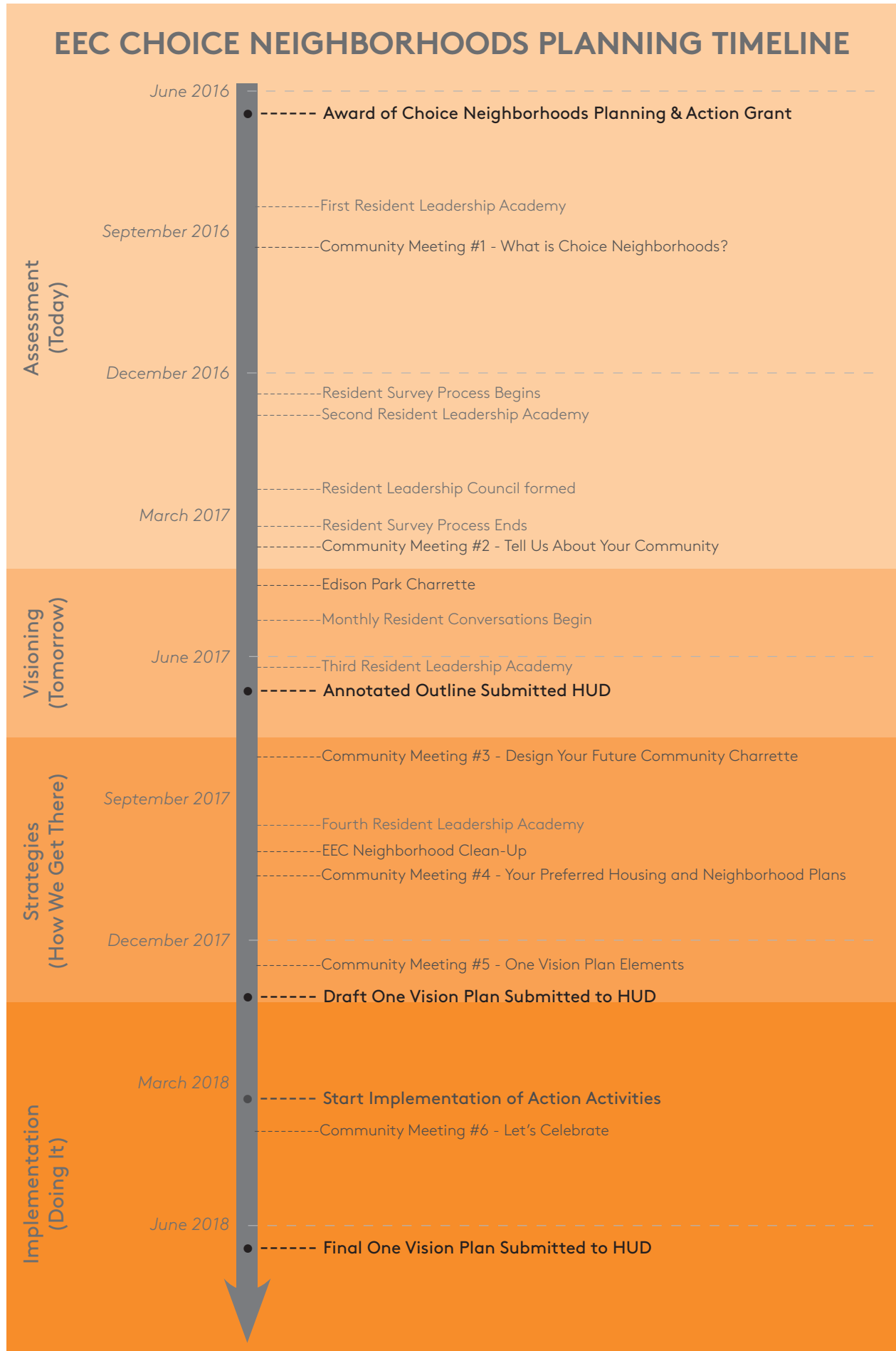
Using the guiding principles developed during the East AMP Community Visioning Project as a starting point, the community revisited and updated the principles to capture their values for the revitalization of Edison-Eastlake.

- Incorporate sustainable, healthy and safety-focused design standards
- Provide mixed-income housing opportunities with appropriate architecture and modern amenities
- Prioritize the needs of existing residents
- Support community education, health, wellness, safety and engagement
- Create a walkable community with usable open space
- Enhance access to area businesses, parks, schools, churches, services, transportation and jobs
- Use community art and place-making opportunities to celebrate the history and diversity of the community
- Attract private investment and neighborhood-serving retail and services





EEC CHOICE NEIGHBORHOODS PLANNING TIMELINE



The planning process was led by a Steering Committee comprised of key stakeholders and charged with reviewing information, making decisions, and providing direction to the overall planning effort. Action Teams on Neighborhood, Housing and People were formed to develop specific strategies to address community needs and priorities, and to identify partners to implement those strategies.

To assist public housing residents to meaningfully participate in the planning process, four Resident Leadership Academies (RLA) were sponsored by the Phoenix Revitalization Corporation (PRC) to build the capacity of participants in the areas of public speaking, teamwork, goal setting and self-efficacy. RLA graduates were recruited to form a Resident Leadership Council (RLC) which served a dual role as an advisory group to the planning effort and as an action-oriented group to pursue resident-driven initiatives.

RESIDENT LEADERSHIP ACADEMY AND COUNCIL

To meaningfully engage public housing residents in the Choice Neighborhoods planning process, the City contracted with the Phoenix Revitalization Corporation (PRC) to build resident capacity through Resident Leadership Academies (RLA) and facilitate a Resident Leadership Council (RLC).

RLAs provided training to participants on increasing residents' awareness of community resources and using intergenerational strategies as a means to work for community change. Topics included self-esteem, communication, diversity, teamwork, values, and ethical leadership. In total, 4 RLAs were held throughout the Choice Neighborhoods planning process graduating 34 residents including 9 youth.

RLA graduates were then recruited to participate in the RLC. The RLC, with a consistent membership of between 10 to 15 participants, met bi-weekly starting in March 2017. The RLC served as an advisory group to the planning effort, completing walking audits for the Health Impact Assessment, and reviewing Action Activity proposals; and pursued resident-driven initiatives. Additional training was also provided on place-keeping and community organizing. The goal is to provide RLC members the tools and resources to form Neighborhood Associations and/or Block Watch groups as the planning process moves into implementation.





Beyond these formalized groups established to guide the planning effort, the City undertook a number of initiatives to ensure that all residents and community stakeholders had the opportunity to engage in and be informed about the One Vision Plan as it was developed. These efforts included:

- Individual surveys - public housing and community residents, local employees and business owners had the opportunity to complete a survey either on-line or in-person tailored to each target group. Questions ranged from current service utilization and neighborhood perception to desired amenities and future outlook.
- Community meetings - open to the public and held in the neighborhood, a total of six meetings were held at regular intervals during the planning process. Structured as workshop or open-house style formats, these meetings were designed to actively solicit input from attendees.
- Bi-monthly newsletters - providing updates on the planning effort as well as other events, activities and happenings of interest in the EEC, the newsletter was distributed to all EEC residents and businesses via mail.

All printed materials were provided in English and Spanish and translation services were available at all community meetings.

COMMUNITY MEETINGS

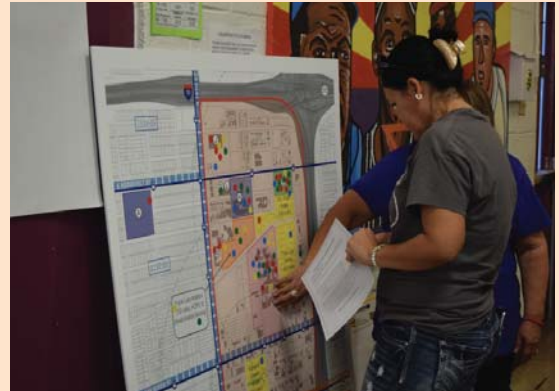
Meaningful involvement by the community to shape and plan for the future of their neighborhood has been a hallmark feature of the City's planning efforts from the East AMP Community Visioning Project to ReinventPHX. Through interactively designed community meetings that included small group work, design charrettes, and open house formats, the Choice Neighborhoods planning process sought regular input and feedback from neighborhood residents and stakeholders as the One Vision Plan evolved. Food was also provided at each meeting from local businesses including Ranch Market and Baiz International Market.

- September 2016 - What is Choice Neighborhoods?
- March 2017 - Tell Us About Your Neighborhood
- August 2017 - Design Your Future Community Charrette
- October 2017 - Your Preferred Housing and Neighborhood Plans
- January 2018 - One Vision Plan Elements
- March/April 2018 - Let's Celebrate!





Community meetings gave residents and community stakeholders the opportunity to dialogue one-on-one with the planning team, and share their ideas, areas of concerns, and preferences for different housing and neighborhood designs. Audio translation services were available at each meeting, including Steering Committee, Action Teams, and Resident Conversations. Children had the opportunity to engage in their own activities during meetings - from drawing their ideal community to building their ideal home.





COMMUNITY CONTEXT

Located one mile east of downtown Phoenix and spanning 0.58 square miles, the EEC is home to over 3,300 residents and over 150 business establishments. Bounded by Interstate 10 to the north and east, 16th Street to the west and the Union Pacific Railroad tracks to the south, the EEC is primarily residential to the north and west and transitions to light industrial/commercial to the south with St. Luke’s Medical Center sitting in the heart of the community. As discussed in the Existing Conditions Report for the EEC, the community faces a number of challenges but also has a number of assets from which to build on. The full Existing Conditions Report can be found in Appendix A.

DEMOGRAPHICS

Unlike the City of Phoenix and Maricopa County, population growth is essentially non-existent in the EEC with a net loss of population of 4.6% between 1990 and 2010. Of the 3,339 residents (2010 Census), 79.0% classify themselves as Latino, a significant percentage of which have difficulty with English. Of the households that speak Spanish at home, nearly 40% are “limited English,” meaning that all members 14 years of age and older have at least some difficulty with English. The EEC’s population is significantly younger than the City and County’s with nearly half of the residents under the age of 18.

Age of the Population - Edison-Eastlake v. City and County

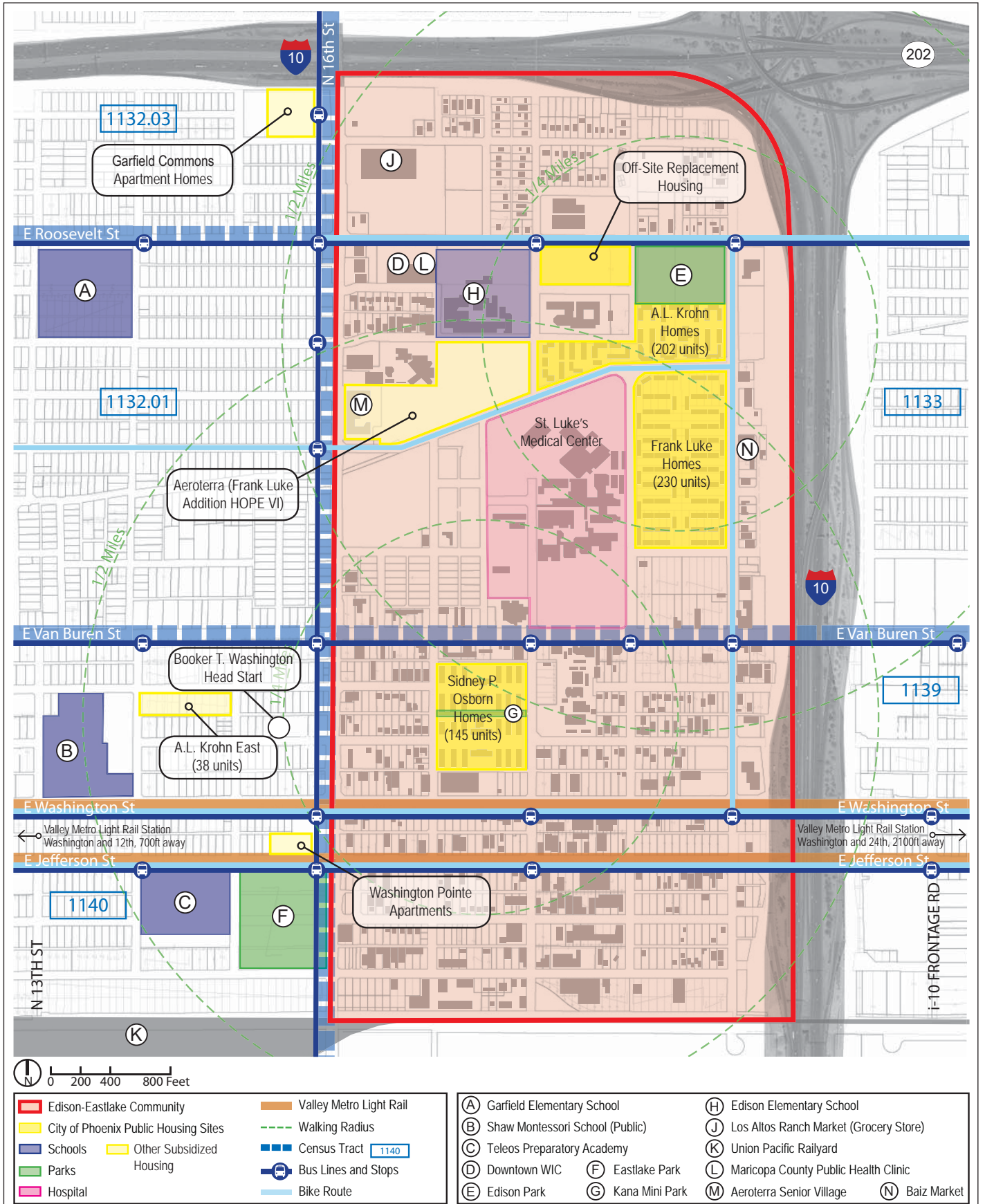
	Edison-Eastlake		City of Phoenix		Maricopa County	
Population age 0-17	1604	48.0%	408,341	28.2%	1,007,861	26.4%
Under 5 years	463	13.9%	119,911	8.3%	282,770	7.4%
5-14 years	885	26.5%	221,992	15.4%	559,937	14.7%
15-17 years	256	7.7%	66,438	4.6%	165,154	4.3%
Population 18+	1,735	52.0%	1,037,291	71.8%	2,809,256	73.6%
18 to 24 years	306	9.2%	150,671	10.4%	378,617	9.9%
25 to 39 years	607	18.2%	329,018	22.8%	807,095	21.1%
40 to 54 years	472	14.1%	296,641	20.5%	762,594	20.0%
55 to 61 years	137	4.1%	103,383	7.2%	287,104	7.5%
62 and older	213	6.4%	157,578	10.9%	573,846	15.0%

Source: U.S. Census Bureau, 2010 Decennial Census

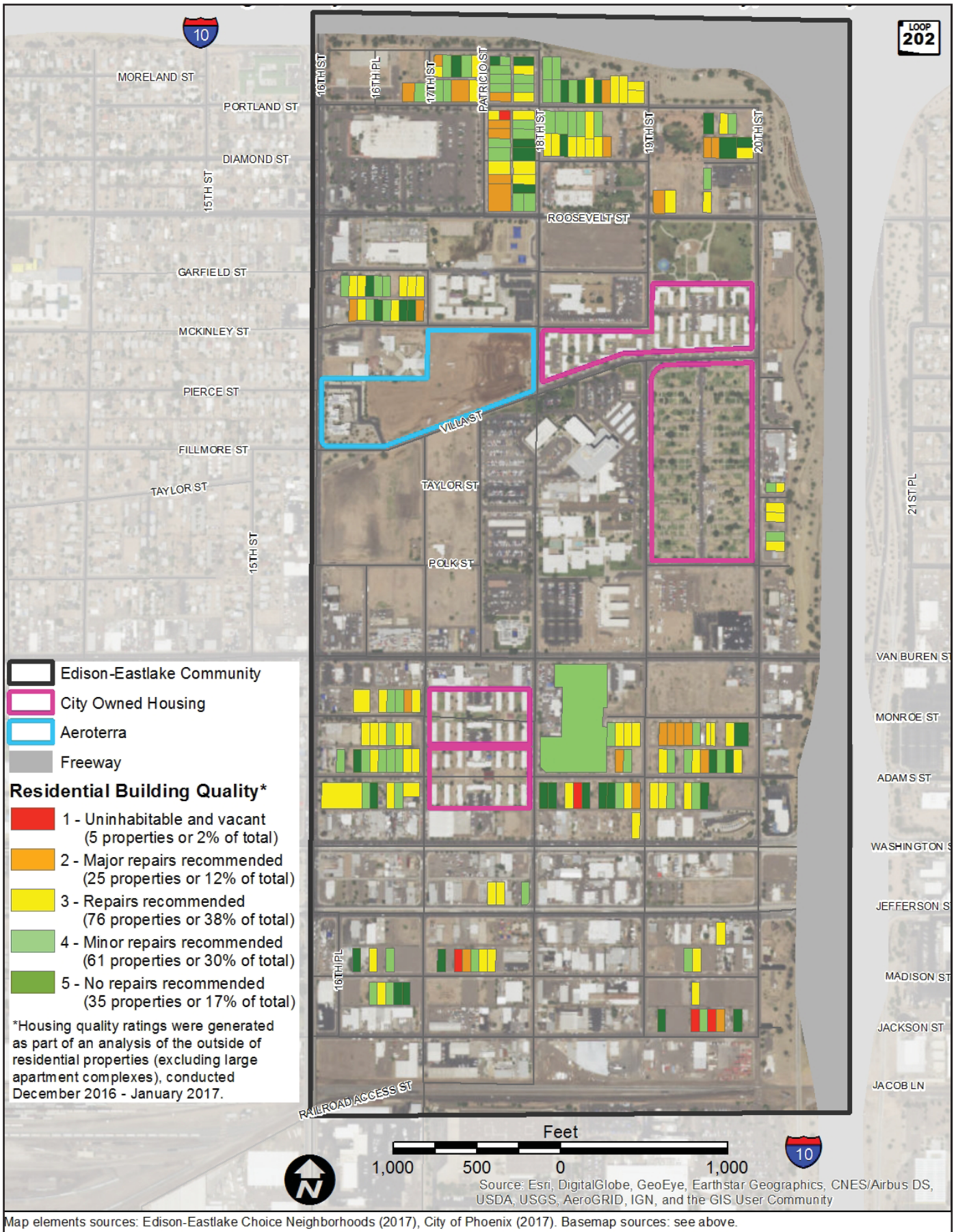
Given the large number of youth, the EEC has slightly more family households and nearly twice as many large households (5 or more persons) than the City and County. Of the family households, nearly two-thirds are headed by single females.



Children under the age of 18 make up nearly half of the population in the EEC



MAP OF EDISON-EASTLAKE COMMUNITY



RESIDENTIAL BUILDING QUALITY, EDISON-EASTLAKE COMMUNITY, JANUARY 2017

HOUSING

The EEC has 1,176 housing units according to the 2010 Census. Of these housing units, a total of 577 units are found across the three public housing sites - Frank Luke Homes (1942), A.L. Krohn Homes (1963) and Sidney P. Osborn (1960). Providing important affordable housing resources in the greater Phoenix area, these public housing developments are between 55 to 77 years old. While structurally sound, they no longer are a quality housing option due to obsolete infrastructure and poor design. Immediate repair needs at all three developments exceeds \$40 million or nearly \$70,000 per unit. Many of their systems have reached the end of their useful life, and the housing units lack the space and amenities that families need today.

Aside from the public housing sites, single-family homes dominate the EEC's housing landscape with handful of other small and large multi-family developments. Limited housing diversity leaves few options for residents who do not want, or cannot afford, a single-family home. The majority of the housing stock was constructed prior to 1960 (54.4%) and the quality of the existing housing stock is reflective of the age of the structures. A windshield survey of residential building facades found that 14% are in poor or dangerous condition. Only 17% were not in need of repairs.

Approximately 13.0% of the existing housing stock is vacant, and most of the occupied units are rental units. The homeownership rate in the EEC is only 7.6%, which is a fraction of the City and County homeownership rates. The three public housing developments in the EEC are one reason for the low homeownership rate, since they account for nearly 50% of the neighborhood housing stock.

Occupied and Vacant Housing Units, Edison-Eastlake v. City and County

	Edison-Eastlake		City of Phoenix		Maricopa County	
Occupied Units	1,023	87.0%	514,806	87.2%	1,411,583	86.1%
Owner-occupied	78	7.6%	296,742	57.6%	910,320	64.5%
Renter-occupied	945	92.4%	218,064	42.4%	501,263	35.5%
Vacant Units	153	13.0%	75,343	12.8%	227,696	13.9%

Source: U.S. Census Bureau, 2010 Decennial Census

However, a recent housing market study showed strong market demand for market-rate housing in the EEC, with an annual average demand of over 2,800 new and existing housing units in the neighborhood. Over the next 5 years, 440 to 585 new market-rate dwelling units could be easily absorbed. Of these households, 61% are likely to be younger singles and couples; 23%, traditional and non-traditional families; and 16%, empty nesters and retirees. Over 67% (1,895) will be in the market for new and existing rental units with the remaining 33% (925) seeking for-sale housing. The full housing market study can be found in Appendix B.



COMMERCIAL AND RETAIL PROFILE

There are over 150 businesses in the EEC, which are primarily concentrated along 16th Street. The business landscape is dominated by auto-related service and retail facilities (27% of all businesses). While there are 34 food outlets (24% of all businesses), most are convenient stores or fast food restaurants, pointing to a need for increased access to healthy food options in the neighborhood. There is one large, full-service grocery store – Ranch Market – located at the corner of 16th Street and Roosevelt Street. Residents indicated on the resident survey that they use Ranch Market frequently, but they also travel to Walmart located over 4 miles away to do their main grocery shopping to obtain “lower prices and a better selection” of groceries. The lack of community-serving retail was identified as one of the top challenges in the neighborhood.

A recent market demand and supply profile of the convenience trade area retail for the EEC confirmed that the neighborhood has a number of destination retail, but very limited convenience retail. According to consumer data, the market areas that are in the greatest demand in the EEC are clothing and clothing accessories stores; health and personal care like a Walgreens or CVS; sporting goods, hobby, book and music stores; and food and beverage stores (groceries). However, there are two major challenges to attracting these types of retailers to the area: low population density in the EEC and the existing population’s lower income levels; and lack of actual and perceived levels of safety by the business and retail base. The full market demand and supply profile can be found in Appendix C.

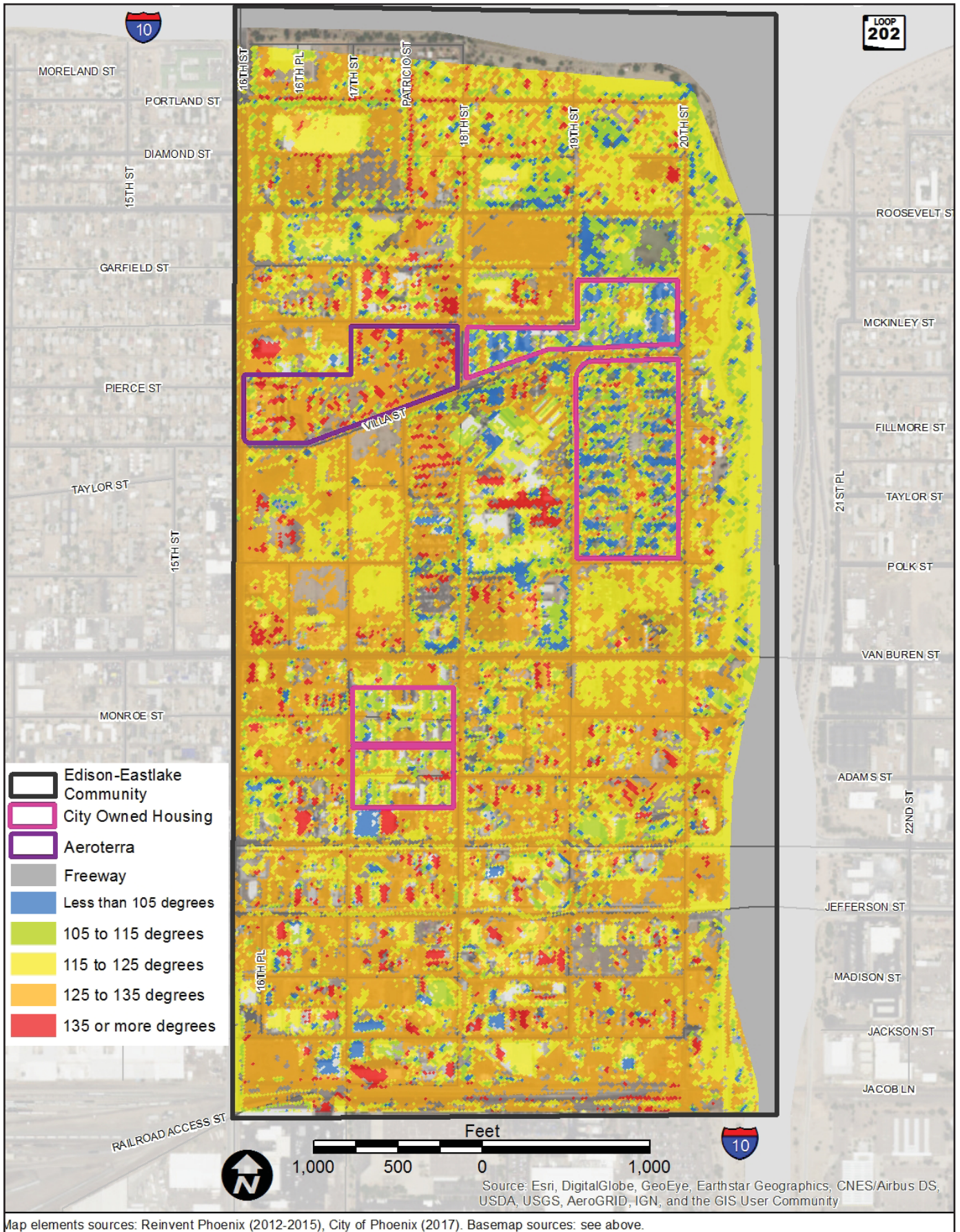
LAND USE AND SURFACE TEMPERATURES

Residential uses account for 30% of the land area in the EEC. Exempt uses, such as churches, schools, and public institutions account for 18% followed by 15% for general commercial/industrial. Park space weighs in at 2%. Approximately 23% of the total land area in the EEC is vacant. Vacant land is concentrated around St. Luke’s Medical Center that has been held in anticipation of possible expansion of the medical center and/or development of a biomedical campus, and in the southern portion of the neighborhood as a result of an acquisition/demolition noise mitigation program associated with the Phoenix Sky Harbor International Airport.

Almost 25% of the total land acreage is used as paved surface parking lots, which contributes to high surface temperatures. Extreme heat is the most serious weather-related risk faced by EEC residents. In July 2012, the surface temperatures throughout the EEC exceeded 105 degrees (the threshold for human health), and many times, above 130 degrees. Surface temperatures in the EEC are higher than many other parts of the City due to a lack of vegetation and man-made shade structures. With a high concentration of building roofs, asphalt, and vacant lots, these materials absorb heat during the day and release it at night—the urban heat island effect—and prevent nighttime temperatures from dropping below 90 degrees on summer nights. Heat island risks affect resident health, particularly vulnerable seniors and children, resident ability to walk outside and access services, and also adds vulnerability to service outages and disruption (particularly electrical).



Vacant land around St. Luke’s Medical Center (left) and one of the 30-plus City of Phoenix Aviation Department-owned vacant lots (far left)



SURFACE TEMPERATURES, EDISON-EASTLAKE COMMUNITY, JULY 2012



CONNECTIVITY

The EEC has excellent access to the City of Phoenix and the larger metropolitan area, including easy freeway access via on- and off-ramps on 16th, Washington and Jefferson Streets. However, with low car ownership - over one-third of households do not own a vehicle - the availability of public or alternative modes of transportation is imperative. There are four bus routes with stops in the EEC with headways ranging between 10 to 40 minutes depending upon day and time of the week, and the closest light rail stop is over ½ mile away even though the light rail runs through the southern portion of the EEC. The nearest employment centers are accessible via light rail or by bus with a transfer. A potential future light rail stop on 18th Street at Washington and Jefferson Streets has been studied; however, current economic and ridership numbers do not justify a stop at this time.

Traversing the EEC via bicycle or on foot is considered hazardous by residents with numerous pedestrian-vehicle or bicycle-vehicle incidents reported. EEC residents point to speeding traffic, poor street lighting at night, and stray animals as key culprits. As a major north-south arterial with five lanes of traffic and narrow sidewalks, 16th Street is consistently flagged as problematic and dangerous by residents. Roosevelt and Van Buren are also frequently identified as unsafe due to speeding traffic. Planned Complete Street improvements to Van Buren with protected bike lanes and pedestrian upgrades will assist with addressing safety concerns. With walking as the most frequent mode of transportation by residents, several streets throughout the EEC lack sufficient shade structures and trees to protect pedestrians from the Phoenix sun and many are in need of sidewalk improvements.

NEIGHBORHOOD AMENITIES

The two primary amenities within the EEC are Edison Park and St. Luke's Medical Center. At 5 acres, Edison Park is the largest park in the neighborhood, but is poorly utilized. Despite its close proximity to A.L. Krohn and Frank Luke Homes, residents express reluctance to use the park during the day and especially at night. Poor to non-existent lighting, lack of programming, and loitering detract from residents feeling like it is a safe space to recreate. Just outside of the EEC on the other side of 16th and Jefferson Streets is Eastlake Park. An 8.86-acre historic park, the park features a swimming pool, basketball and tennis courts, baseball and soccer fields, playgrounds, amphitheater, picnic areas and a recreation center with bathrooms and programming. Despite its proximity and newer amenities, Eastlake Park is not well-utilized by EEC residents because crossing 16th Street is considered to be dangerous. Additionally, Eastlake Park is situated nearly a mile away from Frank Luke and A.L. Krohn Homes, a distance that is neither easily traversed by foot nor by families with small children.

St. Luke's Medical Center, in addition to being well utilized by neighborhood residents, is a major employer and anchor institution in the area. St. Luke's offers a variety of services including rehabilitation, wound care, heart care, surgical weight management, imaging, intensive care, ophthalmology, orthopedic care (including sports medicine), and mental health care and therapy at its Behavioral Health Center. An additional 120-bed Transitional Care Center opened in Fall 2015 on the south side of St. Luke's campus. St. Luke's also houses Fortis College—a vocational and healthcare training college. St. Luke's has made or will be making \$20 million in improvements to its campus facilities and is developing a master plan looking at expansion opportunities, including the creation of a biomedical campus on the adjacent vacant land that would bring additional jobs, private investment, and healthcare services to the EEC.

Edison Elementary is also seen as a neighborhood asset. Located at 18th and Roosevelt Streets, Edison is the catchment K-8 school for students living north of Van Buren, and also offers two Head Start classrooms. The nearest branch of the Phoenix Public Library to the EEC is located over two and a half miles away on Central Avenue (Burton Barr Central Library).



16th Street is a major north-south arterial on the western edge of the neighborhood. Due to heavy traffic volumes, speeding cars and narrow unbuffered sidewalks, residents consider crossing 16th Street hazardous. Intersections along 16th Street experience a concentration of accidents involving pedestrians or bicyclists and vehicles.



St. Luke's Medical Center is a key anchor institution for the Edison-Eastlake Community, both in terms of the services it provides as well as its potential to ignite new investment in the neighborhood.



CRIME AND SAFETY

Safety, the lack thereof or the need to improve it, was the number one concern voiced throughout the planning process. While concerns about safety are often perceptual in nature, the incidence of Part 1 Violent Crimes and Part 2 Quality of Life Crimes have consistently remained about three times higher in the EEC than the City. According to the Police Department, the main drivers of crime include gang activity, drug houses, homeless encampments, physical and sexual violence within families, and burglaries of local businesses.

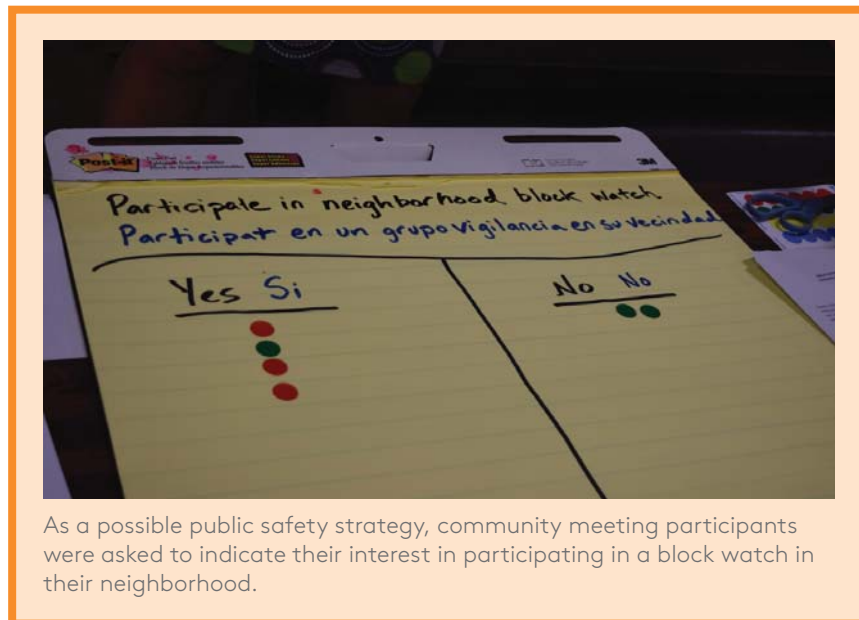
Part 1 Violent Crimes - 2013-2016, Edison-Eastlake v. City of Phoenix

	2013	2014	2015	2016
Edison-Eastlake Community				
Criminal Homicide	4	1	4	3
Forcible Rape	8	6	6	6
Robbery	16	14	18	17
Aggravated Assault	29	21	24	42
Total Part 1 Violent Crimes (BA31,BB31,BC31B)	57	42	52	68
EEC Violent Crime Rate per 1,000 Residents	17.1	12.6	15.6	20.4
City of Phoenix Violent Crime Rate per 1,000 Residents	6.0	5.0	5.2	6.1

Source: Phoenix Police Department

A lack of lighting is cited by residents as one of the contributors to crime as well as feelings of lack of safety. Many sections in the neighborhood are dark due to a lack of street lights or street lights that not working.

Weak social cohesion among residents also impacts perceptions of safety. While residents felt connected with their neighbors, those connections were not deep. Residents felt that people in the community got along with one another and help each other out, but they also felt they could not trust their neighbors and did not share the same values. Furthermore, A.L. Krohn and Frank Luke residents did not feel that there was a sense of community with Sidney P. Osborn residents and vice versa due to the geographic separation between the sites.



As a possible public safety strategy, community meeting participants were asked to indicate their interest in participating in a block watch in their neighborhood.

EMPLOYMENT AND INCOME

The unemployment rate in the EEC at 20.2% is more than double the rate in the City and County. Low employment is reflected in the low average median household income in the EEC at \$16,519; which is about one-third the median income in the City and County. Nearly two-thirds of families have incomes below the poverty level. When EEC residents are working, many are employed in low-wage jobs. Nearly 60% of working EEC residents have service (36.6%) or sales and office (23.6%) occupations. Within the service occupations, most are employed in building and grounds cleaning/maintenance and food preparation and serving. For sales and office, most are employed as office/administrative support. These occupations tend to offer lower wage employment, which contribute to the lower incomes seen in the EEC.

Top 5 Occupations for EEC Residents v. City and County

	Edison-Eastlake	City of Phoenix	Maricopa County
Building and grounds cleaning/maintenance	211 (20.0%)	41,222 (6.0%)	79,376 (4.4%)
Office/administrative support	163 (15.4%)	100,047 (14.5%)	271,636 (14.9%)
Food preparation and serving	118 (11.2%)	43,579 (6.3%)	108,033 (5.9%)
Construction and extraction	86 (8.1%)	41,747 (6.1%)	87,155 (4.8%)
Sales and related occupations	86 (8.1%)	80,432 (11.7%)	222,831 (12.2%)

Source: U.S. Census Bureau, 2015 ACS 5-year

When public housing residents were asked, “What makes it hard for you to find and/or keep work,” the top response was a lack of job opportunities in the area (54%) followed by a lack of professional training/skills (38%) and lack of a high school diploma or GED (38%).

Low educational attainment among residents 25 and older is a very real concern, with nearly half having less than a high school diploma. With “middle skill” jobs - defined as those requiring a high school diploma but not a four-year degree - comprising the bulk of the Arizona labor market, EEC residents are at a significant disadvantage in being competitive for these positions. Additionally, about half of the public housing residents lack access to or knowledge of how to use a computer and/or the internet.

Educational Attainment for Persons 25 and Older, Edison-Eastlake v. City and County

	Edison-Eastlake	City of Phoenix	Maricopa County
No schooling completed	90 (4.5%)	17,586 (1.9%)	34,892 (1.3%)
Up to 12th grade, no diploma	869 (43.9%)	166,019 (17.5%)	310,729 (11.9%)
High school diploma (includes equivalency)	775 (39.1%)	439,694 (46.3%)	1,251,488 (47.9%)
Associate degree	101 (5.1%)	73,144 (7.7%)	219,795 (8.4%)
Bachelor’s degree or higher	145 (7.3%)	253,950 (26.7%)	795,441 (30.4%)

Source: U.S. Census Bureau, 2015 ACS 5-year

Commute times for EEC workers tend to be longer than the average for the City and County, and coupled with low car ownership, they are far more reliant upon carpooling and public transit than other workers in the City and County. One in ten workers commute 60 minutes or more, and rates of bicycling and walking to work are also much higher than the City and County.



YOUTH AND EDUCATION

Nearly 50% of EEC residents are under 18 and of those under 18, nearly 30% are under the age of 5. Only 41% of public housing children under 5 are enrolled in an early childhood program such as Head Start/Early Head Start even though there are two licensed childcare centers in the EEC and six more within a 1-mile radius. Long wait lists, challenges of navigating the public transit system with small children, and the lack of car ownership may prevent residents from using licensed childcare centers even though they are in proximity to the neighborhood.

The EEC falls into the catchment of two elementary schools: Edison Elementary, which is located in the EEC and serves students living north of Van Buren Street; and Garfield Elementary, located in the Garfield neighborhood to the west of the EEC and serves students south of Van Buren Street. According to the resident survey, the majority of elementary school-aged children attend either Edison (68%) or Garfield (11%). The remaining students are dispersed either among a number of other public elementary schools or attend a charter school. High school students attend a number of high schools aside from North High - the catchment high school. Of the high school-aged students, only 22% attend North High, 9% attend Camelback High, 9% attend Summit High in an adjoining school district, and the rest attend a variety of other public and charter high schools.

As a whole, the public schools attended by the majority of EEC children have lower rates of proficiency as measured through the AzMERIT standardized test than the state average. Despite the lower school performance, residents are generally favorably on the quality of schools their children attend. Approximately one-third of parents report involvement in their child's PTA/PTO or other school organization.

After school, the majority of children go home (68%) despite the availability of free after school programs at the local elementary schools. The local branch of the Boys and Girls Club, located just north of the EEC, also has low participation. When asked why children do not participate in out-of-school time programs, residents cited cost and lack of knowledge of available programs as the most common reasons.

HEALTH

Self-reported health among residents is generally fair to poor, with better health reported for children. The most prevalent chronic health conditions are high blood pressure, stress or anxiety, weight problems, depression, and diabetes. Among children, the most prevalent condition was asthma. According to the CDC's 500 Cities project, EEC residents 18 and older suffer a higher rate of chronic health conditions than the City.

Several of these chronic health conditions could be better managed or avoided with more physical activity. However, health is impacted by environmental factors that can prohibit or impede engagement in healthful activities. Safety or the lack thereof was a major barrier to residents going outside and engaging in leisure time physical activity both in the parks and in the neighborhood. Additionally, the EEC is impacted by the urban heat island effect, which inhibits outdoor activity. Residents voiced a need for a community center with a gym and exercise classes both for safety and temperature reasons.

Aside from physical health, residents also struggle with mental health, and over half cited a need for services to help alleviate stress, anxiety, depression and other mental health issues by both adults and children. Other unmet health needs include physical fitness and exercise programs, dental services, and programs to address alcohol, drug use, and smoking.

Fortunately, the EEC has good access to health care services with St. Luke's Medical Center in the center of the neighborhood, and the Maricopa County Comprehensive Health Center (CHC) located just east of the EEC on the other side of I-10 East. Access to health care services was among the top three neighborhood assets identified by residents. However, despite this access, only 47% reported using a primary care doctor when in need of health advice, while 26% still go to an emergency room – most commonly Maricopa County CHC or St. Luke's Medical Center, 30% go to the hospital, and 12% use an urgent care center.

HEALTH IMPACT ASSESSMENT

Vitalyst Health Foundation and LISC Phoenix funded a Health Impact Assessment (HIA) of the Edison-Eastlake Community. Health is defined as more than just personal physical health, but that health is also impacted by social, environmental, economic, and political factors within the communities in which a person lives. Guided by an HIA Advisory Group, interviews with residents and other stakeholders, a review of existing community health data and evaluation of potential health impacts affected by the redevelopment, the HIA provided a series of recommendations to inform the Choice Neighborhoods planning effort as strategies for the One Vision Plan were developed. Focus areas included social cohesion, healthy food access, environmental quality, and safe, active neighborhood. HIA recommendations are incorporated throughout the One Vision Plan. A full copy of the HIA report for Edison-Eastlake and crosswalk between HIA recommendations and One Vision Plan strategies can be found in Appendix D.



As a part of the HIA, members of the Resident Leadership Council conducted a walking audit - both during the day and at night - of the Edison-Eastlake Community. From trash-filled alleys, deteriorated sidewalks and poorly maintained vacant lots to dark streets and dim or inoperable lighting at Edison Park, walking audit participants identified a host of environmental and safety concerns throughout the neighborhood.







ONE VISION PLAN ELEMENTS



A VISION FOR EDISON-EASTLAKE

“Edison-Eastlake is a diverse and thriving in-town neighborhood rich with history that offers exceptional access to downtown, high quality homes, healthy living and excellent connections to jobs, schools and services.”

The vision for Edison-Eastlake sees a future that provides for improved public safety, walkable streets with plenty of open space, services and educational opportunities that address the needs of youth and adults, and new, modern homes affordable across a broad range of incomes close to transportation, jobs and amenities. It also reflects the community's current strengths and desires to maintain diversity and celebrate its history while becoming a dynamic, thriving urban community abundant with opportunity.

From physical improvements and environmental considerations to redesign of the housing landscape and provision of supportive services, the One Vision Plan for Edison-Eastlake focuses on short-, medium- and long-term strategies centered around three themes that harness the potential of this community to become a premier in-town neighborhood in the City of Phoenix:

- **Connect us to our community and to each other** - eliminate the physical, social and economic barriers that have isolated Edison-Eastlake from the rest of Phoenix
- **Embrace where we have been, where we are, and where we are going** - recognize the very real challenges facing Edison-Eastlake, but also recognize its inherent strengths and assets
- **Lift up each and every one of us** - create a network of services and amenities that values the whole individual and families and empowers the entire community

Specific details of the physical program for redeveloping the public housing sites and neighborhood improvements are provided in Chapter 4 - Neighborhood and Housing Master Plan.

EARLY ACTION ACTIVITIES

As the Choice Neighborhoods planning process rolled out, residents identified a number of concerns and needs in the community. Rather than wait until the completion of the One Vision Plan to start addressing these issues, the City and its partners took the initiative to implement no-cost or low-cost investments when possible, i.e. early action activities. These early action activities, while not always a permanent solution, provide an interim fix while the City and community move forward with implementing the strategies in the One Vision Plan.

From neighborhood beautification and youth programming to park improvements and launch of a low-cost bike share program, a number of early action activities have generated positive energy in Edison-Eastlake that a better future is to come.

For example, early in the planning process, residents complained about broken street lights and how dark it was in the neighborhood. In response, the City completed a Street Light Audit to identify non-functioning lights. To date, 60 lights have been repaired.



CONNECT US TO OUR COMMUNITY AND TO EACH OTHER

Whether perceptual or actual, Edison-Eastlake residents confront a number of barriers that isolate the community. Connecting the community back into the larger social, economic and physical fabric of greater Phoenix improves the lives of current residents and attracts future residents, which is critical to Edison-Eastlake being able to realize its full potential.

CONNECT US GOAL #1: EDISON-EASTLAKE OFFERS MODERN AND SUSTAINABLE HOMES AFFORDABLE TO HOUSEHOLDS ACROSS A RANGE OF INCOMES

- Redevelop the three public housing sites - Frank Luke Homes, A.L. Krohn Homes and Sidney P. Osborn Homes - as mixed-income communities including rental and homeownership opportunities to deconcentrate poverty and expand the range of housing options available.
 - ~ Rowhomes - two- to three-stories
 - ~ Courtyard villas - two- to three-stories
 - ~ Courtyard apartments - three- to four-stories
 - ~ Podium apartments - four- to five-stories
 - ~ Live/work units on the ground floor of apartment buildings
- Incorporate energy-efficient, healthy, safety and sustainable design features into the new homes and site plans including LEED for Neighborhood Development, Crime Prevention Through Environmental Design (CPTED), and Universal Design principles to conserve our natural resources while promoting a healthy and active lifestyle.
 - ~ Buildings designed and constructed to meet Enterprise Green Communities Criteria
 - ~ Utilization of EnergyStar rated light fixtures and appliances
 - ~ Installation of photovoltaic panels
 - ~ Reconnection of the housing sites back into the surrounding street grid
 - ~ Design of unit entrances to provide "eyes on the street"
- Continue the City's Zero Waste program at the redeveloped housing sites to align with the City's 2050 environmental sustainability goals and educate residents on how to be good stewards of the environment.
- Preserve and expand the number of affordable housing resources for the long-term to safeguard the ability of current residents to remain in the community as it transitions over time.

ZERO WASTE PROGRAM

To help address the issue of trash, the City's Public Works Department implemented its Zero Waste Program, a part of the City's 2050 landfill diversion goal to become a zero waste city through recycling, at the three public housing sites in July 2017. Providing recycling containers and bins coupled with an education component, residents are enlisted to assist with waste diversion and become knowledgeable about why recycling is important to the environment and to the community.



CONNECT US GOAL #2: EDISON-EASTLAKE IS A TRANSIT-ORIENTED COMMUNITY WITH EASY AND COMFORTABLE ACCESS TO MULTIPLE TRANSPORTATION OPTIONS

- Create a network of green, shaded, and/or multi-modal streets with Complete Streets features to enhance walkability and bikeability to destinations within and outside of the community.
- Prioritize pedestrian improvements along roadways to address safety concerns and enrich the pedestrian experience.
 - ~ High-Intensity Activated Crosswalk beacons (HAWK) at key intersections
 - ~ Traffic signals and/or speed cushions to slow traffic on secondary streets
 - ~ Crosswalk improvements, whether via stop signs and/or decorative roadway art, at identified secondary intersections within the community
 - ~ Conversion of all street light fixtures to energy-efficient LEDs
- Install new or redesigned bus shelters and ADA-improvements at select bus stops with higher on-boardings to provide shade and accessibility.
- Improve existing bicycle routes through Edison-Eastlake with signage and traffic signaling to enhance bicycle safety.
- Locate GR:D Bike bike share stations in Edison-Eastlake to provide an alternative mode of transportation and/or exercise for residents, and compliment the new GR:D for All program (see box).
- Continue to advocate for a new Valley Metro light rail station at 18th and Washington/Jefferson Streets.

GR:D FOR ALL

Seeing the transportation challenges faced by residents and the absence of the City's bike share program - GR:D Bike - in the community, the City Housing Department applied for and was awarded an Aetna Foundation Cultivating Healthy Communities Grant. With membership plans upwards of \$20 per month, the grant is being used to provide subsidized memberships to income-qualified individuals who live in Edison-Eastlake, as well as helmets and lights, bicycle safety courses, and community bike rides to encourage cycling as a fun form of physical activity. In support of this Early Action Activity, GR:D Bike is locating two bike share stations in the neighborhood. The GR:D for All program officially launched in October 2017.





CONNECT US GOAL #3: EDISON-EASTLAKE IS CHARACTERIZED BY STRONG NEIGHBORHOOD ORGANIZATIONS AND ENGAGED RESIDENTS

- Establish neighborhood organizations and/or block watch groups that involve residents in being active partners in improving their community.
- Market the Police Department’s Virtual Block Watch program to get residents to register their existing residential security cameras in the Police’s database.
- Form an Edison-Eastlake Community Action Team (CAT) for local neighborhood organizations and alliances to regularly come together and meet with City departments to discuss crime and blight reduction efforts, development projects, zoning variances and community services.
- Install neighborhood Wi-Fi technology to provide free internet access for residents and visitors and leverages the City’s selection as a HUD ConnectHomeUSA community in August 2017.
- Host regular community-wide events that get residents out of their homes and brings them together to meet their neighbors, and get involved in community activities and happenings.
- Include community centers as part of the new developments to provide space to hold community meetings, trainings and workshops, and areas that residents can reserve for social gatherings.

RESIDENT CONVERSATIONS

In May 2017, Housing Department staff began a series of Resident Conversations to provide residents with a forum designed to educate them about topics of interest or concern. By providing information about different programs and/or how things work, the goal of these Conversations is to empower residents to become engaged in transforming their community or themselves as they gain more knowledge about how things happen. It also provides an opportunity for residents to get to know one another as well as staff running different programs. Meeting usually on a monthly basis at both the Luke Krohn Community Room and Sidney P. Osborn Community Room, discussion topics have included:

- May 2017 - Neighborhood Safety
- June 2017 - Youth Programs
- July 2017 - Let’s Talk Trash
- August 2017 - Property Maintenance
- September 2017 - Community Organizing
- November 2017 - GR:D To Know You!
- December 2017 - Bicycle Safety



CRIME AND PUBLIC SAFETY

Addressing crime and improving safety were among the top issues raised by residents. In developing the public safety strategy, the first step was to understand the drivers of crime. According to the Phoenix Police, the high rates of aggravated assault and homicide are attributed to two local street gangs: 18th Street Posse and Duppa Villa, which are affiliated with the Sidney P. Osborn and Frank Luke/A.L. Krohn public housing communities, respectively. There is also a high incidence of sex crimes including assault, molestation, and exposure. Phoenix Police attribute this to family members, friends, and boyfriends assaulting women and children. Exacerbating crime in the community are several known drug houses located between Van Buren and Washington Street, just east of the Sidney P. Osborn community. The freeway underpasses, vacant land, and drug availability also attracts a homeless/transient population, many who are seriously mentally ill and/or addicted to drugs or alcohol. Other public safety concerns include speeding and the theft of vehicles parked on the street or from the neighborhood's used car dealerships or repair shops.

To tackle these issues, the City identified a multi-pronged approach involving City departments and private citizens that target the drivers of crime along with programs to prevent crime before it happens. These strategies are found across all three elements of the One Vision Plan, and build upon current Police initiatives, including the "Walking Beat" – a specialty squad specifically assigned to the three public housing communities – and the assigned Community Action Officer (CAO) who has a relationship with residents and participates in community activities.

Some specific strategies include:

- Virtual Block Watch - encourage businesses and residents to register existing security cameras that provides the Police with access to footage.
- Safe Business Network (SafeBiz) - through this program, a SafeBiz Police Liaison works with local businesses to identify the causes of excessive calls for service and identify solutions. The Liaison is an ongoing resource for safety and security questions.
- Abatement program - a two-pronged collaborative approach between the Police and Neighborhood Services Department (NSD) to address drug houses through a progressive process of documentation, assistance, citation, abatement, and eventual foreclosure, if needed.
- Gang prevention programs - focused on stopping the supply of new gang members and helping those already in a gang with getting out, specific programs targeting at-risk youth include Beat Street AZ, Fulfillment in Training and Phoenix Drag Racing Against Gangs and Graffiti; and AZ Common Ground re-entry program for young adults.
- Phoenix Community Action Response Engagement Services (CARES) program – recently launched by the City to provide a coordinated approach to addressing homeless persons and encampments, including outreach, referrals, and encampment clean-up.
- Educational programs and outreach campaigns - focused on empowering residents and creating safe connections to report incidences ranging from domestic violence, teen dating violence, sexual abuse, violence prevention, bullying, victim rights, and self-defense, among others.



COMMUNITY EVENTS

To help build social cohesion among residents, two community events were held during the Choice Neighborhoods planning process that provided an opportunity for residents to come out and get involved in addressing concerns they had identified in the neighborhood.

Neighborhood Clean-Up

In partnership with St. Luke's Medical Center and the Phoenix Suns Organization, the City's Housing and Neighborhood Services Departments organized a neighborhood clean-up in October 2017 to remove trash in the neighborhood - one of the top neighborhood improvements needed as identified in the resident survey. With over 100 volunteers from both within and outside of Edison-Eastlake, a total of 4.59 tons of trash was collected that day. The Phoenix Suns Gorilla even came out to help!



G.A.I.N. (Getting Arizona Involved in Neighborhoods) Event and Aeroterra Community Center Grand Opening

G.A.I.N. is an annual day across Arizona for residents, businesses, and City departments to come together and promote awareness, safety and neighborhood unity by showcasing the importance of police-community partnerships and citizen involvement to make their communities a safer, better place to live. In October 2017, a G.A.I.N. event was held for the first time in Edison-Eastlake in conjunction with the grand opening of the Aeroterra Community Center. Over 100 community members came out to meet with partners and service providers, and enjoyed the fun and educational event.



First Annual Edison-Eastlake Community Connection Fair 2018

In April 2018, the City’s Housing Supportive Services Department and over 30 partners held their first Community Connection Fair in the Edison-Eastlake Community. Based on the successful Community Connection Fair held annually in South Phoenix, the community was invited to attend this fun event featuring food, children’s activities and giveaways while they learned about programs and services offered by agencies from across the City, provided feedback on proposed new bus shelter designs from the City’s Transportation Department, and shared their ideas on how Phoenix can be a “Heat Ready City” - a Bloomberg Mayor’s Challenge project.

This was also the culminating community event for the One Vision Plan. Attendees were asked to select the initiative most important to them within one of the three randomly selected Plan elements. The results clearly highlight that the focuses of the One Vision Plan are on target with the community’s priorities.

CONNECT		EMBRACE		LIFT UP	
New, energy efficient homes families can afford with air conditioning and modern amenities	17	New businesses and stores where families can shop to meet their everyday needs including buying healthy and fresh food	24	A strong network of programs for children including child care, health care, library, afterschool and summer programs	18
Excellent access to transportation including light rail, bus, and bike lanes, and safe walking paths	18		9	Health care services and employment programs in the neighborhood that residents can use	
Active and involved residents with community centers and neighborhood Wi-Fi	15	Clean streets with public art that celebrates the past, present and future of the community	22	Parks and community gardens where residents can exercise, relax, and talk with one another	19
TOTAL VOTES	50		46		46





EMBRACE WHERE WE HAVE BEEN, WHERE WE ARE AND WHERE WE ARE GOING

The EEC has a rich history that dates back thousands of years starting with the prehistoric Hohokam people through modern times, including Eastlake Park as a pillar of the City's African-American culture, and the strong identity of place held by the residents at each of the three public housing sites. While the community embraces the imminent change coming to their neighborhood as evidenced by the growing number of TOD investments moving eastward from downtown Phoenix around the light rail, residents are also proud of their history and want to ensure that those stories are not lost as new development occurs, i.e. place-keeping. Residents also recognize that the changes planned for the community will not happen overnight and many will take years to realize. Therefore, while preparing for the future, interim strategies will take place to address immediate needs and existing realities.

EMBRACE GOAL #1: EDISON-EASTLAKE HAS A DIVERSE AND THRIVING ECONOMIC ENVIRONMENT INCLUDING A WIDE RANGE OF COMMUNITY-SERVING RETAIL

- Enroll existing businesses in current economic development programs offered by the City through targeted marketing and outreach.
 - ~ Neighborhood Commercial Rehabilitation and Operation Patch & Paint for exterior facade and site improvements
 - ~ Management Technical Assistance program for technical assistance to improve and grow businesses and create local jobs
- Enlist businesses in combating crime and improving the safety of the community.
 - ~ Market the Police Department's Virtual Block Watch program to get businesses to register their security cameras in the Police's database.
 - ~ Bring the Safe Business Network (SafeBiz) to the EEC to strengthen the relationship between the business community and Police Department.
- Facilitate the creation of an Edison-Eastlake Business Alliance among local businesses to promote business driven initiatives that address areas of concern and improve the business climate.
- Support entrepreneurship and small business creation through the inclusion of live/work spaces in the new developments.
- Establish an Urban Farm on vacant land in Edison-Eastlake to empower residents to turn food production into a viable economic enterprise and address the need for healthy fresh food in the community.
- Pursue redevelopment of vacant lots with appropriate uses including a potential future biomedical campus and align with the long-term vision for the neighborhood.
- Work to attract targeted retail, restaurants and small businesses that offer desired products, services, and job opportunities for residents.

NEIGHBORHOOD PRESERVATION STRATEGIC ACTION PLAN

Working together with the City's Neighborhood Services Department (NSD), the Resident Leadership Council established a Neighborhood Preservation Strategic Action Plan in September 2017. Based on the top three most important blight issues in the neighborhood, the Plan allows the NSD's area inspector to automatically cite and educate private property owners in violation of them and conduct weekly graffiti sweeps. The plan is valid for a one-year term and will be renewed upon expiration in 2018.

EMBRACE GOAL #2: EDISON-EASTLAKE IS A VISUALLY APPEALING COMMUNITY WITH A STRONG SENSE OF PLACE AND NEIGHBORHOOD IDENTITY

- Incorporate place-keeping done in collaboration with residents throughout the neighborhood via gateway monuments, public art and sign toppers to create a sense of arrival in the community.
- Continue regular neighborhood clean-ups to maintain vacant lots and bring the community together to improve their neighborhood.
- Install trash/recycling receptacles throughout the neighborhood.
- Encourage homeowners and landlords to participate in current home rehabilitation programs offered by the City through targeted marketing and outreach.
 - ~ Owner-Occupied Housing Rehabilitation and Weatherization Assistance Programs to address issues from critical home systems to health and safety, water and energy conservation, and code violations.
 - ~ Rental Rehabilitation Program to help preserve long-term affordability, improve rental housing conditions and incorporate CPTED principles during the rehabilitation process.
- Utilize existing tools to target nuisance properties.
 - ~ Neighborhood Preservation Strategic Action Plan to focus on the three most important blight issues identified by the community.
 - ~ Abatement Lien Program to target drug houses through a combination of law enforcement and code enforcement.
- Preserve a portion of the existing public housing sites to commemorate the history of the neighborhood and adaptively reuse the buildings to provide community space and programs.

FRESH EXPRESS

To fill the immediate demand for access to affordable and healthy fresh food, the Fresh Express - a mobile produce market operated by Discovery Triangle - expanded their service to include all three public housing sites on a bi-weekly basis starting in July 2017. Fresh Express offers WIC and Double Up Food Bucks as a means of making their product more financially accessible to low-income customers.





LIFT UP EACH AND EVERY ONE OF US

At the heart of every community are the people who live there and experience the highs and lows of their neighborhood on a daily basis. The One Vision Plan is about more than making physical improvements to the community, but also putting in place services, programs and associated amenities that address the individual needs of public housing residents and support the positive and healthy development of youth.

LIFT UP GOAL #1: EDISON-EASTLAKE PROMOTES HEALTHY LIFESTYLES AND ACTIVE LIVING OPPORTUNITIES

- Create high-quality, usable and safe open spaces to provide opportunities for exercise and relaxation and places for neighbors to socialize and host group activities.
 - ~ Improve and expand Edison Park to encourage year-round utilization
 - ~ Develop a linear park along 19th Street to establish a green spine in the neighborhood
 - ~ Reconfigure Kana Park at the Sidney P. Osborn site to boost greater utilization by the larger community
 - ~ Incorporate fitness and recreation amenities for all ages
- Incorporate community gardens into the new developments.
- Implement heat mitigation strategies to counteract the urban heat island impact in the community.
- Develop a carbon forest on the eastern edge of the neighborhood to mitigate air pollution impact from vehicles travelling on Interstate 10.

NATURE'S COOLING SYSTEM

Exhibiting some of the hottest temperatures of any neighborhood in Phoenix, Edison-Eastlake residents are at risk of heat-induced health problems. Through grant funding from a 2017 Vitalyst Health Foundation Innovation Grant, the Nature Conservancy (TNC) is working on the Nature's Cooling System project to develop a "cool" demonstration site in the community.

Over the course of three phases starting in November 2017, TNC, with input from residents, will develop Heat Action Plans to reduce heat in the neighborhood and implement a pilot project. Working with the Phoenix Revitalization Corporation to recruit neighborhood residents to serve as community leads, TNC will host a series of community workshops that will inform the development of the Heat Action Plans including resident-driven strategies for heat-reduction.

The to-be-designated pilot may include, but are not limited to, additional trees and vegetation, shade structures, and green and/or cool roofs. Community input will be used to determine the specific techniques and locations within the neighborhood. Priority will be given to areas that experience surface temperatures of 125 or more degrees Fahrenheit. These heat reduction techniques will be installed by November 2019.

EDISON PARK IMPROVEMENTS

To jump start revitalization in Edison-Eastlake and address a priority area of concern, the City's Parks and Recreation Department (PRD) committed \$250,000 in Capital Improvements Program funding for Edison Park as a part of the Choice Neighborhoods Planning and Action Grant. In April 2017, Housing and PRD hosted a park charrette to solicit feedback on what improvements should be made. Participants had the opportunity to "design their own park" and vote on their top two improvements. Based on this input, dusk-to-dawn lighting will be installed in Edison Park in 2018.





LIFT UP GOAL #2: EDISON-EASTLAKE PROVIDES A COMPREHENSIVE NETWORK OF SERVICES THAT FOSTERS INDIVIDUAL AND FAMILY WELL-BEING AND SELF-SUFFICIENCY

- Maintain and expand the network of service providers delivering services to public housing residents.
- Connect residents to needed services using a service coordination model
- Begin to prepare residents to come back successfully to a redeveloped unit including education and training about changes to expect when the properties are redeveloped and under private management.
- Conduct regular workshops and seminars on topics informed by needs identified by residents including domestic violence awareness, adult and teen healthy relationships, victim's rights, emergency and storm preparedness, heat safety, self-defense, and water conservation.

Health-Related

- Establish a clinic offering primary care and mental health services in the neighborhood.
- Expand the number of certified Community Health Workers in the community to actively affect health outcomes where they live.
- Host health fairs to connect residents to service providers, health screenings, and health insurance enrollment.
- Provide oral health screenings and dental services for youths and adults.
- Work with residents to establish walking clubs and bicycle-riding groups.
- Hold fitness classes and healthy cooking and nutrition programs at the community centers.

Employment-Related

- Provide employment and training programs and other services that target identified barriers to employment and/or contribute to underemployment.
 - ~ Computer skills, GED, financial literacy, English Language Acquisition for Adults, and work-readiness classes
 - ~ Certificate programs in high-demand occupations, i.e. phlebotomy, computer repair, etc.
 - ~ Pathways to obtain Associate or Bachelor's Degrees and apprenticeship opportunities
 - ~ Connection to courses at technical schools both on- and off-site
 - ~ Referrals to affordable childcare and transportation programs
 - ~ Employment readiness and support for those with disabilities
- Link ex-offenders to re-entry programs that teach job skills and provide record expungement services.
- Prepare and connect residents to Section 3 job opportunities as they arise as a part of the redevelopment process.
- Connect residents interested in small business creation with business development programs.

CITY HOUSING SUPPORTIVE SERVICES PROGRAM (HSS)

The City Housing Supportive Services Program (HSS) is responsible for coordinating and implementing all supportive services programs offered to public housing residents served by the City of Phoenix's Housing Department. With over 15 years of experience, including three HOPE VI Community and Supportive Services programs, HSS currently administers ROSS Family Service Coordination, ROSS Family Self-Sufficiency, Senior Service Coordination, Jobs Plus and ROSS for Education.

To support their work, HSS formed the Coalition of Service Providers (CSP) in 2001 to assist with participant outreach, performance monitoring and tracking, and partnership coordination and expansion. Starting with 25 social service, health care, education and employment providers, the CSP now has over 60 providers today that continue to meet on a quarterly basis.

Given the high level of need among Edison-Eastlake residents, HSS, using its existing partnerships, has started to offer new and expanded programs at one of the three community centers in the neighborhood - Aeroterra Community Center, Luke Krohn Community Center and Sidney P. Osborn Community Center - in addition to the services currently available.

Additionally, as a result of the preparation of a Choice Neighborhoods Implementation Grant Application, a number of the service providers that provided commitments in the application are beginning to deliver services to the community regardless of grant award. These include Friendly House (GED and ESL classes) and the Maricopa County Department of Public Health (oral health screenings).





LIFT UP GOAL #3: EDISON-EASTLAKE IS A MODEL COMMUNITY FOR YOUTH DEVELOPMENT AND GROWTH

- Establish a satellite branch of the Phoenix Public Library in the neighborhood along with associated library youth programming around early education and afterschool activities.
- Negotiate data sharing agreements with Phoenix Elementary School District #1 and Phoenix Union High School District to enable Service Coordinators to track the educational progress of public housing students.

Early Childhood (0-5)

- Conduct early childhood screenings for hearing, vision, dental and developmental issues to identify delays and connect to early intervention programs and services.
- Increase participation in high-quality center-based or formal home-based early learning programs.
 - ~ Host enrollment fairs for existing early childhood programs
 - ~ Create and/or expand the number of Early Head Start, Head Start and extended care programs available within the neighborhood
 - ~ Strengthen the quality and reliability of kith and kin care through participation by providers in training and support groups
- Hold focus groups with parents to ask about needs for their child and why some parents do not utilize available programs to evaluate outreach strategies and gaps in service.
- Support parents in being their child's first teacher and engaging in their learning process.

School Age Youth (6-17)

- Increase the proficiency of children in core academic areas.
 - ~ Educational programs that promote reading and math skills through literacy enrichment
 - ~ Continue to hold the Afterschool Homework Club at one of the community's Neighborhood Network Centers
- Support high-school age youth with graduating from high school and transitioning into college or career.
 - ~ Assistance with completing postsecondary applications, Free Application for Federal Student Aid (FAFSA), and scholarship applications
 - ~ College readiness and financial literacy programs
 - ~ Support programs to address "summer melt" for high school graduates who have not attended their first day of college
 - ~ Targeted support to non-traditional students and disengaged youth to link them to programs that will help them obtain their GED
 - ~ Access to apprenticeship and short-term training programs leading to employment
- Expand the number of out-of-school time opportunities available in or close to the neighborhood.
 - ~ Recreational, sports, and arts activities at Edison Park afterschool and during the summer
 - ~ Gang prevention programs to provide at-risk youth with mentorship opportunities and alternative pathways to gang activity, drug use and violence.
 - ~ Youth leadership development programs
 - ~ Summer nutrition and meal programs to address food insecurity among youth
- Hold informational workshops for youth and their parents on teen dating violence awareness, substance abuse awareness, public safety, internet safety, and bullying prevention.
- Work with local schools to deliver in-school health behavior education programs and tools.

PHX TEENS MOBILE RECREATION VAN

When the City's Parks and Recreation Department (PRD) heard about the lack of easily accessible afterschool programs for youth and the interest in more programs, PRD immediately expanded its PHX Teen Mobile Recreation Van program to Edison Park. Beginning in May 2017, the van started coming out monthly to provide sports, music, arts, cultural, gaming, and STEM activities to youth and their families. Due to the success of the initiative, the Mobile Recreation Van increased its schedule to be at Edison Park on a weekly basis on Mondays from 4 to 7 pm starting in October 2017.



NUTRITION EDUCATION AND TRAINING (NEAT)

PRD staff are also facilitating the Nutrition Education and Training (NEAT) classes at the Aeroterra Family Resource Center, Sidney P. Osborn Community Room and Luke Krohn Community Room. The classes are designed to educate youth in the community how to live a healthy lifestyle. The classes focus on healthy eating and exercise by using interactive activities to get the youth moving, engaged and learning.







NEIGHBORHOOD AND HOUSING MASTER PLAN



Rendering of linear park along 19th Street looking south

NEIGHBORHOOD MASTER PLAN

From new and improved open space to connectivity enhancements, the community master plan supports the redevelopment of the three public housing sites and leverages planned or completed neighborhood investments by the City and other stakeholders. Through the identified physical changes, the overall goal is to transform Edison-Eastlake into a walkable and livable community that promotes a healthy and active lifestyle in a safe and inclusive environment. Threaded throughout the neighborhood are opportunities for place-keeping to define the community and celebrate its heritage and what is to come.

As defined in Chapter 3 - One Vision Plan Elements, the Neighborhood Master Plan features the following improvements:

- Complete Streets improvements to 18th, 19th and 20th Streets on both sides of these streets to complement the planned Van Buren Complete Streets and new housing to create a network of shaded connections stretching from Roosevelt Street to a potential future Valley Metro light rail station on Washington and Jefferson Streets.
- Improved and redesigned open space - an expanded Edison Park, new linear park along 19th extending from Edison Park down to Van Buren, and a reconfigured Kana Park - featuring new amenities such as walking paths, fitness stations, meditation garden, ramadas, activity hub, skate park, cooling tower, playgrounds, sports fields and courts, sitting areas, trees and man-made shade structures - designed and meant to be used by all members of the community including employees of local businesses. The new homes front on to these open spaces providing “eyes on the street” for safety (discussed further in Housing Master Plan section). The linear park along 19th also provides a physical buffer between the new homes and St. Luke’s Medical Center.
- Traffic calming on 20th Street including a new street light at 20th and Roosevelt - a gateway into the neighborhood.
- High-Intensity Activated Crosswalk devices (HAWKS) at key intersections - access to Edison Elementary and Ranch Market, access to the Garfield neighborhood across 16th, and across Van Buren to link the new linear park to the 18th Street Complete Street - and pedestrian crosswalk improvements throughout the neighborhood.
- Improved bus shelters and new GR:D Bike share stations complemented with bicycle facility improvements on Villa Street - a designated bicycle route - and other streets throughout the community, and an off-road multi-use trail on the east side of 16th Street.
- Gateway markers at key entryways into Edison-Eastlake along with street medallions on Van Buren Street designed in conjunction with community residents and local artists.
- Development of a carbon forest along I-10 East to mitigate pollution from the freeway.
- Redevelopment of vacant lots south of Van Buren with mixed-use facilities and an urban farm.

These physical neighborhood improvements leverage planned investments by private stakeholders including:
















- Future expansion of the St. Luke’s Medical Center campus along with a new biomedical center housing facilities for multidisciplinary medical research.
- A new 140-unit workforce housing project on 20th and Roosevelt Streets by Lafferty Development expected to be completed by the end of 2018. Lafferty is also converting an existing historic structure into a food incubator that will anchor the establishment of cultural food corridor on 20th Street that will be complete by early 2019.






NEIGHBORHOOD MASTER PLAN



NEIGHBORHOOD MASTER PLAN KEY

-  Speed Cushion / Traffic Calming
-  Bus Stop Improvements
-  New GRiD Bike Stations
-  Bike Lane Improvements
-  Multi-use trail
-  Proposed Housing Redevelopment Areas
-  Complete Street Improvements
-  Light Rail
-  Potential Future Light Rail Station
-  1 New Street Signal
-  2 New Workforce Housing
-  3 Edison Elementary Facility Improvements
-  4 Edison Park Improvements including Thermal Comfort Pilot Project
-  5 Cultural Food Corridor (Incubator)
-  6 20th Complete Street Improvements







-  7 St. Luke's Medical Center Facilities Improvement
-  8 St. Luke's Behavioral Health Center Facilities Improvement
-  9 19th Complete Street Improvements



 Crosswalk Improvements

-  11 Van Buren Complete Street Improvements



-  12 Future Potential Biomedical Campus
-  13 St. Luke's Campus Potential Future Expansion
-  14 Targeted Van Buren Neighborhood Commercial Rehabilitation / Operation Patch and Paint
-  Urban Farm











 Vacant Lot Infill and Temporary Pop-Ups

-  15 18th Complete Street Improvements



-  16 Roosevelt Street Improvements



-  17 New Linear Park
-  18 Reconfigured Kana Park
-  19 Edison Park Expansion
-  Decorative Intersection
-  Pedestrian HAWK
-  Gateway Transit Node
-  Edison Park Activity Hub
-  Street Medallions
-  Gateways
-  Edison Eastlake Community Boundary




HEALTHY AND ACTIVE LIVING

OVERALL STRATEGIES

'Breathe Easy' Home design
Healthy, active home design

-  Community Gardens / Food Hub
-  Playground/ Tot Lot
-  Outdoor Gathering Space
-  New GRiD Bike Share
-  Improved Bus Stop
-  Exercise Opportunities
 - 8** New recreation fields and activity hub
 - 9** Fitness stations
 - 10** New basketball court
 - 11** New walking path loop
-  Multi use trail
-  New Bike Lanes, Complete Streets

-  Safe Sidewalk improvements
- 12** Health care partnerships
- 13** Meditation garden
- 14** 'Carbon forest' air quality planting
- 15** Access to potential future light rail



SIDNEY P. OSBORN

HOUSING MASTER PLAN

The Housing Master Plan for the Edison-Eastlake Community and the three public housing sites - Frank Luke Homes, A.L. Krohn Homes and Sidney P. Osborn Homes - capitalizes on market-rate transit-oriented development (TOD) opportunities and the trend toward urban living created by light rail in Phoenix. The plan sets out to deconcentrate poverty, and combined with the proposed neighborhood investments and health, employment, and education strategies, sets the stage for the future.

In total, over 1,000 new units will be constructed in the neighborhood including new public housing units and other affordable and market-rate units. To accommodate the increase in the total number of housing units and allow for the inclusion of key community amenities like quality open space, the City acquired a vacant 3.8 acre key parcel at 19th Street and Roosevelt, situated between Edison Elementary and Edison Park. Due to their proximity, Frank Luke Homes, A.L. Krohn Homes and the vacant parcel are grouped together and labeled "North of Van Buren".

The housing plans for both North of Van Buren and Sidney P. Osborn incorporate three principles:

- Reconnecting the sites back into the neighborhood - With new streets to create typical-Phoenix sized blocks, the developments are reconnected back to the neighborhood street grid. Better pedestrian connections come with a significant number of new shaded sidewalks along the streets, and security is improved by increasing "eyes on the street" and providing better way-finding for emergency services.
- Creating a ladder of open space opportunities - in addition to the new, expanded or reconfigured open space that are accessible to anyone, the housing plans provide for private and semi-private green spaces, which also contribute to reducing the heat island effect.
 - ~ Private green spaces are accessible only to the residents of that property and include front and rear yards and patios.
 - ~ Semi-private, shaded outdoor spaces in the form of courtyards are included within the residential buildings.
- Supporting healthy and active living - incorporation of various amenities both in the public realm (e.g. walking paths, fitness stations, sports fields) and within the semi-private green spaces (e.g. tot lots and community gardens), along with upgrades to existing roadways to improve usability and safety. These features encourage residents to get active and opportunities to improve their health, while meeting their neighbors and positively impacting the overall safety of the neighborhood.




LEED FOR NEIGHBORHOOD DEVELOPMENT (ND)

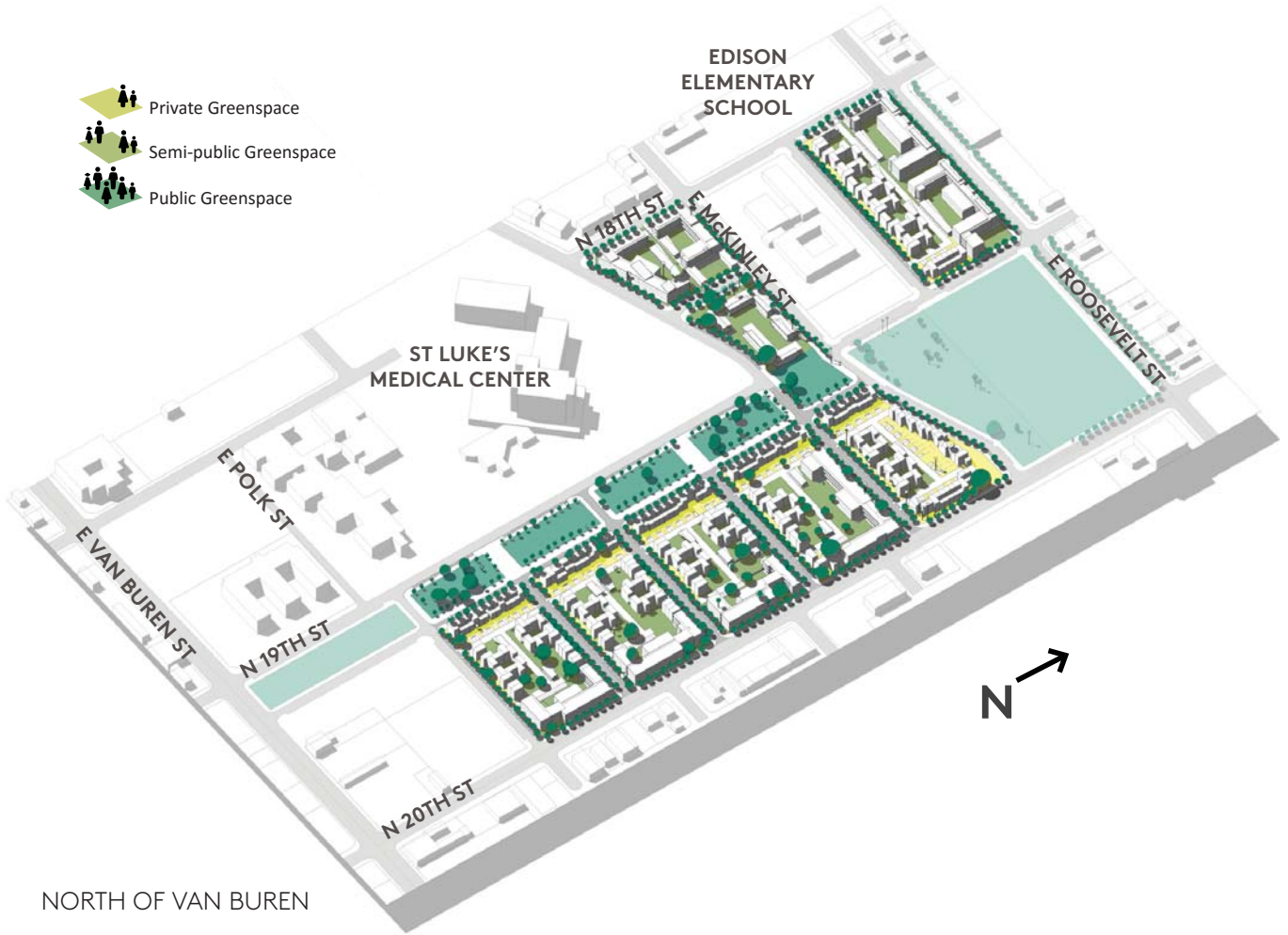
LEED-ND encourages the development of compact, walkable and accessible neighborhoods to achieve true sustainability and energy-efficiency. Through the incorporation of sustainable characteristics associated with location, neighborhood design, and green infrastructure and buildings, developments can achieve one of four levels of LEED-ND certification. The principles of LEED-ND guided the development of the neighborhood and housing master plans for Edison-Eastlake, which was supported with technical assistance from the U.S. Green Building Council provided through an Affordable Green Neighborhoods Grant awarded in September 2016, and a Sustainable Neighborhood Assessment (SNA) completed by Global Green USA in March 2016. A copy of the SNA is provided in Appendix E.

Currently, the City is working with Global Green USA to begin the LEED-ND certification process, and anticipate that the Edison-Eastlake plan will achieve Silver certification when development is complete. The LEED ND Checklists for North of Van Buren and Sidney P. Osborn are provided in Appendix F.

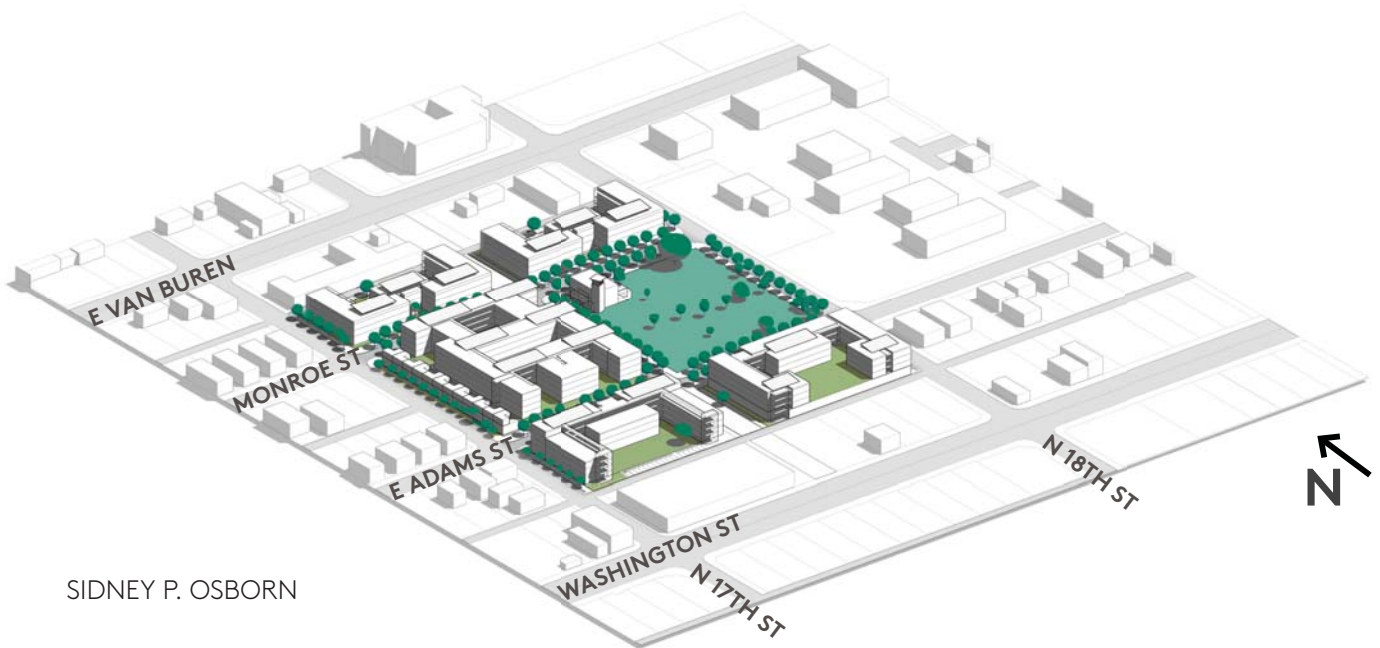


OPEN SPACE OPPORTUNITIES

-  Private Greenspace
-  Semi-public Greenspace
-  Public Greenspace



NORTH OF VAN BUREN



SIDNEY P. OSBORN

NORTH OF VAN BUREN HOUSING MASTER PLAN

The proposed plan for North of Van Buren makes neighborhood connections from Roosevelt Street down to Van Buren Street by creating an extension of Edison Park, stretching down 19th Street, for residents, St Luke's Medical Center employees, and visitors to enjoy. A new gateway plaza is created at 19th and Roosevelt Streets to welcome people to the neighborhood. Streets are reconnected back to the neighborhood grid and four new typical-Phoenix sized blocks are created at the Frank Luke Homes location.

A festival street is provided to give residents cool, shaded outdoor areas to gather and socialize for special events. New neighborhood streets with new shaded sidewalks reconnect the grid through the existing large public housing block, and improve pedestrian access and safety within the neighborhood as a result. The new neighborhood Slow Streets are a priority pedestrian zone, with a single travel lane for pedestrians, bicyclists, and autos; flexible zones to allow emergency access and informal parking. They are designed to promote safe, extremely low vehicle speeds using traffic calming, color, and texture with special pavement.

North of Van Buren also includes the preservation and adaptive reuse of a quad of buildings on the A.L. Krohn site into a Family Education Center that will provide space for Early Head Start and Head Start classrooms, a medical clinic and a satellite library. In the center of the quad, a community garden would be located. The historic preservation of this quad is part of an agreed upon Treatment Plan for Section 106 compliance between the City's Housing Department and the City's Historic Preservation Office. A copy of the Treatment Plan can be found in Appendix G.



Rendering of new gateway plaza on 19th and Roosevelt Streets and apartment buildings looking south



NORTH OF VAN BUREN HOUSING MASTER PLAN - A.L. KROHN HOMES AND VACANT PARCEL



LEGEND

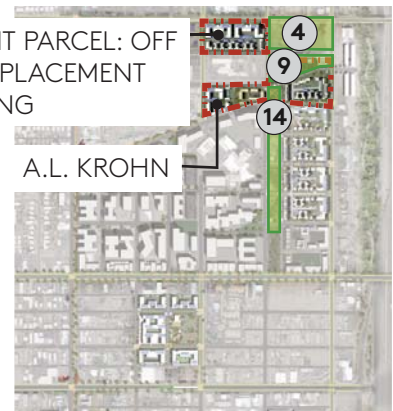
- ① Courtyard Apartments (3-4 stories)
- ② Public Plaza with Gateway Art / Shade Feature
- ③ Courtyard Villas (2-3 stories)
- ④ Edison Park
- ⑤ Sports Field
- ⑥ Sports Courts
- ⑦ Skate Park
- ⑧ Pool
- ⑨ Edison Park Expansion
- ⑩ Ramada / Shade Structure
- ⑪ Rowhomes (2-3 stories)
- ⑫ New GRiD Bike Station

- ⑬ Family Education Center (Adaptive Reuse)
- ⑭ New Linear Park
- ⑮ Stormwater Runnel
- ⑯ Edison Park Activity Hub
- ⑰ Playground
- ⑱ New Neighborhood Slow Street
- ⑲ New Street
- ⑳ Courtyard Apartments with ground floor live-work units (3 stories)
- ㉑ Fitness Stations
- ㉒ Walking Path / Trail
- ㉓ Community Garden
- ㉔ Tot Lot

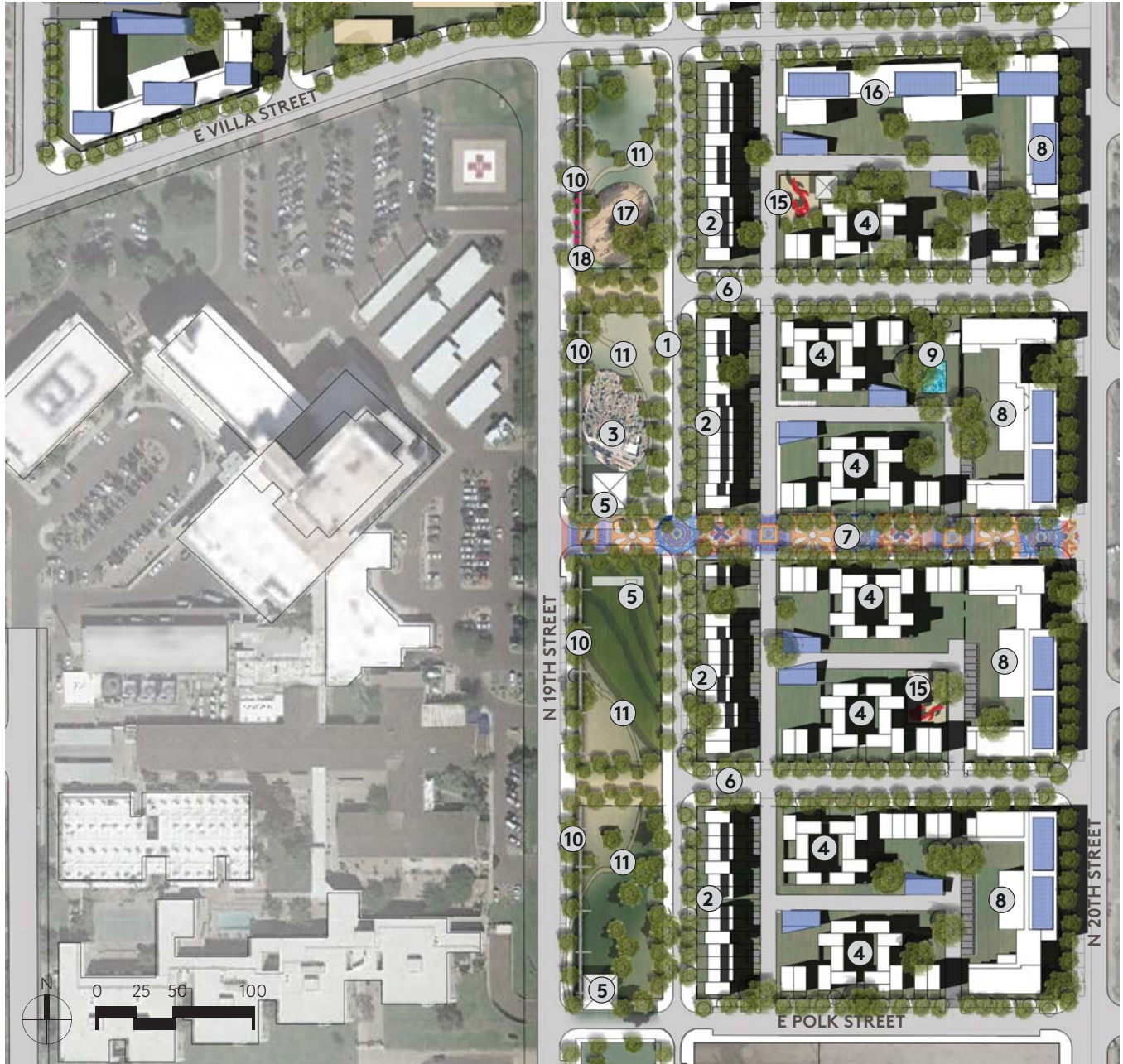
KEY

- Photovoltaic Panels
- Property Line

VACANT PARCEL: OFF SITE REPLACEMENT HOUSING



NORTH OF VAN BUREN HOUSING MASTER PLAN - FRANK LUKE HOMES



LEGEND

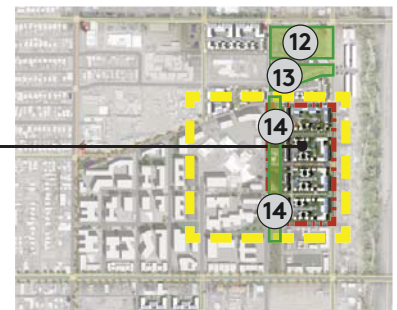
- ① New Neighborhood Slow Street
- ② Rowhomes (2-3 stories)
- ③ Meditation Garden / Native Plantings
- ④ Courtyard Villas (2-3 stories)
- ⑤ Ramada / Shade Structure
- ⑥ New Street
- ⑦ Festival Street
- ⑧ Courtyard Apartments with Live / Work Units on Ground Floor (3 stories)

- ⑨ Pool
- ⑩ Stormwater Runnels with Weirs
- ⑪ Walking Path / Trail
- ⑫ Edison Park
- ⑬ Edison Park Expansion
- ⑭ New Linear Park
- ⑮ Tot Lot
- ⑯ Courtyard Apartment
- ⑰ Playground
- ⑱ Fitness Stations

KEY

- Photovoltaic Panels
- Property Line

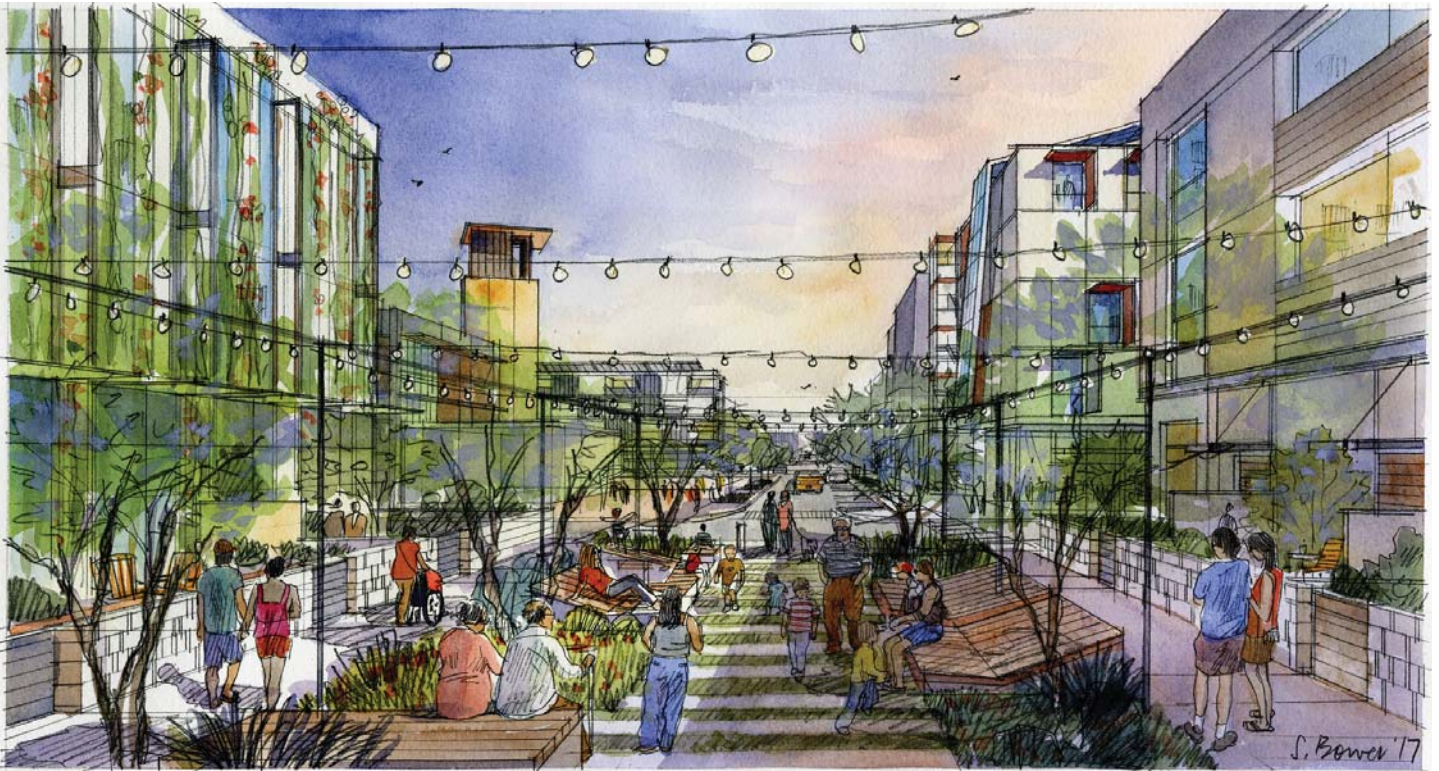
FRANK LUKE





SIDNEY P. OSBORN HOUSING MASTER PLAN

Envisioned as a transit-oriented development (TOD) demonstration neighborhood, the redevelopment of Sidney P. Osborn takes advantage of the site's proximity to a number of current and potential future transit connections, including the potential for a future light rail station at the intersections of 18th Street and Washington/Jefferson Streets. As a model/demonstration project picking up on the vision and momentum of the City's ReinventPHX effort, the site is designed to provide the maximum number of healthy, sustainable homes with excellent transit and bike access. In addition, well-lit pedestrian-focused paseos provide residents cool, shaded outdoor areas to gather and socialize.



Rendering of new pedestrian-focused paseo between 17th and 18th Streets looking south

SIDNEY P. OSBORN HOUSING MASTER PLAN

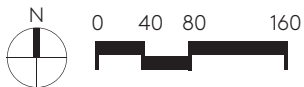


LEGEND

- ① New Paseo / Pedestrian Street
- ② Ground Level Integrated Townhomes (2 stories)
- ③ Ground Floor Live / Work Units Face Paseos
- ④ Ground Floor Live / Work Units Face the Park
- ⑤ Courtyard Shade Structure
- ⑥ Realign New Street With Street Grid
- ⑦ Garage Entry
- ⑧ Reconfigured Kana Park
- ⑨ Natural Cool Tower and Community Hub with Flexible Spaces
- ⑩ Fitness Stations
- ⑪ Patio
- ⑫ BBQ, Seating, and Ramada (Shade Structure)
- ⑬ Playground
- ⑭ Basketball Court
- ⑮ Stormwater Runnel
- ⑯ Community Garden

KEY

■ Photovoltaic Panels



■ PROPERTY LINE

SIDNEY P. OSBORN





HOUSING DENSITY, HEIGHT AND TYPOLOGIES

LEED-ND, Crime Prevention Through Environmental Design (CPTED), and Universal Design principles guided the design of the sites and buildings. For the North of Van Buren sites, courtyard apartments of 3 – 4 stories, some with live/work units on the ground floor, are placed where they complement the scale of their surroundings and can support activity at the street level. Courtyard villas of 2 – 3 stories have been purposefully organized to create internally shaded courtyards for resident use and are designed to step down from the apartment buildings, while rowhomes of 2 – 3 stories are oriented to line the streets and green spaces and to respect the context of single family homes to the west. Sidney P. Osborn is leveraged for the most benefit of a potential future light rail station by stepping up to 4 and 5 story podium apartment live/work buildings at the center of the site with courtyard apartments at the edge of the site. The inclusion of live/work units allow residents to have entrepreneurial opportunities within the neighborhood, and add to the urban, TOD attributes of the sites. The live/work units will be designed with flexible floor plans allowing them to be used as residential units while market demand builds for the neighborhood.

Each housing type offers a unique character, increases security with many more front doors and 'eyes on the street', increasing natural surveillance and providing clear distinction between private, semi-private and public spaces while furthering design diversity with choices not currently available in the neighborhood. This diversity in housing types and varied locations across the community is also responsive to the housing market study, which pointed out that families and younger singles and couples often have conflicting lifestyles which must be considered in design. While the goal is for a compact TOD focused community, the design is also responsive to the need to create shade, open space, and a diverse set of amenities for people of all ages and incomes to enjoy. The final design of the new units will be complementary to the existing housing in the community.

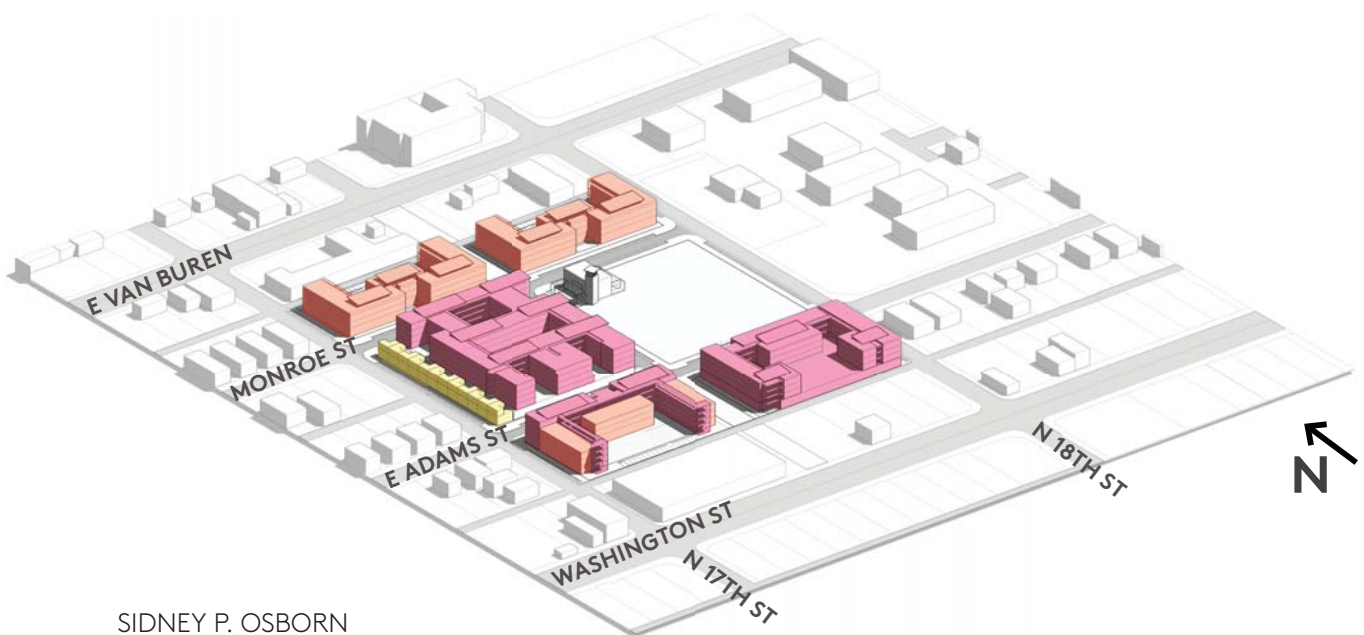
The building orientations and unit plans have been designed to provide shade and to take advantage of low-technology passive cooling strategies. All buildings will be designed and constructed to meet Enterprise Green Communities Criteria. Energy Star rated light fixtures and appliances will be standard within all units. Designing with the goal of energy efficient high performing buildings that reduce dependency on mechanical systems - homes that can stay cool by virtue of their construction quality, shading, siting and massing provide safe and healthy homes even when the power grid is most stressed - is achieved through highly insulated building envelopes, siting and designing the buildings and windows to be shaded from the most intense sunlight and by installing right-sized mechanical systems for building cooling. In support of reducing energy consumption by using renewable energy, photovoltaic panels are being installed on many of the building rooftops and the zero lot line podium buildings at the Sidney P. Osborn site will have green roofs at the courtyard level. Storm water will be managed through rain gardens and bioswales in open spaces.

Units across all incomes will be indistinguishable in design and amenities and will range from 725 sq. ft. for a one-bedroom flat to 1,700 sq. ft. for a five-bedroom townhome. Ample storage, both inside and lockable outside, will be provided to meet the needs of today's families. Units will be designed using Universal Design principles and all amenities will be 100% fully accessible to the physically disabled. The site will be fully visitable.

HOUSING OPTIONS AND HOUSING OPPORTUNITY

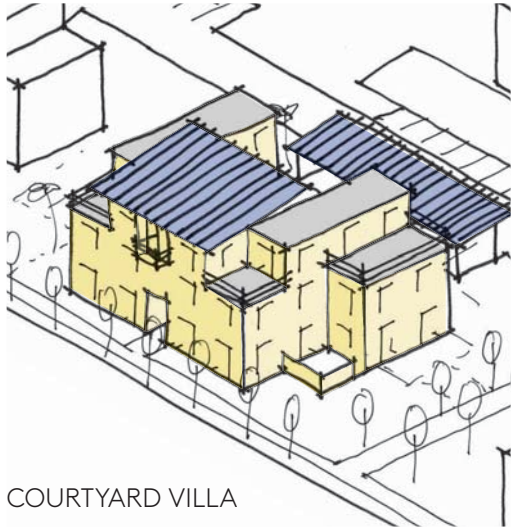
During the Choice Neighborhoods planning process, public housing residents felt it was important to keep replacement public housing units within the neighborhood. However, others also expressed interest in alternative housing opportunities. Therefore, using information from the resident survey that suggested roughly 66% of the residents wanted to return to a new public housing unit in Edison-Eastlake, the City will replace 150 of the public housing units using PBVs to be developed in other locations throughout the City to provide greater housing choice. These locations will have equal or better access to schools, shopping, services, parks, transportation and other community amenities than what will be available in Edison-Eastlake once redevelopment is complete.

HOUSING DENSITY AND HEIGHT





HOUSING TYPOLOGIES - COURTYARD VILLAS AND ROWHOMES



COURTYARD VILLA



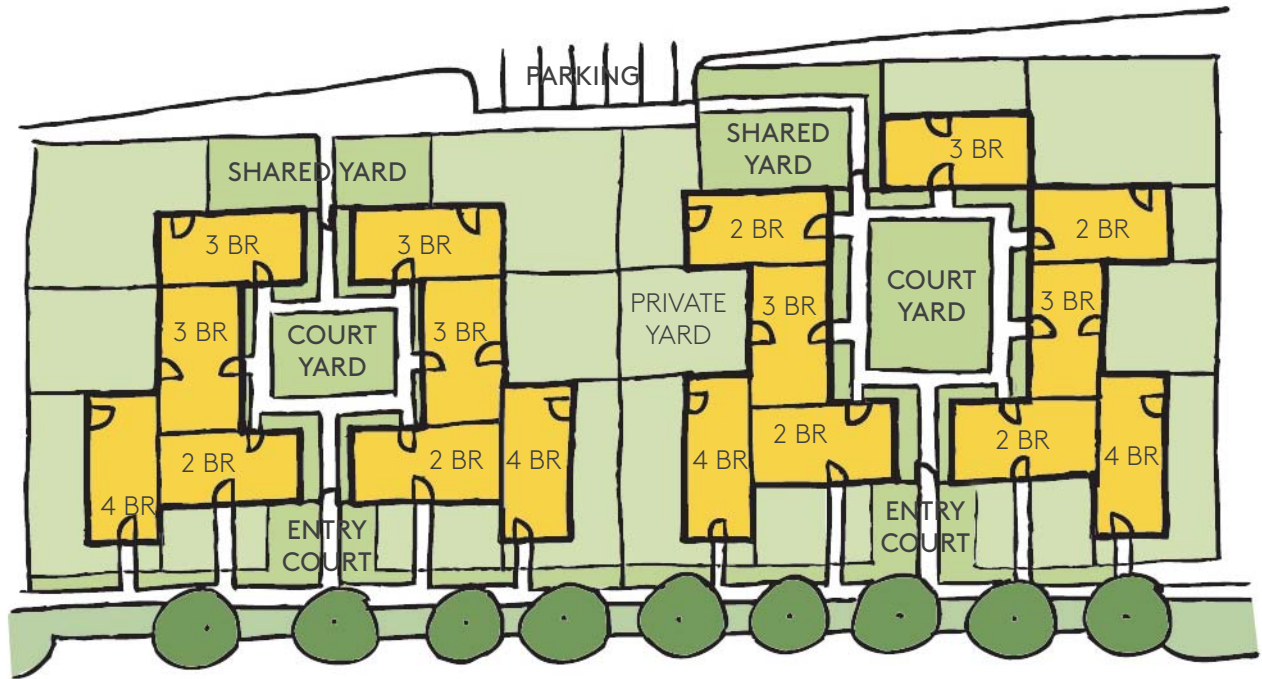
COURTYARD VILLAS
CONCEPTUAL ELEVATIONS



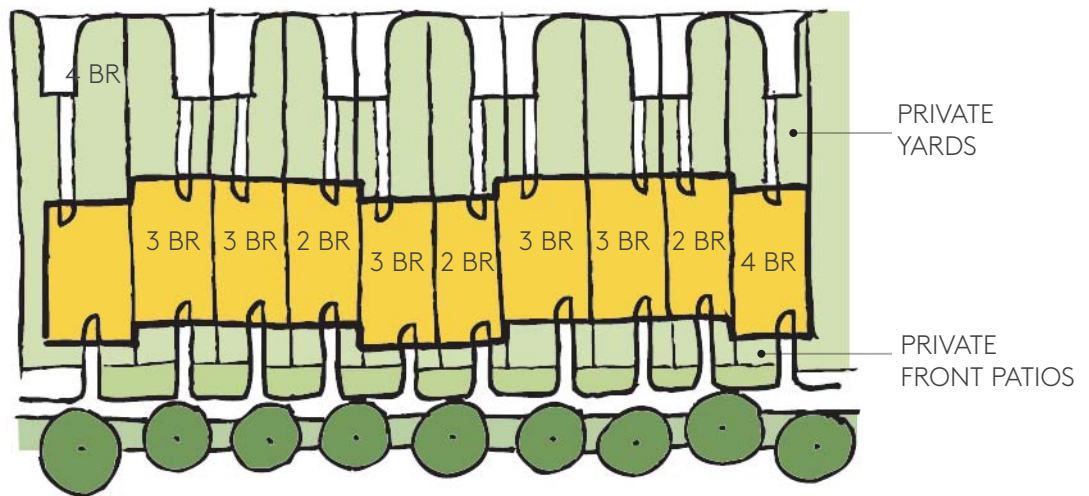
ROW HOMES



ROW HOMES
CONCEPTUAL ELEVATIONS



REPRESENTATIVE CONCEPTUAL BUILDING FLOOR PLANS: COURTYARD VILLAS

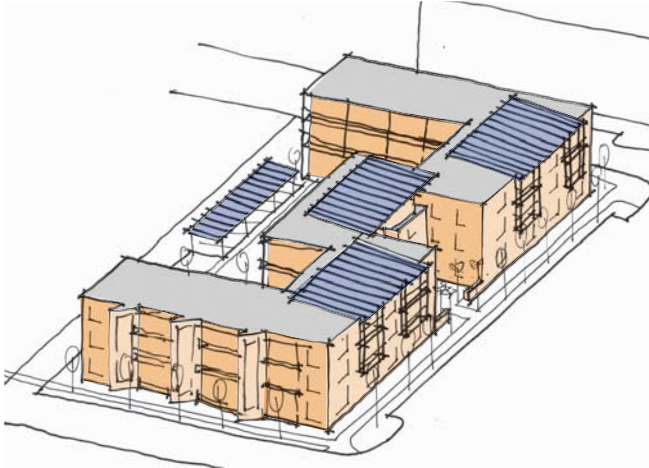


REPRESENTATIVE CONCEPTUAL BUILDING FLOOR PLANS: ROWHOMES

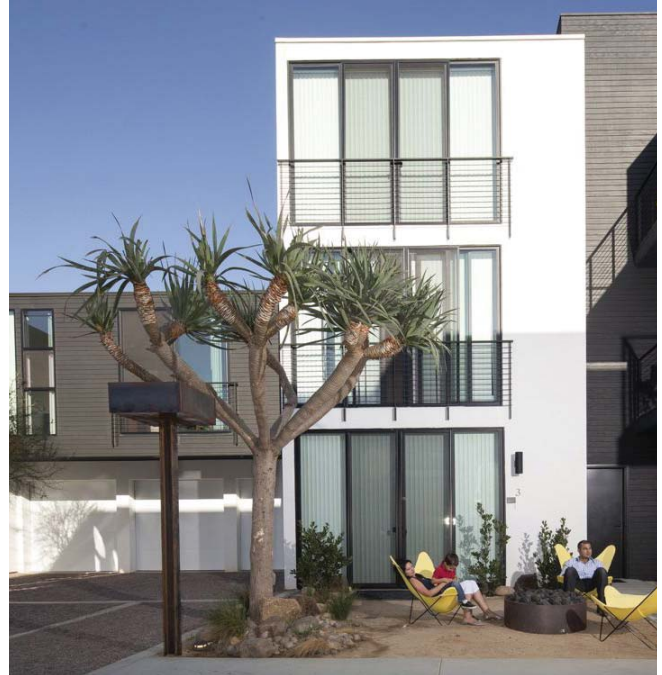




HOUSING TYPOLOGIES - APARTMENT BUILDINGS



APARTMENTS



APARTMENTS: PRECEDENT

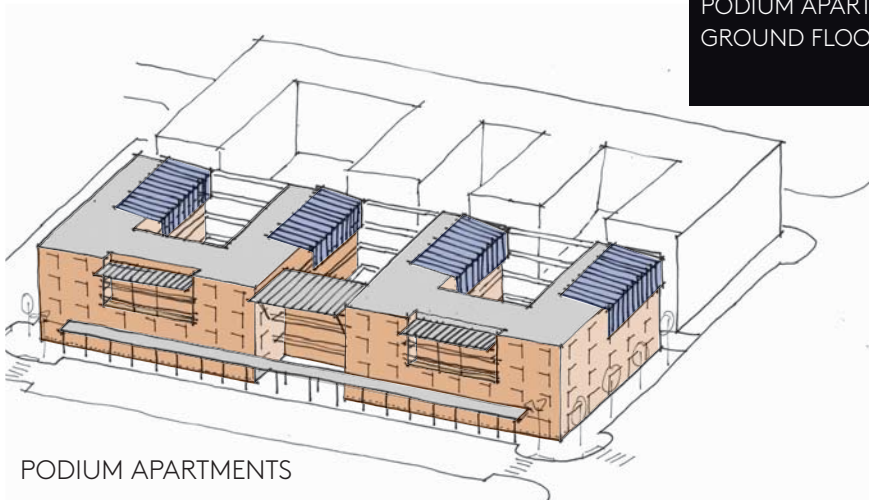


PODIUM APARTMENTS: PRECEDENT

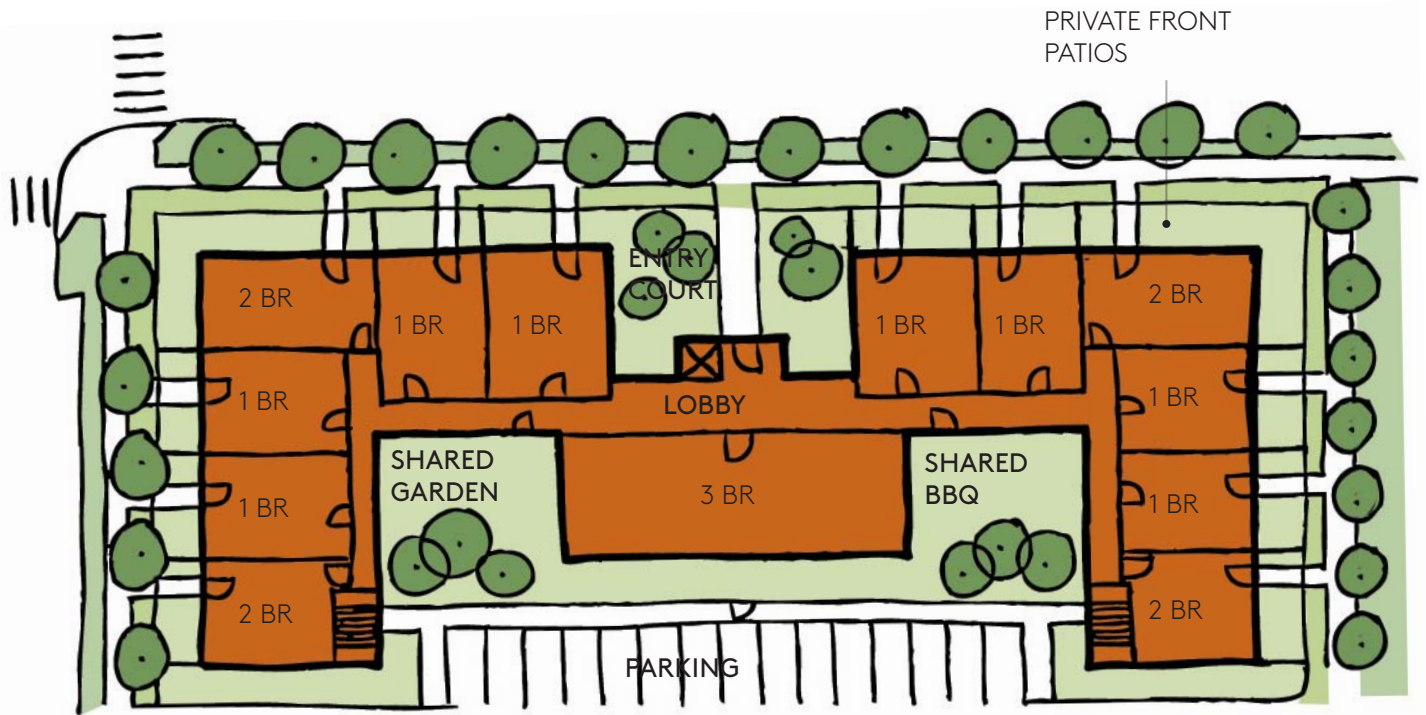


PODIUM APARTMENTS WITH
GROUND FLOOR LIVE/WORK UNITS

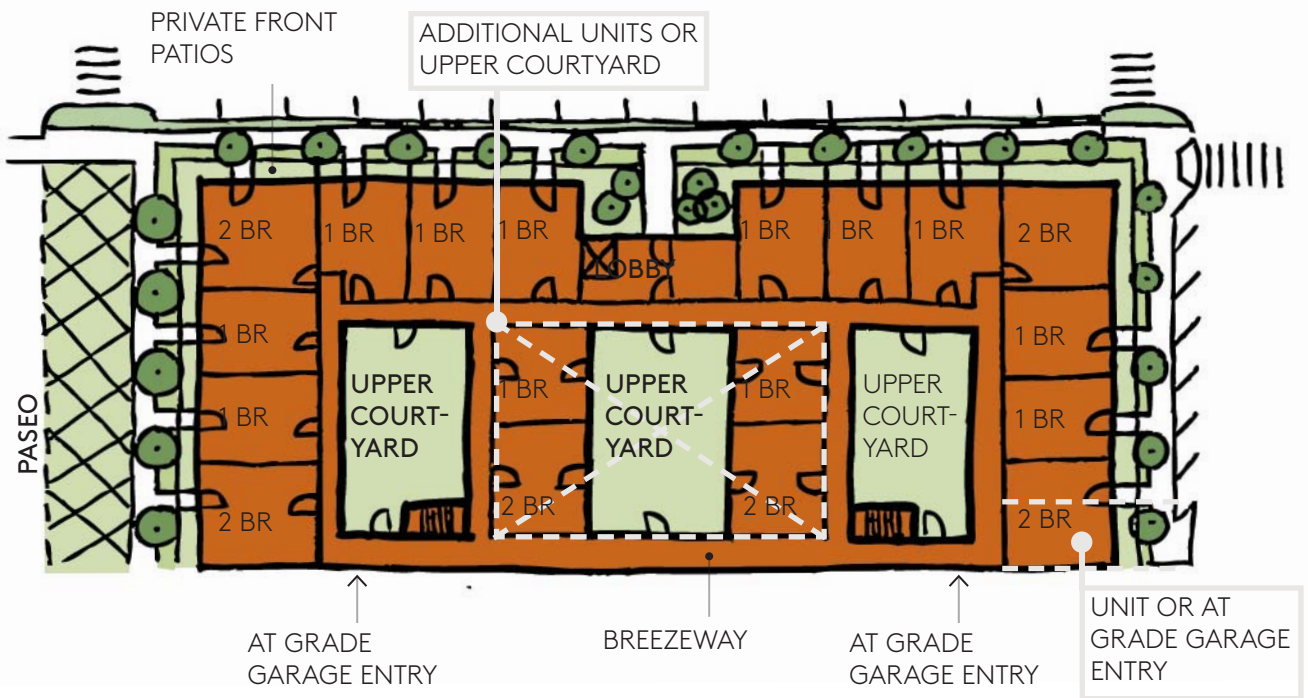
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PODIUM APARTMENTS



REPRESENTATIVE CONCEPTUAL BUILDING FLOOR PLANS: APARTMENTS



REPRESENTATIVE CONCEPTUAL BUILDING FLOOR PLANS: PODIUM APARTMENTS





HOUSING PROGRAM AND PHASING PLAN

The overall housing program for Edison-Eastlake encompasses the construction of 1,011 new units of mixed-income homes in the neighborhood and another 150 units of public housing to be replaced off-site in other mixed-income communities using Project Based Vouchers (PBVs). Approximately 340 units will be located at Sidney P. Osborn with the balance North of Van Buren.

The new units in the neighborhood include a mix of public housing, low-income housing tax credit only and market-rate rental along with affordable and market-rate homeownership to create a ladder of housing opportunity. This unit mix achieves the goals of deconcentrating poverty by adding higher income households, preserving and expanding affordable housing opportunities in the neighborhood, and ensuring that existing residents can remain in the neighborhood for the long-term as it transforms. For the public housing units, the current plan is to replace unit-for-unit the existing bedroom configuration to ensure non-displacement of current residents. The total number of units and the overall unit mix will be re-evaluated as redevelopment proceeds and conditions change to align with current housing demands and needs. According to the market study, the redevelopment program could accommodate up to 600 market-rate units; however, due to financial feasibility, fewer market-rate units are included at this time, but could change as conditions improve.

Edison-Eastlake Community Overall Housing Program

Rental Units	Overall	1BR	2BR	3BR	4BR	5BR
Public Housing - RAD	427	106	162	127	26	6
Public Housing - Project Based Vouchers	150	50	50	50	--	--
Low-Income Housing Tax Credit Only	319	130	143	46	--	--
Market-Rate	226	100	126	--	--	--
Total Rental Units	1,122	386	481	223	26	6
Homeownership Units						
Affordable	29	--	8	21	--	--
Market-Rate	10	--	10	--	--	--
Total Homeownership Units	39	--	18	21	--	--
Total Overall Units	1,161	386	499	244	26	6

Redevelopment is proposed to occur over five phases, with the first phase on the currently vacant lot at 19th and Roosevelt Streets. Moving generally from north to south, each phase has been sized based accordingly to amount of anticipated financing to be available. New development is grouped to minimize as much as possible the impact of construction on residents living at the site.

Edison-Eastlake Community Housing Phasing Plan

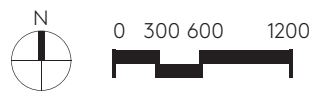
Rental Units	Ph I	Ph II	Ph III	Ph IV	Ph V	Total
Public Housing - RAD	42	129	39	75	142	427
Low-Income Housing Tax Credit Only	36	100	38	41	104	319
Market-Rate	17	58	28	35	88	226
Total Rental Units	95	287	105	151	334	972
Homeownership Units						
Affordable	--	--	29	--	--	29
Market-Rate	--	--	10	--	--	10
Total Homeownership Units	--	--	39	--	--	39
Total Overall Units	95	287	144	151	334	1,011

HOUSING PHASING PLAN



PHASES

- Phase 1
- Phase 2
- Phase 3
- Phase 4
- Phase 5
- Park Space





The overall housing program includes the construction and sale of 39 affordable and market-rate homeownership units. These units are an essential part of diversifying the housing stock, providing a ladder of housing opportunities for families, and building a larger base of long-term committed residents in the EEC that currently only has an 8% homeownership rate. Based upon the housing market study indicating that nearly 70% of the homeownership market in the area will be comprised of younger singles and couples, the homeownership units have a heavier focus on smaller bedroom sizes, i.e. two- and three-bedroom units. The homeownership units will be located North of Van Buren fronting on to the new linear park on 19th Street.

Planned to be developed in Phase III, this both allows for time for the market to develop and for the City's Housing Supportive Services Department to work with current EEC public housing families to prepare them for homeownership, if appropriate, including applying for downpayment assistance. The final number and unit mix for the homeownership units will be re-evaluated and adjusted as needed based upon demand and changes in the housing market as redevelopment proceeds.

RELOCATION

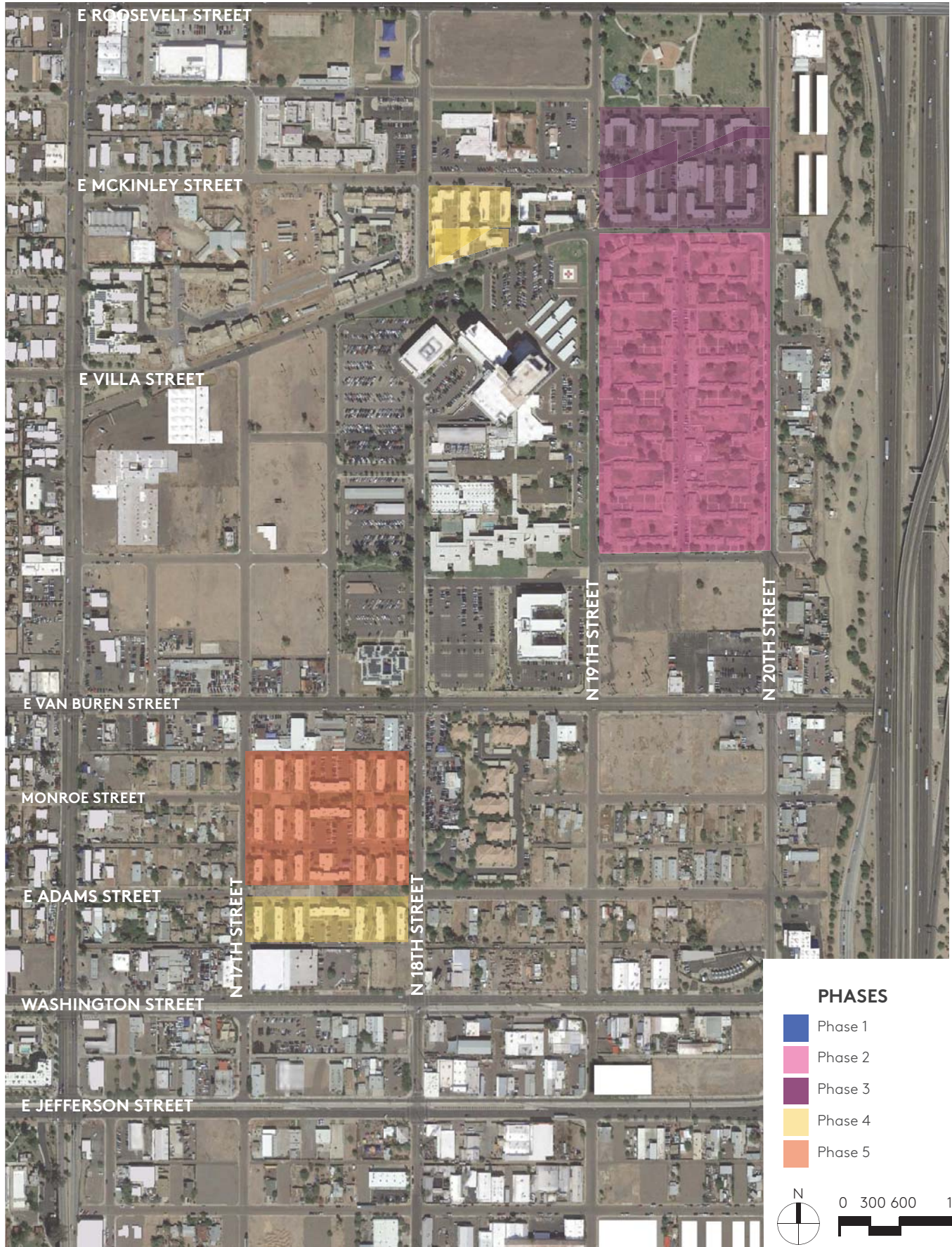
All residents impacted by the redevelopment of Frank Luke, A.L. Krohn and Sidney P. Osborn Homes will be permanently relocated. The relocation process is subject to the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended. The City Housing Department is responsible for carrying out relocation activities. Relocation staff will ensure that relocation proceeds in a timely manner and that tenants are treated fairly, consistently, and equitably.

Relocation will occur in phases timed to accommodate redevelopment. With a large number of youth in the community who attend school in the neighborhood, the redevelopment and demolition phasing plans are designed to minimize relocation and educational disruption. With the first phase of redevelopment occurring on the currently vacant lot, no demolition will occur as a part of Phase I, and giving some existing public housing residents the opportunity to move directly into a new unit.

Residents have already been hand-delivered General Information Notices (GIN) as a part of the intent to convert the public housing units via the Rental Assistance Demonstration (RAD) program to project-based vouchers. As each relocation phase comes up, relocation staff will issue 90-day Notices to impacted residents. Relocation staff will then schedule individual meetings with each tenant household to provide them with an overview of the relocation process and the relocation benefits and advisory assistance available to them. Tenants will be provided with a list of replacement housing options to choose from including: Section 8 Housing Choice Voucher, if eligible; and another City-managed and/or privately-managed public housing unit. As part of the community outreach and resident involvement, the City will host small group informational meetings and one-on-one counseling sessions to discuss a tenant's needs and preferences. Mobility counseling will be provided, including transportation and education on what to look for in a new community, to assist residents with moving to areas with good access to schools, services and/or jobs based upon their individual family situation. Pre-move and post-move relocation training and counseling will be available to residents to address concerns, issues or problems they may face in their new communities.

All current residents that remain in good standing have a right to return to a new unit in the Edison-Eastlake Community. Relocation staff will meet with each resident to determine their eligibility status. If at any point, there are not enough units to accommodate residents wishing to return, such as a need for a certain bedroom size, then a method of selection will take place based on the original move in date for the resident. Therefore, the tenant who has resided at the original site the longest will have first choice to return. Relocation staff will maintain a list of all tenant move-in dates to refer to as needed.

DEMOLITION PHASING PLAN







IMPLEMENTATION



With the One Vision Plan complete, the hard work of making the community's vision for the EEC a reality begins. Some strategies are already being implemented as identified throughout the Plan (Early Action Activities). These visible early commitments to real change in the neighborhood have energized the community.

Additional improvements are on the way as a result of \$1 million in Action Activities funding awarded to the City of Phoenix as a part of their Choice Neighborhoods Planning and Action Grant from HUD. Action Activities are intended to enhance and accelerate the transformation of a neighborhood along with building neighborhood confidence, and funding can only be used for limited physical community and economic development projects. In partnership with the community, the City identified three specific Action Activity projects to be funded that leverage other planned improvements, address identified needs and would have an immediate positive impact on the neighborhood. See the Action Activity box on pages 72-73 for more detail about these projects.

For several of the strategies in the One Vision Plan, various City departments have already begun to make the financial and resource commitments necessary to carry them out. Similarly, for several of the services and programs requested by residents, partners that offer those services are ready to begin fulfilling those needs. Even with this momentum, the community is well aware that it will take many years for the entire vision to be realized.

In this chapter, the "how", the "who", and the "when" of the One Vision Plan is discussed:

- "How" the plan will get implemented - the organizational structure to coordinate the work to be done and ensure the plan continues moving forward. Additionally, the metrics that will be used to regularly assess the impact of the activities in moving the community towards its goals and whether adjustments need to be made are identified.
- "Who" is responsible - with a multitude of strategies and associated activities, this effort will require the involvement of numerous public and private partners including residents. The lead for each activity is identified along with other partners that need to be involved.
- "When" different strategies and associated activities will take place - whether in the short-, medium- or long-term.



ORGANIZATIONAL STRUCTURE - “HOW”

The City of Phoenix Housing Department will serve as the quarterback for carrying out the One Vision Plan - helping to coordinate the efforts of other City departments and private partners to move the EEC towards its preferred vision. From infrastructure improvements to transit enhancements and economic development programs, the Housing Department will work with respective City departments to coordinate their work, including Parks and Recreation, Street Transportation, Public Works, Community and Economic Development, Water Services, Public Transit and Aviation. The Neighborhood Services Department (NSD), in particular, will play a key role in developing additional innovative neighborhood strategies to engage and revitalize the EEC. This includes providing flexibility and program changes that are required to fit the needs of residents and businesses who can benefit from NSD programs.

For the human capital programs, the Housing Supportive Services Division will oversee and manage building new and expanding existing relationships with service providers to provide EEC residents with access to needed services and programs ranging from health and wellness to employment and training, early childhood education, school-age programming and transitioning from high school to college or career. Redevelopment of the public housing sites and subsequent management of the new units will be led by Gorman and Company, the selected co-developer.

The principal partners will meet on a quarterly basis to review progress, address roadblocks and resolve disputes. To assess progress, the Housing Department will regularly monitor and assess changes happening in the community. Using a set of baseline metrics regarding where the EEC is today, these will be used to benchmark progress and whether the community is moving in the right direction. This will allow for the One Vision Plan to be a “living document”, with modifications and changes made to activities or expected outcomes to happen if an activity is not having the anticipated impact.

To continue community engagement during implementation of the One Vision Plan, the Steering Committee for the planning process will transition into an Advisory Council with additional key stakeholders added, such as representatives from newly formed community groups and organizations whose involvement will increase as redevelopment begins. These may include Arizona State University, Valle del Sol, the Community Action Team, and the Nature Conservancy. The Advisory Council will be convened on a semi-annual basis to review implementation progress and outcomes, and provided feedback and recommendations as needed. The Housing Department will also host annual community meetings to give all residents and stakeholders an opportunity to hear updates and provide input.

NEXT STEPS FOR THE RESIDENT LEADERSHIP COUNCIL

The Resident Leadership Council (RLC) was instrumental throughout the creation of the One Vision Plan, from pursuing resident-driven initiatives like the development of the Neighborhood Preservation Strategic Action Plan with the Neighborhood Services Department to combat blight and graffiti to developing the Action Activity proposal to create an Activity Hub at Edison Park to better activate the space and increase usage by residents.

With the planning process nearing conclusion, the RLC has been making the transition into formal community organizations with the assistance of the Phoenix Revitalization Corporation (PRC). The Sidney P. Osborn Neighborhood Association has already been established and is meeting on a regular basis. PRC is also working with Frank Luke and A.L. Krohn residents to form a Block Watch and/or Neighborhood Association.

These new community organizations, along with others that may be formed, will be invited to be members of the Advisory Council. The Housing Department is also committed to continue offering residents opportunities to participate in leadership and capacity building programs throughout Implementation.



Neighborhood Benchmarks - Baseline and Five-Seven Year Outcomes

Metric	Source	Baseline	5-7 Year Outcomes
Neighborhood			
Part 1 Violent Crimes per 1,000 Residents	Police Department	20.4	14.3
Part 1 Property Crimes per 1,000 Residents	Police Department	37.7	30.2
Part 2 Quality of Life Crimes per 1,000 Residents	Police Department	95.2	71.4
Total Population	U.S. Census - Decennial	3,339	4,400
Number of businesses	Nielsen Corporation	155	173
Number of vacant parcels	Neighborhood Services Dept	265	180
Average Surface Temperature in July	Arizona State University	125 degrees	115 degrees
Pedestrian/Cyclist Incidents Over 5 Years	Arizona Dept of Transportation	30	10
Walkscore	Walkscore.com	59	82
Housing			
Total Housing Units	U.S. Census - Decennial	1,176	1,650
Residential Buildings Not Needing Repairs	Windshield Survey	35	15
Vacancy Rate	U.S. Census - Decennial	13.0%	8.0%
Homeownership Rate	U.S. Census - Decennial	7.6%	12.2%
Median Housing Value	U.S. Census - 5 year ACS	\$78,100	\$115,000
People			
Edison Elementary ELA Passing Rate	AzMerit	56 (16%)	148 (42%)
Edison Elementary Math Passing Rate	AzMerit	81 (23%)	145 (41%)
Average Median Household Income	U.S. Census - 5 year ACS	\$16,519	\$21,500
Families Below Poverty	U.S. Census - 5 year ACS	66.8%	45.3%
Persons 25 and Older with High School Diploma/GED	U.S. Census - 5 year ACS	51.6%	67.4%
Unemployment Rate	U.S. Census - 5 year ACS	20.2%	12.3%
Travel Time to Work More than 60 Minutes	U.S. Census - 5 year ACS	10.0%	5.0%
Incidence of High Blood Pressure (18 years and older)	CDC 500 Cities Project	32.9%	25.4%
Incidence of Obesity (18 years and older)	CDC 500 Cities Project	42.4%	35.3%
Number of Inpatient Days per 1,000 Residents	Az Dept of Health Services	593	423
Visit to the Dentist/Dental Clinic in the Last Year	CDC 500 Cities Project	29.7%	57.7%
EEC Public Housing Residents			
Residents will have a primary healthcare provider	Resident Survey	755 (49%)	1,541 (100%)
Residents will have health insurance	Resident Survey	1,217 (79%)	1,464 (95%)
Heads of households report health as excellent/good	Resident Survey	271 (47%)	461 (80%)
Residents will have a High School Diploma/GED	Resident Survey	264 (41%)	386 (60%)
Residents between 18-64 who have wage income	Resident Survey	247 (38%)	328 (51%)
Average annual income of work-able households	Resident Survey	\$8,698	\$13,057
Children from birth to kindergarten entry are participating in high quality center-based care or formal home-based early learning programs	Resident Survey	75 (33%)	147 (65%)
Children entering kindergarten demonstrate age appropriate functions	Phoenix Elementary School District #1	ELA-16 (36%) Math-23 (51%)	ELA-25 (55%) Math-32 (70%)
Children 0-5 are screened for hearing, vision, dental and developmental issues	Resident Survey	No Data	170 (75%)
Students graduate from high school	Resident Survey	215 (85%)	229 (90%)

ACS - American Community Survey
 CDC - Center for Disease Control
 ELA - English Language Arts

BLOOMBERG MAYORS CHALLENGE - “HEATREADY CITY”

In October 2017, the City of Phoenix was selected as one of 35 Bloomberg Philanthropies Mayors Challenge Champion Cities. The City received \$100,000 and technical assistance to start bringing to life a first-of-its-kind HeatReady program (similar to national programs developed for storms) to enable local governments to holistically manage how they identify, prepare for, mitigate, track, and respond to the dangers of urban heat. The City’s application identified urban heat and its disproportionate impact on low income neighborhoods as one of the most pressing issues in Phoenix – the hottest major city in the U.S. Increasing urban heat is a serious threat to public health, especially for vulnerable populations, and threatens the long-term viability of the City and the quality of life for its residents.

The EEC has some of the hottest temperatures in Phoenix so it was chosen as the pilot community to test and refine the HeatReady program. The Mayors Challenge team has been testing elements of HeatReady with EEC and other community stakeholders that are uniquely affected by urban heat, including low-income residents, elderly populations, and businesses. Testing has been conducted on potential outputs of the HeatReady program, such as an extreme heat notification system, behavioral changes related to heat protection, indoor temperature monitoring, and business incentives for heat mitigation. Phoenix is testing how residents respond to emergency messaging tools and use cooling amenities (e.g. bus stop shelters). The City has tested scale models of bus stop shade shelters and other cooling amenities with transit users. Through testing with exploratory storyboards, the team found that residents enjoy brainstorming creative solutions. The exercise built excitement and awareness around the possibilities to improve thermal comfort.





CHOICE NEIGHBORHOODS ACTION ACTIVITIES

To identify possible Action Activities, the City of Phoenix counted on the valuable input and community expertise of the Resident Leadership Council (RLC), and Housing, People and Neighborhood Action Teams. Using self-developed guidelines for evaluating submitted proposals, the Steering Committee selected three projects for funding. A copy of the Proposal Guidelines is provided in Appendix H.

ACTION ACTIVITY #1 - EDISON PARK ACTIVITY HUB

Edison Park, the only sizable park within the community, is not well used by residents despite its close proximity to A.L. Krohn Homes and Frank Luke Homes. Lack of adequate shade, lighting and programming, along with loitering detract from residents feeling like it is a safe space for them to use.

To better activate the park, an “activity hub” will be constructed where events, programs, and other activities can be held, such as: cultural arts (visual/performing) events, resource fairs, youth events, flea markets, health care fairs, Skate After School program, farmers market, and outdoor exercise classes. Programming at the Edison Park Activity Hub will focus on larger scale community events where both neighborhoods, as well as the public in the area can engage and connect. Increased usage will also contribute to more “eyes on the park”, and help promote community unity, expand resources and improve the quality of life for residents.

The Activity Hub would be comprised of two permanent shade structures - one structure with an elevated surface; the other would be a structure with a seating area. The final design will be determined with community input as well as financial and maintenance considerations.

ACTION ACTIVITY #2 - EDISON-EASTLAKE COMMUNITY PLACE-KEEPING INVESTMENTS

While the community embraces the imminent change coming to their neighborhood, residents are also proud of their history and want to ensure that those stories are not lost as new development occurs. To celebrate and honor the various histories within Edison-Eastlake as well as to celebrate the dawn of a new chapter, a number of different place-keeping activities to be designed, manufactured, and installed in partnership with the community. These include:

- Gateway monuments - located at the entryway into the State’s Historical Eastlake Neighborhood around 16th Street at Washington and Jefferson Streets, and at the eastern entryway at 20th and Roosevelt. The monuments will also enhance the pedestrian experience through traffic calming, additional lighting and/or providing shade.
- Street medallions on Van Buren - complimenting the Van Buren Complete Street as well as beautifying pathways, these medallions will provide a meaningful sense of unity, safety and direction for pedestrians in the area. Possible features of the medallions include construction with reflective sustainable materials and inclusion of solar powered lighting.
- Sign toppers - installed on street signs throughout the neighborhood, the sign toppers provide the opportunity to feature distinctive designs representative of the different and unique communities that comprise the neighborhood, and are a source of community pride and identity.

The design of the gateway monuments, street medallions and sign toppers will be determined through a multi-stage process led by the City’s Office of Arts and Culture involving neighborhood residents, and in conjunction with the recently awarded National Endowment for the Arts Our Town Grant to develop an Arts Master Plan for the EEC.

ACTION ACTIVITY #3 - GATEWAY TRANSIT NODE

Located at the entryway to the neighborhood on the east side of 16th at Villa Street (a designated east-west bicycle route) to create a “sense of place/arrival”, the Gateway Transit Node incorporates a variety of transit and built environment strategies to enhance connectivity along with place-keeping. Leveraging related in-kind multimodal transportation and safety solutions that complement and enhance the overall activity, the Gateway Transit Node features traffic management, expanding the GR:D Bike Share system, and improving a transit stop, while utilizing materials that reduce heat island effects. Activities include:

- Installing a new decorative bus stop shelter with art panels to address the need for comfortable, attractive, dignified transit options, and capitalize on the expanded bus service by Public Transit; and locating a GR:D Bike Share station at the node to enhance transportation options and connectivity and leverages the new GR:D for All program.
- Putting in a ‘leading pedestrian interval’ (LPI) at the intersection where bicyclists and pedestrians receive a green signal several seconds before vehicles do – empowering bicyclists and pedestrians to have a head start across the intersection and keep them in drivers’ cone of vision. Bicycle signal heads - where the image of a bicycle is installed on the face of the green light - will also be installed in conjunction with the LPIs.
- Siting a gateway monument at the node to serve as an artistic gateway into the community. Like the other gateway monuments, the design will feature the area’s rich cultural history. It will incorporate shading elements and support the neighborhood’s goal of becoming a culturally rich destination.



Examples of (above and going clockwise): gateway monument, sign topper, decorative bus shelter, street medallion and bicycle signal head.



STRATEGY MATRIX - "WHO" AND "WHEN"

Depending upon the strategy, some will take years to complete, but the work on those strategies begins now, e.g. redevelopment of the three public housing sites. Other strategies are short-term and can be completed and/or initiated within a year. There are also some strategies that are predicated upon the completion of a previous strategy before it can begin, or are waiting on the availability of funding at a future date. For the latter, these include most of the public infrastructure improvements where capital funds have been budgeted several years out.

For each strategy in the One Vision Plan, when an activity will start and when it will be complete have been identified in the following tables - "short" - 1 year or less; "medium" - 2 to 5 years; "long" - 5 to 10 years. For public infrastructure improvements, a separate schedule is provided with specific fiscal years for implementation.

Strategy	Lead	Start	Complete
Connect Us Goal #1: EEC offers modern and sustainable homes affordable to households across a range of incomes			
Redevelop three public housing sites	Gorman, Housing	Short	Long
Provide project-based vouchers for replacement housing	Housing	Medium	Long
Incorporate energy-efficient, healthy, safety and sustainable design features into new homes and site plans	Gorman, Housing	Short	Medium
Continue Zero Waste Program at redeveloped sites	Public Works	Short	Long
Preserve and expand number of affordable housing resources	Housing, Gorman	Short	Long
Connect Us Goal #2: EEC is a transit-oriented community with easy and comfortable access to multiple transportation options			
Create network of green, shaded and/or multi-modal streets	Streets Transportation	Medium	Long
Prioritize pedestrian improvements along roadways	Streets Transportation	Short	Long
Install new or redesigned bus shelters	Public Transit	Medium	Medium
Improve existing bicycle routes	Streets Transportation	Short	Medium
Locate GR:D Bike Share stations in the EEC	Streets Transportation	Short	Long
Advocate for a new Valley Metro light rail station	Housing	Short	Short
Connect Us Goal #3: EEC is characterized by strong neighborhood organizations and engaged residents			
Establish neighborhood organizations and/or block watches	NSD, PRC, Police	Short	Short
Market Virtual Block Watch Program	Police	Short	Medium
Form an EEC Community Action Team	NSD, Police	Short	Short
Install neighborhood Wi-Fi technology	Housing	Medium	Long
Host regular community-wide events	Housing, PRD, NSD	Short	Short
Include community centers as part of the new developments	Gorman, Housing	Medium	Long

NSD - Neighborhood Services Department
 PRC - Phoenix Revitalization Corporation
 PRD - Parks and Recreation Department

	Strategy	Lead	Start	Complete
Embrace Goal #1: EEC has a diverse and thriving economic environment including a wide range of community-serving retail				
	Enroll existing businesses in current economic development programs	NSD	Short	Medium
	Enlist businesses in combating crime	Police	Medium	Medium
	Facilitate the creation of an EEC Business Alliance	Lafferty Development, NSD	Short	Short
	Support entrepreneurship and small business creation through live/work spaces	Gorman, CED	Medium	Long
	Establish an Urban Farm	United Way, Housing	Short	Medium
	Pursue redevelopment of vacant lots with appropriate uses	Aviation, CED	Short	Long
	Work to attract targeted retail, restaurants and businesses	CED	Short	Long
Embrace Goal #2: EEC is a visually appealing community with a strong sense of place and neighborhood identity				
	Incorporate place-keeping throughout the EEC	NSD, POAC	Short	Medium
	Continue regular neighborhood clean-ups	NSD, Housing, Public Works	Short	Short
	Install trash/recycling receptacles throughout the EEC	Public Works	Medium	Medium
	Encourage homeowners and landlords to participate in home rehabilitation programs	NSD	Short	Medium
	Utilize existing tools to target nuisance properties	Police, NSD	Short	Short
	Preserve a portion of the existing public housing sites	Housing, Gorman, CHPO	Medium	Long

CED - Community and Economic Development Department

CHPO - City Historic Preservation Office

NSD - Neighborhood Services Department

POAC - Phoenix Office of Arts and Culture

NEA OUR TOWN GRANT

In April 2018, the City's Housing Department in partnership with a local arts and culture organization, Xico, Inc., were awarded a National Endowment for the Arts (NEA) Our Town Grant to work with EEC residents to create a "Arts Master Plan" for place-keeping initiatives in the neighborhood that can be replicated in other Phoenix neighborhoods. Over the next two years, the Arts Master Plan process will be guided by a Steering Committee and informed by several arts and cultural workshops and charrettes.

Upon completion, the Arts Master Plan will help to guide strategic place-keeping investments throughout the EEC and contribute to the goal of the community being visually appealing with a strong sense of place and neighborhood identity.



	Strategy	Lead	Start	Complete
Lift Up Goal #1: EEC promotes healthy lifestyles and active living opportunities				
	Create high-quality usable and safe open spaces	PRD, Gorman, Housing	Short	Long
	Incorporate community gardens into the new developments	Gorman, Housing	Medium	Long
	Implement heat mitigation strategies	ASU, TNC, Gorman, Housing	Short	Medium
	Develop a carbon forest/freeway barrier	Housing	Medium	Long
Lift Up Goal #2: EEC provides a comprehensive network of services that fosters individual and family well-being and self-sufficiency				
	Maintain and expand the network of service providers	Housing	Short	Short
	Connect residents to needed services	Housing	Short	Short
	Conduct regular workshops and seminars on topics informed by needs identified by residents	Housing, MCAO, PPO, HSEM, Water	Short	Short
	Establish a health clinic in the EEC	Gorman, Housing, Valle del Sol	Medium	Long
	Expand number of Community Health Workers	MCDPH	Short	Medium
	Host annual health fairs	Housing	Short	Short
	Provide oral health screenings annually	MCDPH	Short	Short
	Work with residents to establish walking clubs & bicycle riding groups	Housing	Short	Short
	Hold fitness classes, healthy cooking and nutrition programs	Housing	Short	Short
	Provide employment and training programs	Housing, A@WP, Friendly House, Gateway Community College	Short	Short
	Link ex-offenders to re-entry programs	AZ Common Ground	Short	Medium
	Prepare and connect residents to Section 3 opportunities	Housing	Short	Medium
	Connect residents interested in small business creation with business development programs	Housing, CED	Short	Medium

- A@WP - Arizona @ Work Phoenix
- ACYR - Arizona Center for Youth Resources
- ASCC - AZ Association for Supportive Child Care
- ASU - Arizona State University
- CED - Community and Economic Development Department
- HSEM - Office of Homeland Security and Emergency Management
- MCAO - Maricopa County Attorney's Office
- MCDPH - Maricopa County Department of Public Health
- PESD - Phoenix Elementary School District #1
- PPO - Phoenix Prosecutor's Office
- PRD - Parks and Recreation Department
- PUHSD - Phoenix Union High School District
- TNC - The Nature Conservancy

	Strategy	Lead	Start	Complete
Lift Up Goal #3: EEC is a model community for youth development and growth				
	Establish a satellite branch of the public library in the EEC	Housing, Public Library	Medium	Long
	Negotiate data sharing agreements with local schools	Housing, PESD, PUHSD	Short	Short
	Conduct early childhood screenings	Valle del Sol	Short	Short
	Increase participation in high-quality early learning programs	Housing, Edison Elementary, Child Crisis AZ, Chicanos por la Causa, Booker T. Washington, ASCC	Short	Short
	Hold focus groups with parents	Housing	Short	Short
	Support parents in being their child’s first teacher	Public Library, Southwest Human Development	Short	Short
	Increase proficiency of children in core academic areas	Edison Elementary, Housing	Short	Short
	Support high-school age youth with graduating from high school and transitioning into college or career	College Depot, Friendly House, Facts of Life, ACYR, YearUP	Short	Short
	Expand the number of out-of-school time programs including gang prevention programs	Housing, PRD, Beat Streets AZ, Fitness in Training, Kickstart Mentorship Academy	Short	Short
	Hold informational workshops for youths and their parents (domestic violence, personal safety, crime victim services, diversion programs)	Housing, Prosecutor’s Office, PRD	Short	Short
	Work with local schools to deliver in-school health behavior education programs and tools	MCDPH, PESD	Short	Medium

PUBLIC INFRASTRUCTURE IMPROVEMENT SCHEDULE FY 2017-18 TO FY 2023-24

Fiscal Year	Department	Activity
FY 2017-18	Parks & Recreation	Edison Park Dusk to Dawn Lighting
	Street Transportation	Pavement Preservation (16th Street)
FY 2018-19	Street Transportation	LED Light Conversion Program
FY 2019-20	Street Transportation	Pavement Preservation (Washington and Jefferson Streets)
	Water Services	Water Infrastructure Improvements
FY 2020-21	Parks & Recreation	Edison Park Capital Improvements
	Street Transportation	Van Buren Complete Street
FY 2021-22	Public Transit	Bus Stop Improvements
FY 2022-23	Water Services	Wastewater Infrastructure Improvements
FY 2023-24	Parks & Recreation	Edison Park Capital Improvements
	Street Transportation	19th & 20th Complete Streets Speed Cushions on 20th Street Bicycle Boulevard Improvements Traffic Signal/Raised Intersection at 20th/Roosevelt Streets High-Intensity Activated Crosswalk (HAWK) at 18th/Roosevelt Install two GR:D Bike stations

