



19NORTH

TRANSIT ORIENTED DEVELOPMENT POLICY PLAN

April 7, 2021



RESOLUTION 21912

A RESOLUTION ADOPTING THE 19 NORTH TRANSIT
ORIENTED DEVELOPMENT POLICY PLAN, APPLICATION
GPA-AL-NM-1-19-4-5.

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF PHOENIX, as
follows:

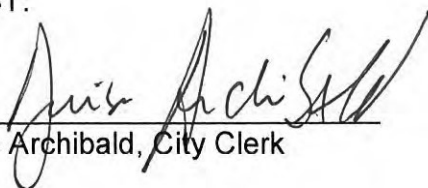
SECTION 1. That the 19 North Transit Oriented Development Policy Plan
as set forth by Application GPA-AL-NM-1-19-4-5 and as shown in Exhibit 1 be approved
and adopted.

PASSED by the Council of the City of Phoenix this 7th day of April, 2021.



MAYOR

ATTEST:



Denise Archibald, City Clerk



ACKNOWLEDGEMENTS

ADOPTED BY CITY COUNCIL

April 7, 2021
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CITY COUNCIL

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INTRODUCTION: **EXECUTIVE SUMMARY**

Executive Summary

The 19North Transit Oriented Development (TOD) District Policy Plan is a community-driven plan intended to provide guidance for redevelopment along the northernmost segment of the existing light rail line in the area between Montebello Avenue (south), Dunlap Avenue (north), 23rd Avenue (west), and 15th Avenue (east).

The plan was developed over a 3-year period which included community and stakeholder engagement to gather information related to community vision and needs for the high capacity transit corridor. Building upon previous work to create walkable communities with opportunities for all in Downtown as well as the five ReinventPHX districts, 19North is the sixth TOD District Policy Plan to be developed by the City of Phoenix.

During the numerous workshops, the community-identified assets, goals, redevelopment opportunity areas, preferred investments, and actions that can later be taken by community leaders, municipal leaders and other stakeholders to help achieve the community's vision. During each workshop the community expressed their desires for a walkable corridor that emphasized safety, shade, a well-connected multimodal network, local businesses, diversity of housing types, community-serving public gathering areas, and creating a sense of place.

Staff evaluated the community feedback, desired outcomes and current conditions. From this, urban principles and strategies, vetted by the community, were identified and categorized as a means to achieve the overall vision. Furthermore, the community assessed quantifiable conditions along the corridor and established desired conditions that can be evaluated in the future to track changes anticipated by the community. This plan also serves as a policy document to guide future development decisions and shall be used when considering zoning changes to implement the identified community vision.

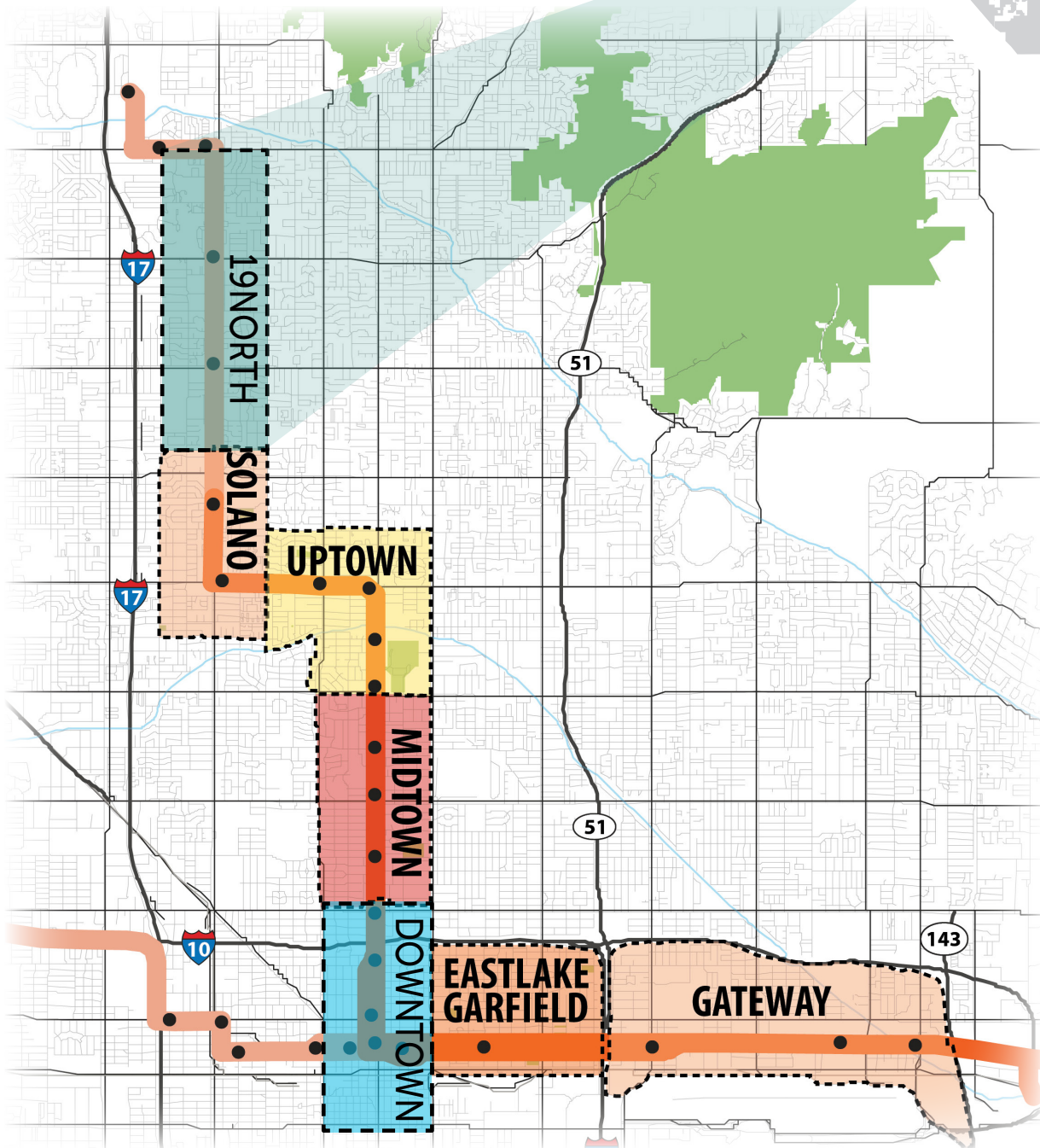
Plan Organization

The plan provides an evaluation of the current conditions in the corridor, a vision for the future and a guide to achieving the vision. The plan is organized into the following four parts:

- **Introduction** – Describes foundational policy to support the community vision and change towards a more walkable urban form along this corridor. This section also provides a summary of public participation and a brief history of the project area.
- **Today** – Provides an overview of community-identified assets and current conditions broken up into six planning elements (Land Use, Housing, Economic Development, Health, Mobility and Green Systems).
- **Tomorrow** – Establishes the community vision based on feedback provided at the community workshops. Furthermore, this section of the plan identifies community priority areas for retrofit and redevelopment, and prioritizes investments in the vicinity of each priority area.
- **How We Get There** – Introduces four urban principles and supporting strategies that promote TOD design. In addition, strategies are linked to quantifiable measures that contribute to promote the goals of the six planning elements and help implement the community's vision.

19North Policy Plan:

A Transit Oriented Development Plan for the 19th Avenue Light Rail Corridor from Montebello Avenue to Dunlap Avenue





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PART I

INTRODUCTION

The community and the City of Phoenix partnered with a goal of strengthening the community through transit oriented development.

This plan articulates the community's vision for the future, based on current conditions and aspirations, and identifies a path forward through investment, partnerships, and policies.

FOUNDATIONAL POLICY: **CITYWIDE POLICY**

PlanPHX: The Phoenix General Plan

The Phoenix General Plan, was adopted by the voters in 2015 after an extensive public engagement process. As a result of thousands of ideas from more than 150 meetings, a new vision and framework was built around the promise of creating a “Connected Oasis.” This promise serves as the foundation for Phoenix’s future and the guiding principle in the General Plan Update. The Phoenix General Plan provides an umbrella vision for the future of Phoenix as a whole; under the visionary General Plan, other city policies provide functional guidance and direction toward achieving its vision on specific topic areas.

Three Community Benefits

The Vision of the Connected Oasis aims to ultimately enhance the quality of life for all city of Phoenix residents. It is framed by residents’ enhanced levels of prosperity, improved health and a thriving natural environment (Prosperity, Health, and the Environment). These three categories create a framework from which the plan provides a balanced and equitable approach towards making Phoenix an even better place to call home. Simply stated, Prosperity, Health and the Environment are the three Community Benefits that the General Plan strives to integrate into the future of our city.

Five Core Benefits

The PlanPHX Leadership Committee and staff identified Five Core Values that will help achieve the Vision and embed the Community Benefits into our city. This effort begins and ends with the residents of Phoenix. These Core Values provide the framework for the policy portion of the plan and serve as the new principles for growth and development in the city. Each of the Core Values addresses Phoenix’s many assets. By building on and ultimately expanding these assets, Phoenix employs an asset based approach to community development. This approach enhances Phoenix residents’ connectivity to the benefits that all of these assets provide, and further enhances Phoenix’s unique character and identity.





City of Phoenix
Complete Streets Design Guidelines
Adopted March 8, 2018

City of Phoenix
Tree and Shade
Master Plan

- 1. INTRODUCTION
- 2. DESIGN PRINCIPLES FOR S
- DESIGN FOR SAFETY
- DESIGN FOR COMFORT AND CON
- DESIGN FOR CONTEXT
- DESIGN FOR SUSTAINABILITY
- DESIGN FOR COST-EFFECTIVENESS
- DESIGN FOR CONNECTIVITY
- 3. NACTO URBAN STREET DE
- 4. STORMWATER MANAGE



2015 GENERAL PLAN
City Council Adopted Version
March 4, 2015

Housing Phoenix

In recognition of a shortfall of 163,000 housing units (affordable and market rate), the Phoenix City Council established a target to create and preserve 50,000 housing units by 2030 and transit oriented development is inherently most sustainable.

Tree and Shade Master Plan

Phoenix's urban forest is as much city infrastructure as roads, stormwater retention basins, and water lines. The goal is to achieve an average 25% canopy coverage in Phoenix.

Complete Streets Design Guidelines

Through complete streets, Phoenix will be a healthier place to live. Phoenix's transportation network has been designed almost exclusively for the vehicle. This principle strives to return balance to the transportation network for users of all modes of transportation resulting in a safer city.

Comprehensive Bicycle Master Plan

Phoenix will be a safe transportation and recreation option for users of all skill levels with well connected infrastructure connecting people and places to make bicycling a preferred option for daily transportation.

INTRODUCING: **THE POLICY PLAN**

Background: Transit Oriented Development in Phoenix

DEFINING TOD

Transit Oriented Development (TOD) is broadly defined as compact, pedestrian-scaled, mixed-use development strategically located within a short walk of high capacity transit. TOD provides opportunities for residential, business, and recreation spaces within walking distance of public transit such as the light rail line. This proximity reduces commute times and the loss of productivity associated with traffic. The intent is to make walking, bicycling and using transit convenient, safe and enjoyable for daily life.

In 2008, the largest light rail construction project in the nation's history was completed in Phoenix. This major achievement was the result of a partnership between local and federal agencies, strong civic leadership, and visionary urban planning that began decades earlier. The infrastructure, however, was designed to not only to add high quality transportation options, but to also lay a foundation for reinventing the neighborhoods surrounding it and creating new urban living choices in a city planned almost entirely for the automobile.

A collaborative partnership and initiative between the City of Phoenix, the U.S. Department of Housing and Urban Development, and numerous other organizations resulted in the creation of five district policy plans along the first phase of the light rail; like these predecessors, the 19North TOD Policy Plan articulates the community's vision and aligns it with holistic strategies for making that vision a reality.

About: 19North

19North is situated along the 19th Avenue light rail corridor and encompasses an area from Montebello Avenue at the south, Dunlap Avenue at the north, from 15th Avenue on the east to 23rd Avenue to the west. This document serves as a policy plan to guide transit oriented and neighborhood-focused enhancements and reinvestments along the northernmost segment of the Phoenix light rail.


This policy plan was initiated by the community stakeholders, driven by the residents, and will be implemented through a collaboration between the City, stakeholders, and the 19North community. The framework for the 19North Plan was established with the adoption of the *Transit Oriented Development Strategic Policy Framework*, adopted in 2013 and amended in 2016 and 2018.

The Transit Oriented Development Strategic Policy Framework articulates a new model of community development along the City's high capacity transit corridors.


The ReinventPHX District Policy Plans were the first district-specific plans developed along the light rail corridor. These plans set the framework generally applied to the 19North Policy Plan.

The 19North Policy Plan is an extension of the policy framework and a collaborative effort between the City of Phoenix and the community to bring transit oriented development practices to the 19North Planning Areas. Local planning efforts began after the adoption of the ReinventPHX district policy plans.

TRANSIT ORIENTED DEVELOPMENT
STRATEGIC POLICY FRAMEWORK




Transit Oriented Development Strategic Policy Framework




2018
City of Phoenix


GATEWAY
TOD POLICY PLAN




EASTLAKE-GARFIELD
TOD POLICY PLAN




MIDTOWN
TOD POLICY PLAN




MELROSE



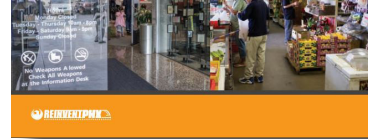
UPTOWN
TOD POLICY PLAN



SOLANO
TOD POLICY PLAN





19th Avenue




REINVENT PHX
POLICY PLANS

+





19NORTH
POLICY PLAN
City Council Adopted Version
October 29, 2019



STRATEGIC POLICY FRAMEWORK: **PLACE TYPES**

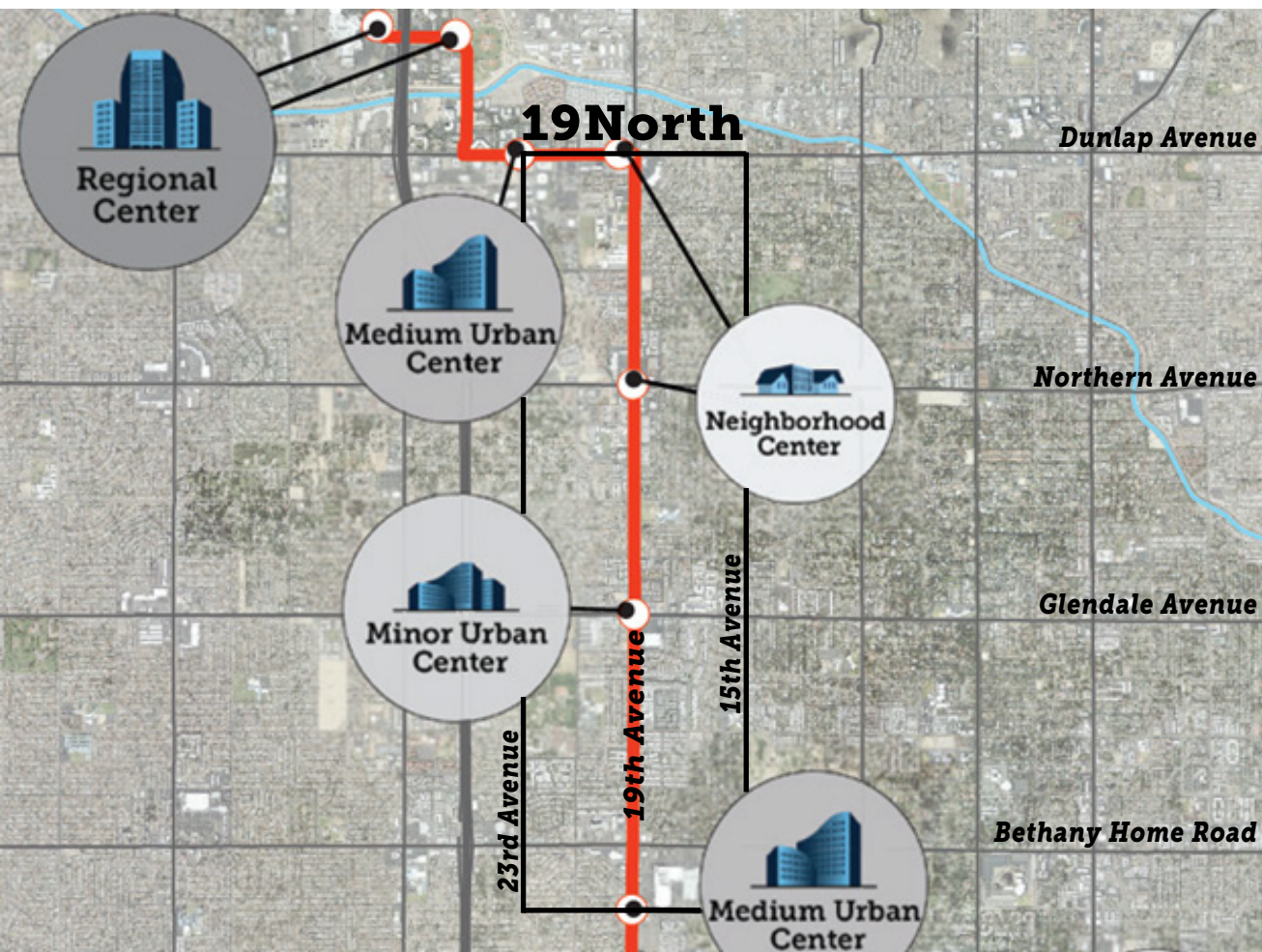
Phoenix has a long history of guiding density to identified urban centers. The urban village model in the 1980's divided the Phoenix into 15 urban villages with each having its own "village core." The *Transit Oriented Development Strategic Policy Framework* ("Strategic Policy Framework") refined this model for high capacity transit corridors by prescribing a Place Type for each station area along light rail.

The plan expands upon this framework to articulate the vision and appropriate scale for development throughout the 19North Planning Area.

- The Urban Village Model places the 19North Planning Area between two primary urban cores (Christown Spectrum Mall, the Alhambra Village Core; and Metrocenter, the North Mountain Village Core).
- The *Strategic Policy Framework* identifies two Neighborhood Centers and two Medium Urban Center within the 19North Planning Area. The Montebello Place Type was addressed in the Solano ReinventPHX Plan.

Translating Place types

Place Types are used along the light rail as a guide for scale and intensity including the implementation of the City's Walkable Urban Code (WU Code). Rezoning to WU Code is one tool to achieve the community's vision for transit and people oriented development.





Neighborhood Center Place Type
19th Avenue and Dunlap Avenue
19th Avenue and Northern Avenue

Land Use Mix: primarily residential; neighborhood serving retail; limited employment.

Housing: apartment; town / row house; live / work units; 2 or 3 unit products; and single unit products.

Commercial: low-rise office; under 40,000 square feet single tenant retail footprint (incentive: 50,000 square feet)

Transit Node: neighborhood destination; less regional accessibility

Intensity: low intensity; 2-4 stories (incentive: 5 stories)

Potential Walkable Urban Transects:

- T5:2 - T5:3 (Within 1/4 mile of light rail)*
 - T4:2 - T4:3 (Beyond 1/4 mile of light rail)*
- *Case by case, context specific*



Minor Urban Center Place Type
19th Avenue and Glendale Avenue

Land Use Mix: balance of commercial and residential; retail destination; entertainment destination; some employment

Housing: mid-rise; apartment; townhouse; row house; live / work space

Commercial: low rise office; under 40,000 square feet single tenant retail (incentive: 60,000 square feet)

Transit Node: sub-regional destination; medium regional accessibility

Intensity: medium to low intensity; 2-5 stories (incentive: 7 stories)

Potential Walkable Urban Transect

- T5:2 - T5:5 (Within 1/4 mile of light rail)
 - T4:2 - T4:3 (Beyond 1/4 mile of light rail)*
- *Case by case, context specific*



19NORTH: HISTORY AND HERITAGE

Introduction:

Lying in Central Phoenix, 19North is focused along 19th Avenue between Montebello Avenue to the south and Dunlap Avenue to the north. The area was annexed into the City of Phoenix during the late 1950s when the majority of the properties were rural agricultural land with an abundance of citrus groves along 19th Avenue. Maricopa County Historical Aerials indicate that there were single-family homes to the west of 19th Avenue as early as 1949. Following World War II, more and more suburbs began to emerge as the population of Phoenix continued to grow; significant housing districts around 19th Avenue followed thereafter. Eventually, the citrus fields turned into residential subdivisions and commercial areas.

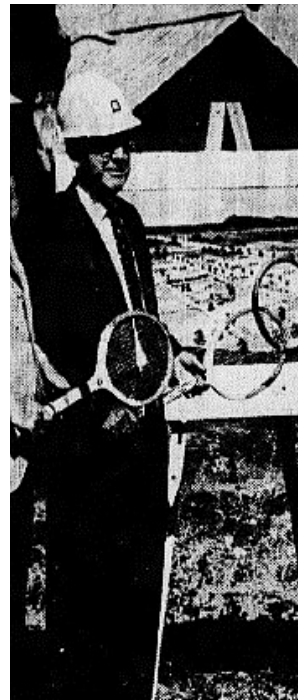
Growing Neighborhoods: Hoffmantown

In 1951, located at the corner of 19th Avenue and Bethany Home Road, Hoffmantown 2 became an extension of the earlier neighborhood, Hoffmantown, and expanded on its aspects of curved and angled streets. The lots in this neighborhood varied but were well known for its transition from Early Ranch style to Classical Ranch style homes within a subdivision. Shortly after, in 1954 Westwood Heights followed on 19th Avenue and Myrtle Avenue. This neighborhood was directed toward middle to higher-end market and was meant for growing families. A 10-acre exclusion from this subdivision became Orangewood Elementary School, which made Westwood Heights a desirable place to live. Orangewood School followed shortly after the Westwood Heights development. The school officially opened in the late 1950s and has since been remodeled in 1998. Washington High School, also located near 19th Avenue opened in 1955 thus laying emphasis on the importance of uprisng neighborhoods surrounding education.

Washington Park: Open Space for the People

In 1957, the City of Phoenix acquired a 40-acre piece of land with the use of bonds immediately south of Washington High School. The majority of this site became open green space for Washington Park. Included in the area, Washington Park today consists of the Phoenix Tennis Center, a PetSmart Dog Park, an Activity Center and a public pool. The 16-court tennis center was designed by Architect Gabor Lorant. The tennis courts broke ground in 1968 when the Mayor at the time, Mayor Milton H. Graham, threw out the first ball.

After being removed from the plans many times, the community felt that the courts and park would not be complete without a clubhouse. The Adult Clubhouse Center was able to open in 1969. This center includes multipurpose rooms used for a variety of activities such as dancing classes, crafts, games, potluck lunches, square dancing in the evenings and much more. This 15,000-square foot center drew in a variety of people 18 years of age and older; today the center is open for all ages.





Mayor Graham during the opening ceremony of the Tennis Courts.

The Good Shepherd Home: School for Girls

One of the first major developments was The Good Shepherd Home that stood alone among the irrigated citrus groves. The Good Shepherd School for Girls opened in 1939 and was a popular boarding school for unwed young mothers designed by Lescher and Mahoney. Teenage girls between the ages of 12 and 17 years old were referred to the school by the State of Arizona, juvenile courts, city or county agencies, or parents. The Good Shepherd Home for Girls closed in 1981 when the state's philosophy on how to deal with troubled juveniles began to change.

The convent-chapel was determined to be eligible for the City of Phoenix Register of Historic Places. The buildings in the area were good examples of Spanish Colonial Revival architecture, with the convent-chapel being a significant and appealing architectural landmark. The exterior of the building has been well preserved but the inside has been modified.

*The Good Shepherd Building -
Convent Chapel*



PLANNING PROCESS: 3 KEY STEPS

Assessment, Visioning, and How We Get There

The planning process was structured in three phases - 1) Assessment, 2) Visioning and 3) How We Get There - and public engagement was integrated into each of these phases.

- The Assessment phase entailed a data-driven analysis of the current conditions within the District using information derived from resident workshops and existing plans and databases.
- The Visioning process included surveys and facilitated community conversations that helped describe a desirable future using narratives and illustrations.
- The How We Get There phase applies a best practices across multiple disciplines to build upon existing strengths, reduce and overcome liabilities, and catalyze progress toward the vision.

Six Planning Elements: Perspectives of Analysis

A complete plan must be built from a comprehensive analysis of existing conditions. This plan applies a six-lens perspective to explore the built, market, and social factors present in the district. The analysis utilizes objective data sources - such as the U.S. Census Bureau, the City of Phoenix, Valley Metro, Arizona State University - that can be easily replicated to measure change over time. The Planning Elements are interrelated and segue as a foundation upon the remainder of the plan, including the Vision and How We Get There sections.



The **Land Use Element** focuses on the spatial pattern of urban development, including intensity, design, building form, and unique place-making characteristics.



The **Health Element** focuses on aspects of the environment that impact public health, such as the availability of healthy food, public recreation amenities, and safe places to walk and bicycle.



The **Housing Element** focuses on the affordability, quality and diversity of residential living options.



The **Mobility Element** focuses on the movement of people and goods, including the availability of quality multi-modal transportation options.



The **Economic Development Element** focuses on the financial prosperity of businesses and residents, including the access to jobs, training and educational opportunities.



The **Green Systems Element** focuses on the design of buildings and infrastructure to improve resource efficiency and environmental protection.

PLANNING PROCESS: 3 KEY STPPS

1

ASSESSMENT

SIX PLANNING ELEMENTS



Land Use



Economic Development



Mobility



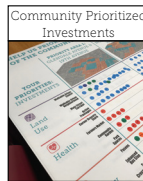
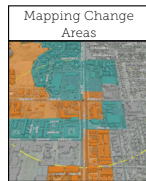
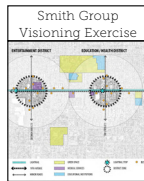
Housing



Health



Green Systems



2

VISIONING

VISION THEMES

Safe, Affordable, and Vibrant

Walkable and Bikeable

Employment, Education, and Training

Outdoor Life and Commerce

MEASURABLE OUTCOMES



SIX PLANNING ELEMENTS



Land Use



Economic Development



Mobility



Housing



Health



Green Systems

3

HOW WE GET THERE

URBAN PRINCIPLES

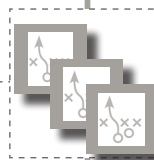
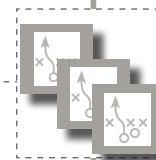
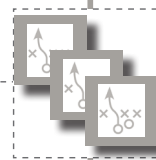
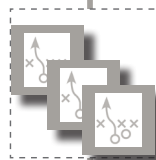
Infill Development

People-Oriented Streetscape

People-Oriented Site Design

Placemaking Fundamentals

IMPLEMENTATION STRATEGIES



5 YEAR ACTION PLAN

TOWARDS ACHIEVING MEASURABLE PROGRESS

TOWARDS ACHIEVING THE VISION

PLANNING PROCESS: **PUBLIC ENGAGEMENT**

Phase 1: January, 2018 (Understanding 19North Today)

The beginning of the planning process introduced the concept of transit oriented development. Participants provided input through a variety of methods including comment cards, facilitated discussions, and interactive exercises. The dialogue helped determine how the plan would evaluate existing conditions.

Phase 2: April, 2018 (Identifying Areas for Change)

The second phase of the project sought to identify change areas. In a workshop format, participants identified the areas they felt should be redeveloped, retrofitted for vitality and walkability, and the areas that should be preserved or stabilized.

Phase 3: Throughout, 2019 (Evaluating 19North Today)

The third phase of the project was an objective analysis of existing conditions through the lens of six planning elements: 1) land use; 2) housing; 3) economic development; 4) health; 5) mobility; and 6) green systems. The metrics used to evaluate existing conditions are carried forward throughout the plan to later set goals and evaluate progress.

Phase 4: April, 2019 (Guiding Investment and Change)

The fourth phase of the project sought to engage constituents in the type of investment and change they envision throughout the corridor. At a workshop, participants were invited to identify the type of investments they would like to see and at what location in the study area, all based on the six planning elements.

Phase 5: August, 2019 (Validating the Vision)

The fifth phase of the project included the development of a vision for the future of the corridor and for the vicinity of each transit station in 19North. A workshop was held to share the draft plan, to validate and refine ideas, and to engage participants and stakeholders in the implementation process. At this workshop, attendees reviewed content regarding the Today section, the Vision section, and contributed their ideas to the How We Get There section including how they can best help to implement the plan.

COMMUNITY ENGAGEMENT POLICY DEVELOPMENT

1

Sense-of-Place
Restaurants Economic-Growth
Shade Clean Neighborhoods
Mixed-Use Community Outdoor-Dining
Investment Diversity
Bikeable Safety Revitalization
Education Healthy Pride
Character Walkable Multi-Cultural
Accessible Recreation Local-Business
Integrative

2



3

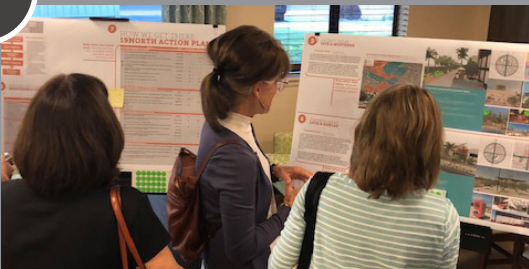
ASSESSMENT OF
CONDITIONS



4



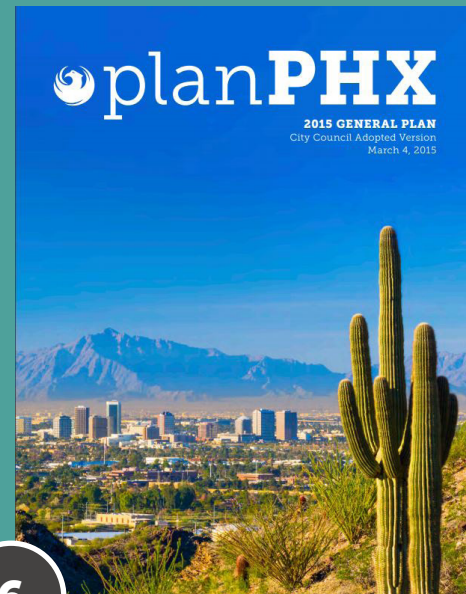
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Phase 6: April 2021 (Formal Adoption)

The sixth phase of the project included the formal process of adopting the 19North Policy Plan into the Phoenix General Plan. This phase included presentations to the North Mountain and Alhambra Village Planning Committees, the Phoenix Planning Commission, and the Phoenix City Council.

ADOPT INTO THE PHOENIX GENERAL PLAN



6





PART II

TODAY

The policy plan is built upon an assessment of existing conditions, organized by planning elements.

By understanding the current state of affairs, we can best understand how to shape the future.

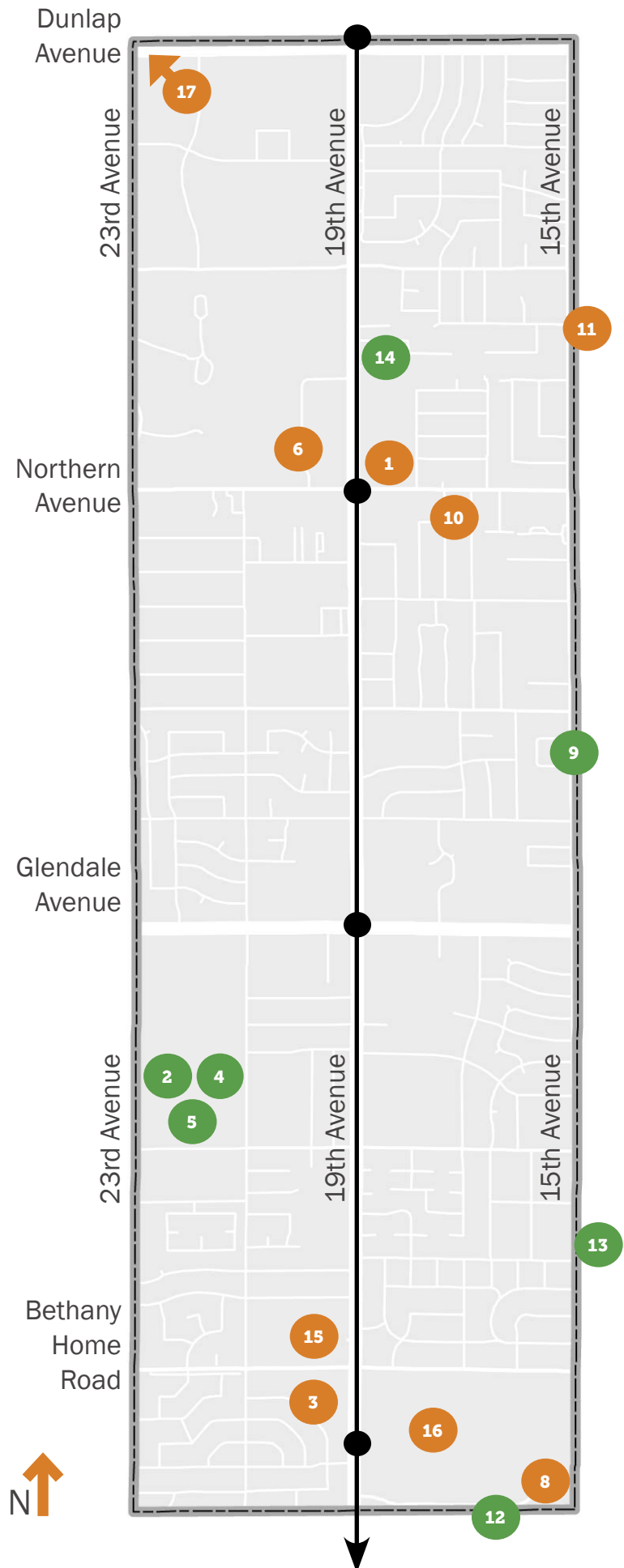
19NORTH: ASSETS

Current Condition Analysis: Assets

Assets are strengths that currently exist within a district, such as employment districts, schools, historic buildings, community organizations, initiatives, and institutions.

By using the assets identified by the community, the process can highlight those elements which embody the character of 19North Planning Area. In turn, this becomes a list of items to preserve, improve, support, or build upon. Likewise, policies to implement a long range vision should be designed to harness the advantages created from a community's unique assets.

1. Good Shepherd Building
2. Washington Park
3. Bowlero Christown Mall
4. Dog Park - PetSmart Dog Park
5. Tennis Center - Phoenix Tennis Center
6. Washington High School
7. Bookmans Phoenix Entertainment Exchange
8. Library - Yucca Library
9. 15th Avenue Equestrian Trail
10. Rio Salado Community College
11. Butler Park (Royal Palm Park)
12. Solano Park
13. Palo Verde Golf Course
14. 19North Community Garden
15. Abrazo Central Campus
16. Alhambra Village Core
(Christown Spectrum Mall)
17. North Mountain Village Core
(Metrocenter Mall)



Locational Opportunity

The 19North corridor is uniquely situated between the North Mountain Village Core (which encompasses Metrocenter Mall) and the Alhambra Village Core (which encompasses Christown Spectrum Mall). Both areas are positioned for high-quality, walkable, urban, mixed-use development.

In addition to being bookended by two Village Cores, 19North also encompasses areas that have been previously studied. The northeast portion of the corridor borders the Royal Palm Special Planning District area, whereas the southern portion of the corridor was included in the Solano TOD Policy Plan. The vision and goals from these previous efforts have been carefully reviewed during this Plan's development in order to ensure that the plans are complimentary.

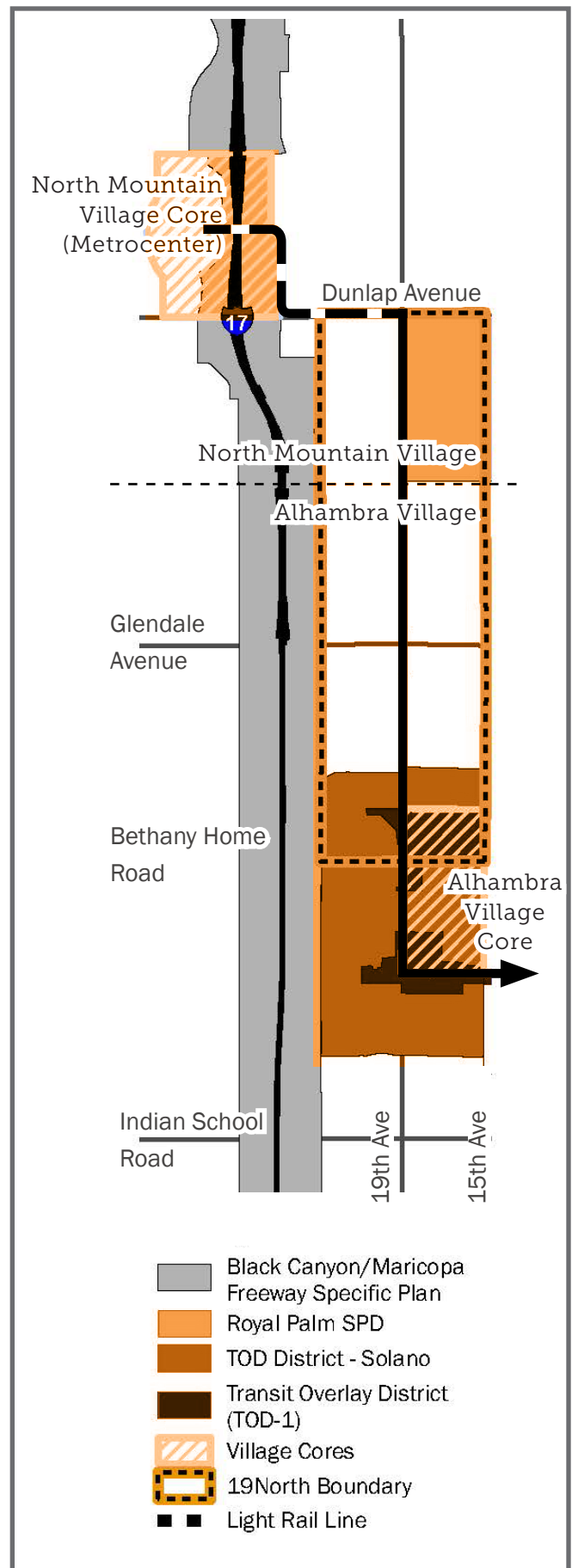
The larger corridor, from the Alhambra Village Core on the south to the North Mountain Village Core to the northwest presents a valuable opportunity to ensure residents and businesses in 19North are provided with a variety of services, shopping, entertainment, restaurants, and daily amenities, all accessible via the light rail.

Royal Palm Neighborhood Special Planning District Plan

Adopted in 1999, the Royal Palm Neighborhood Special Planning District Plan reviews land use, traffic circulation, community character and security within the Royal Palm area. Goals and objectives detailed in the plan serve to guide residents and the city in achieving desired accomplishments reflective of the community's values.

Solano TOD Policy Plan

The Solano TOD Policy Plan, completed as part of the Reinvent PHX project in 2015, provides a blueprint for fully achieving the transformative potential of light rail in a sustainable manner. The plan contains three chapters - Today, Tomorrow and How We Get There - to analyze the existing conditions of the corridor, describe the vision for the future and detail strategies to achieve the vision.



BY THE NUMBERS



83%
land zoned for
residential uses

56.9% single-family
25.8% multifamily

14 acres
of vacant land



15%
of the area is
eligible for
Walkable
Urban Code
Zoning

All data represents a singular point-in-time and is limited by its collection methods. The data used is from the U.S. Census Bureau (2019 ACS) and / or the City of Phoenix. The 2019 ACS utilizes methodologically sound sampling methods. Data reports are included in the appendix.

LAND USE ELEMENT



Current Conditions

Character

The 19North Planning Area is home to a mix of single-family residential, multifamily, suburban commercial, and major medical facilities. The Royal Palm Neighborhood, located in the northeast section of the planning area, is characterized by large, flood-irrigated residential lots. Historic assets include the Good Sheperd Building and Washington Park. In terms of employment character, 19North is home to the Abrazo Central Hospital, the Core Institute, and other major employers.

Planning and Zoning Policy

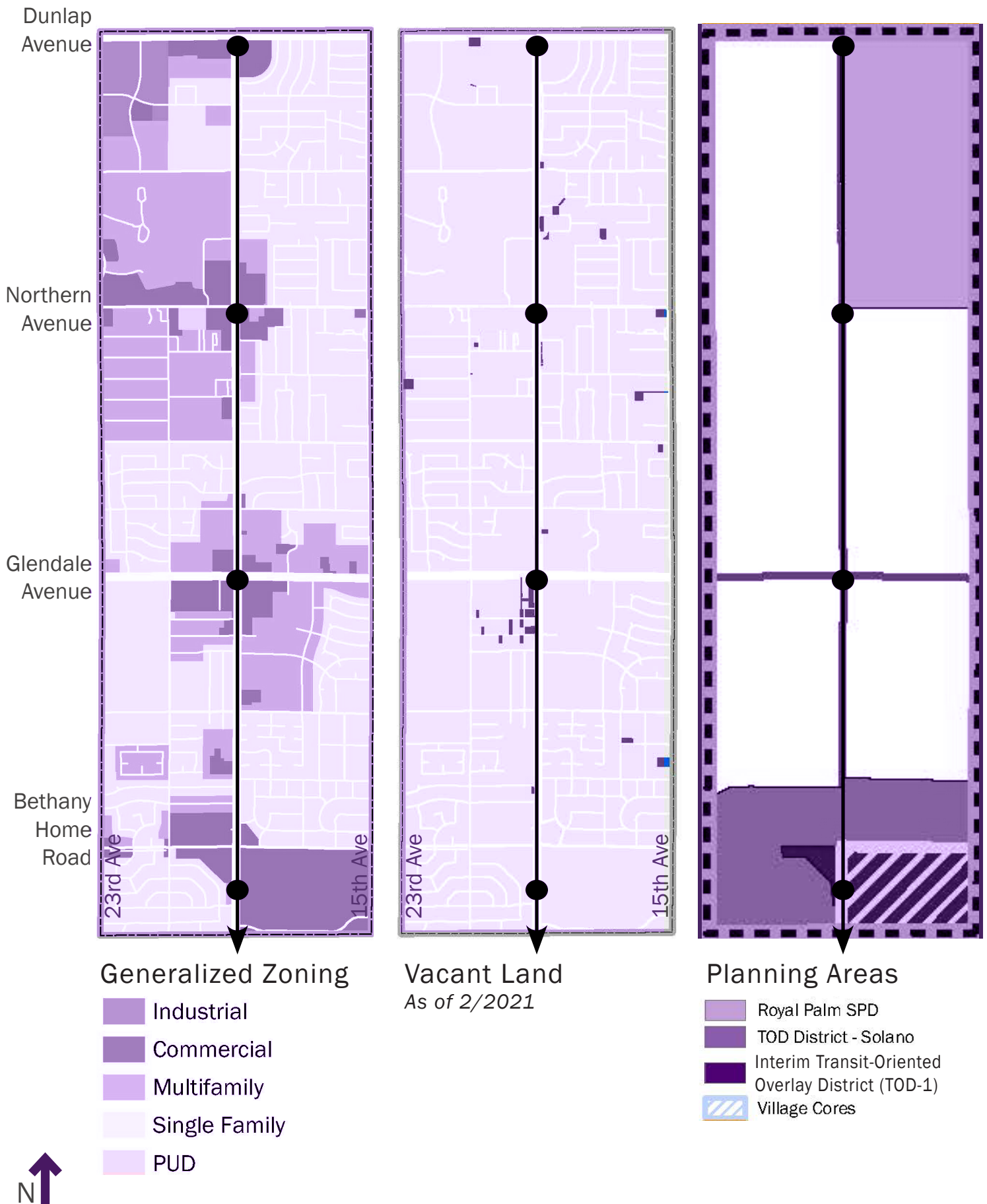
A small area at the southern edge of the 19North Planning Area was also located in the ReinventPHX Solano District Policy Plan; this area has access to the Walkable Urban Code and some parcels are further regulated under the [Interim Transit-Oriented Zoning Overlay District 1](#) (TOD-1). The remainder of the district is governed through traditional zoning.

The 19North Planning Area includes the [Royal Palm Special Planning District](#) Overlay which is designed to preserve and protect the historic Royal Palm Neighborhood. Additionally, the 19North Planning Area is adjacent to the [Maricopa / Black Canyon Freeway Specific Plan](#) Area; a policy plan focused on balancing economic development with impact mitigation.

Regionally, the 19North Planning Area is split between the Alhambra and North Mountain Village and is situated between their respective Village Cores, Christown Spectrum Mall and Metrocenter Mall respectively.

Vacant Land

There is a limited amount of vacant and undeveloped land within the 19North Planning Area. The majority of vacant land is comprised of small remnant parcels along 19th Avenue. Since the writing of this report, several large vacant parcels redeveloped including one at the northeast corner of 19th Avenue and Bethany Home Road and the western half of the former El Caro Golf Course north of Northern Avenue.



BY THE NUMBERS



13,287
occupied
housing units

1,200
residents
living in group quarters
such as assisted living,
dormitories

housing types

38.5% single-family
18.4% multifamily (2-9 units per bldg)
42.2% multifamily (10+ units per bldg)

All data represents a singular point-in-time and is limited by its collection methods. The data used is from the U.S. Census Bureau (2019 ACS) and / or the City of Phoenix. The 2019 ACS utilizes methodologically sound sampling methods. Data reports are included in the appendix.

HOUSING ELEMENT



Current Conditions

Housing Types

The 19North Planning Area includes a mix of single-family homes and multifamily facilities which vary in size from duplexes to large complexes. Many of the single-family homes are in long-established neighborhoods throughout the planning area. In addition to traditional housing developments, the corridor also contains large senior living facilities which allow residents to age in place. While much of the housing is well-maintained, there are single-family and multifamily units that have fallen into poor condition. Reinvestment is evident in single-family and multifamily developments over the past few years.

Housing Mix

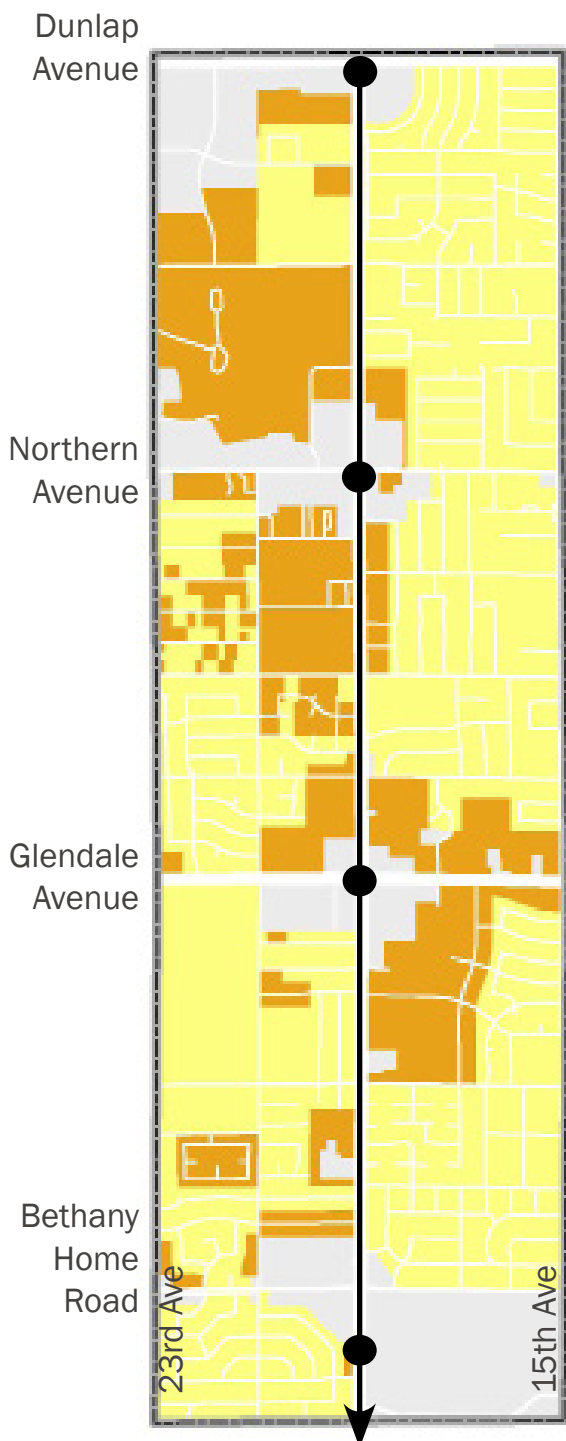
The 19North Planning Area is home to a large number of medium-to-large multifamily complexes (those with 10 or more units per building) which comprise 62% of all multifamily housing units in addition to 27% of small multifamily complexes (those with between 2 and 9 units per building). Many of the larger complexes are near 19th Avenue, where residents can take advantage of the proximity to the light rail to travel to and from work or school. In recent years, the planning area has seen growth in both traditional single-family units as well as multifamily units in location throughout the planning area..

Housing Vacancy

The 19North Planning Area has a slightly higher level of housing vacancy compared to the City of Phoenix as a whole, however vacancy rates have been trending downward. While the vacancy rate is slightly higher in 19North than the city as a whole, some of the vacancy can be attributed to the percent of renter occupied units which tend to have a higher vacancy rate.

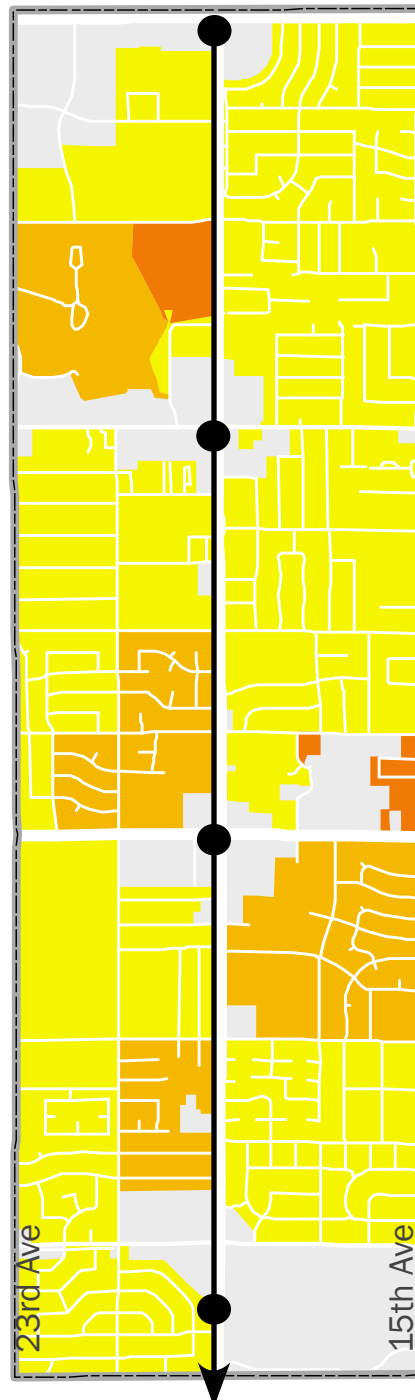
Housing Affordability

The district struggles with several housing affordability challenges. The median home value in 19North is higher than that of the city-wide value; however, the median household income is significantly lower. There are other high-cost burdens for 19North residents such as driving commutes. While many use public transportation, 36% of employees residing in the district travel more than 10 miles, each way, to work.



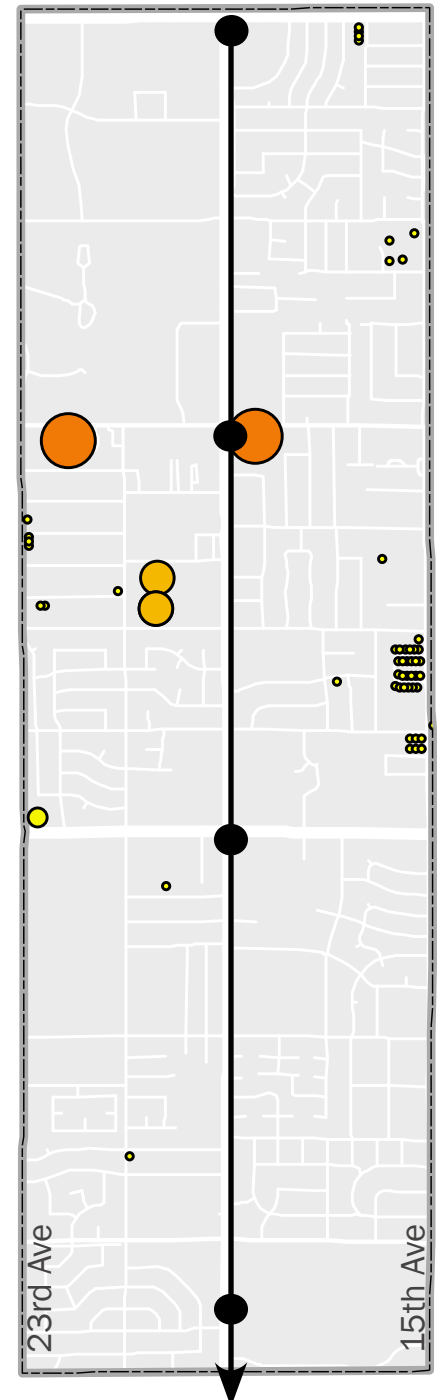
Generalized Zoning

- Multifamily
- Single Family
- Other



Density for Residentially Zoned Property (dwelling units per acre)

- 0 - 5
- 5 - 15
- 15+



New Residential Units (2015 - 2020)

- 1 Unit
- 8 - 10 Units
- 10 - 60 Units
- 60 - 70 Units



BY THE NUMBERS

14,991 jobs
32,725 residents



3,090
jobs in key
industries



32%
residents have a
post-secondary
degrees

3
qualified
opportunity
zones

ECONOMIC DEVELOPMENT ELEMENT



Current Conditions

Jobs and Workforce

Approximately 15,000 members of the laborforce call 19North home and more than 15,600 individuals are employed within the district, however, there is little overlap between these groups who both live and work within the study area. The presence of the light rail and Interstate 17 make rapid transportation to and through 19North extremely efficient, with specific regard to employment centers.

Major Employers

Many of the major employers operate in the field of health care with individuals employed in a variety of occupations. Numerous assets position the district for job growth in these industries, including Abrazo Health Care Center Central Campus and the Core Institute Specialty Hospital. The most common occupations are management, business, science and the arts (29.4%), followed by sales and office (24.6%), and service (25.1%).

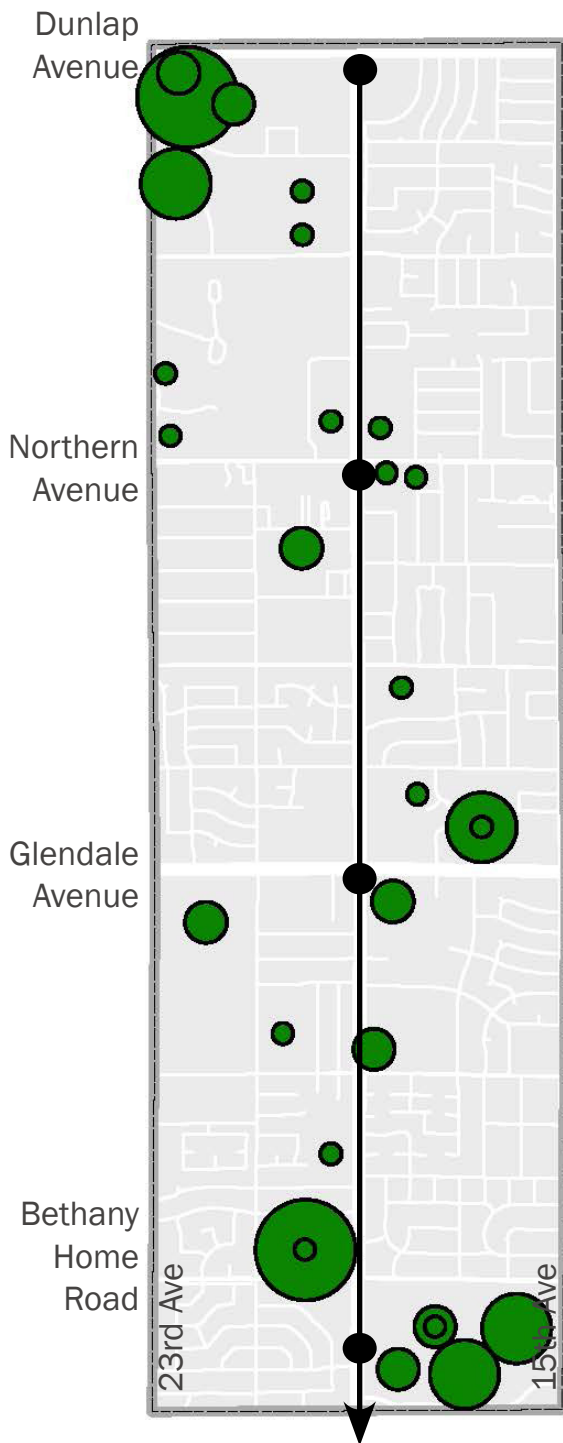
Education

The 19North Planning Area is home to many educational facilities including nine K-12 schools, Devry University, Chamberlain University College of Nursing, one public library, and a variety of trade programs.

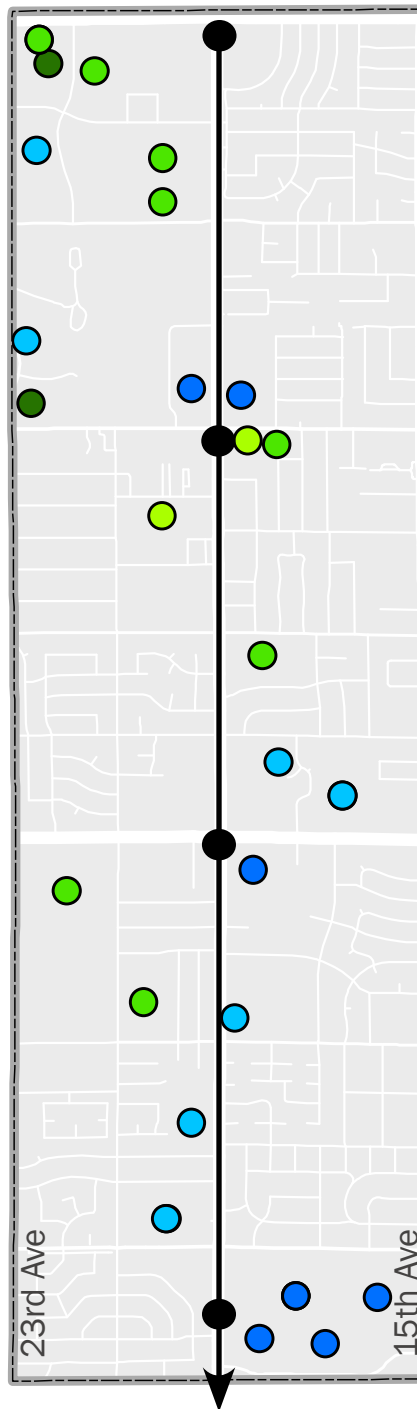
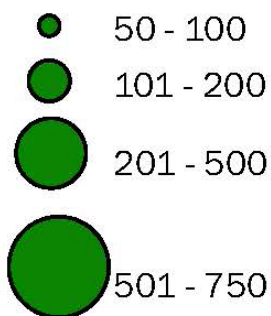
Opportunity Zones

West of 19th Avenue are three of the City's 42 federally qualified Opportunity Zones exist in 19North. Opportunity Zones allow for increased investment in targeted areas by allowing tax benefits for investors who, in turn, provide positive economic and social impacts within the community.

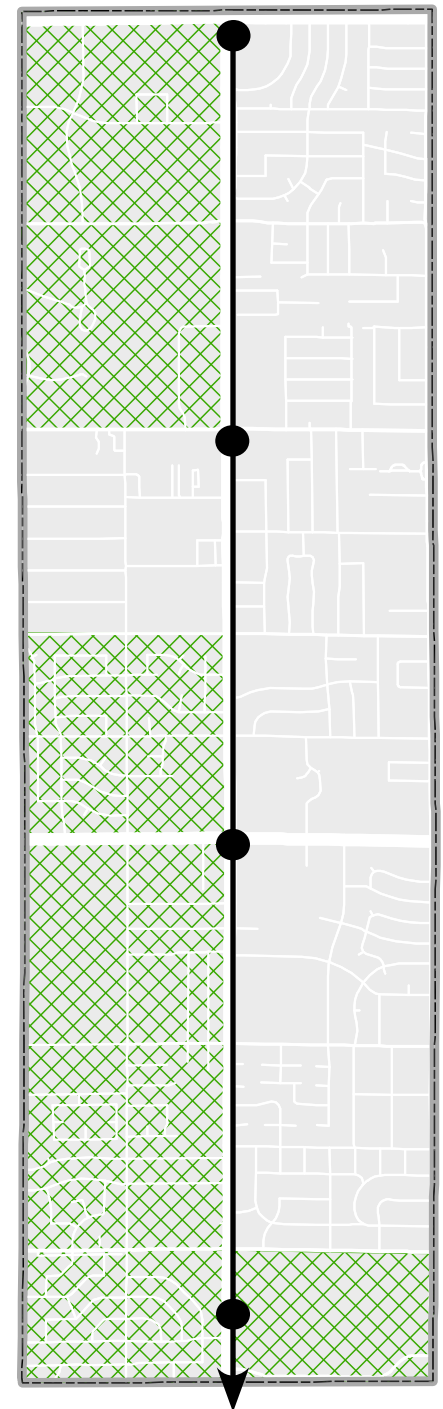
All data represents a singular point-in-time and is limited by its collection methods. The data used is from the U.S. Census Bureau (2019 ACS) and / or the City of Phoenix. The 2019 ACS utilizes methodologically sound sampling methods. Data reports are included in the appendix.



Employees by Site



Business Industry



Opportunity Zones



BY THE NUMBERS



35%
of areas are
within a 1/4
mile walk of a
park



24%
of areas are
within a 1/4
mile walk of a
grocer



11 pedestrian
or bicyclist
fatalities

40 serious
injuries (33 pedestrians
and 8 bicyclists)
*2013 - 2017

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HEALTH ELEMENT



Current Conditions

Access to Food

The 19North Planning Area is home to seven full service grocery stores which all participate in the Women Infant Children (WIC) program to provide food assistance for low income residents. Approximately 24% of the district is within a 5-minute walk of their nearest grocery store; walking distance is especially important because 20 percent of district households do not own a vehicle. This information is from the 2017 American Community Survey.

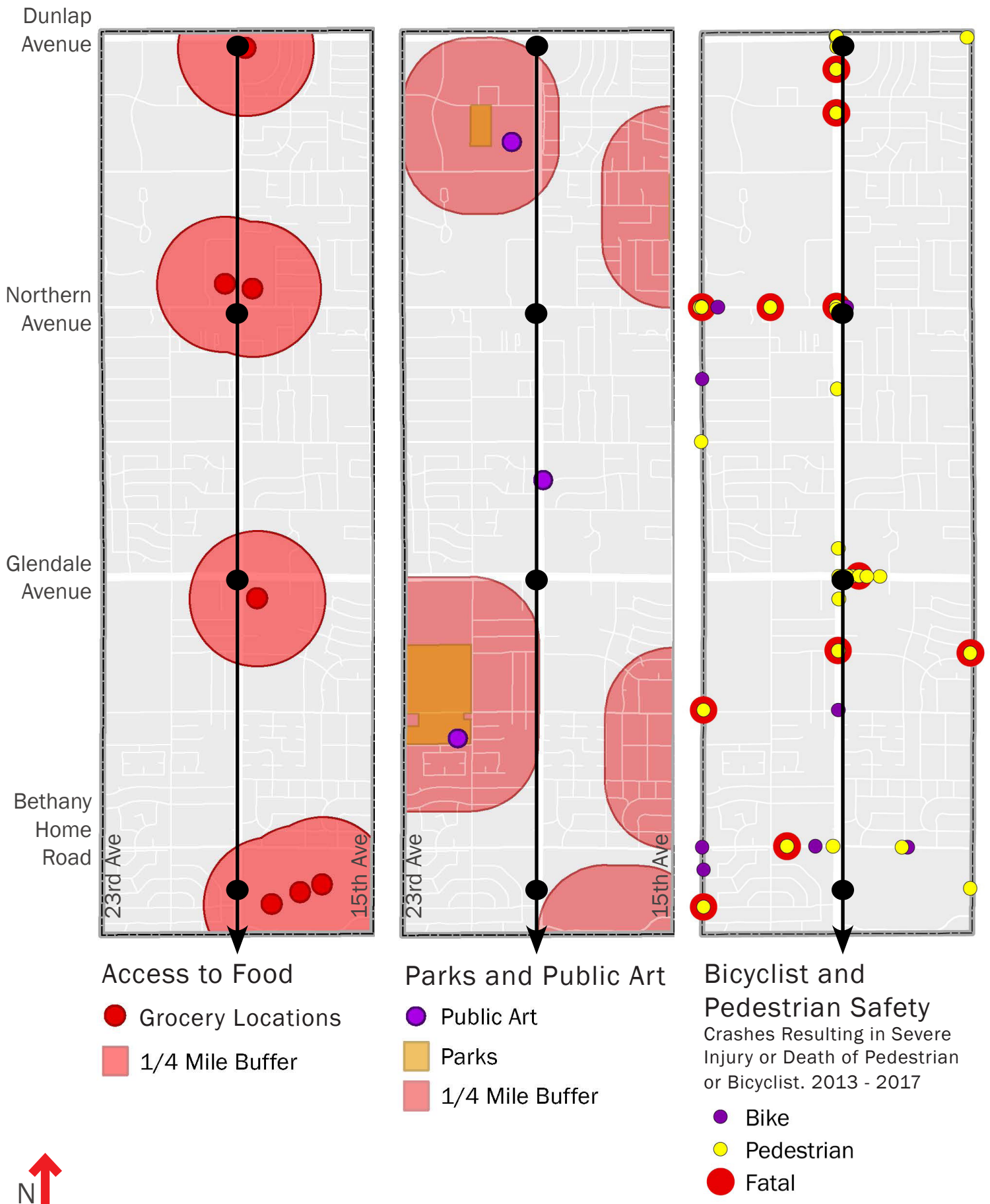
Access to Recreation Areas

The 19North Planning Area contains two public parks - Alicia Park at Alice and 19th Avenue and Washington Park at 21st Avenue and Maryland Avenue. These parks contain a variety of amenities ranging from passive picnic areas to the expansive and historic tennis facility at Washington Park. Just outside of the 19North corridor lies Royal Palm Park (at 15th Avenue and Butler Road) and Solano Park (immediately south of Christown Spectrum Mall). Approximately 35% of the total area is within a 5-minute walk of a nearby park or recreational amenity

Transportation

Regionally, residents of the 19North Planning Area have access to light rail, bus routes and bike lanes, which link residents to downtown Phoenix and destinations located along the light rail corridor.

The evolution of development preferences led to a system more comfortable to navigate by car than on foot. Consequently, between 2013 and 2017 there have been 40 serious injuries or fatalities resulting from car-pedestrian and bike-pedestrian crashes. Many of these crashes occurred less than 1/4 mile from a signaled intersection.



BY THE NUMBERS



10%
of residents
walk, bicycle,
or take transit
to work;
another **12%**
carpool



43%
of households have only
one car; another **21%**
have no
car



7,072
daily light rail
boardings (average)

2,628 at Dunlap
1,077 at Northern
1,353 at Glendale
2,012 at Montebello

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MOBILITY ELEMENT



Current Conditions

Pedestrian Mobility

"Everyone has different preferences when it comes to transportation, but at one time or another everyone is a pedestrian." - National Highway Traffic Safety Administration

The 19North Planning Area is comprised mostly of suburban scale and auto-oriented shopping centers, malls, and drive-throughs; while each of these typically does serve people on foot, they are characterized by vast parking lots, speed optimized drive-aisles, and distance between destinations which are barriers to pedestrians.

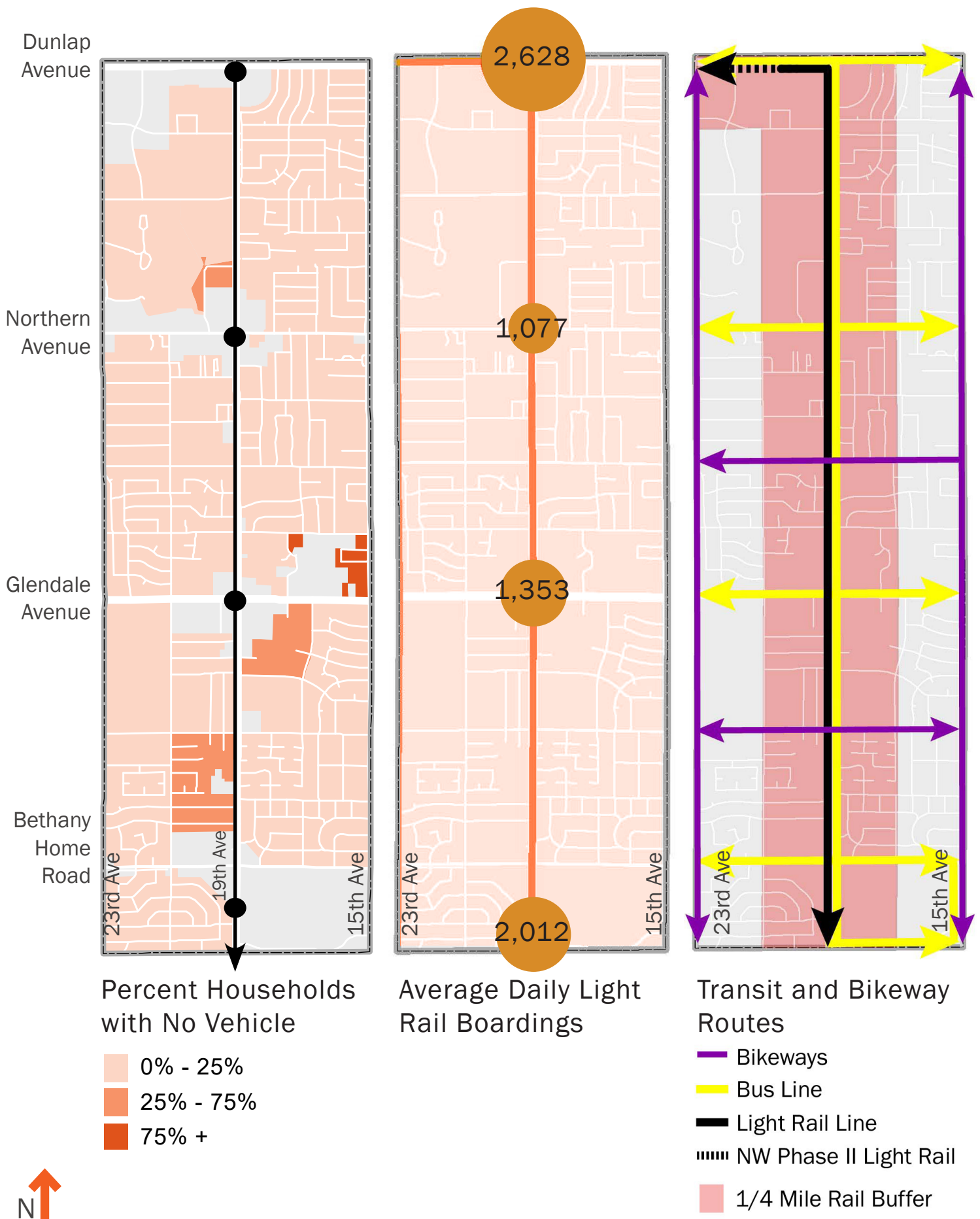
While designed for automobile owners, 21 percent of households do not own a car, 43 percent of households own only one vehicle. Additionally 10 percent of residents walk, ride, or take transit to work. Pedestrian Mobility is important to transit oriented development because all transit riders are also pedestrians.

Bicycle Mobility

Bicycle rates continue to rise in Phoenix as more residents move into the urban core. It is an affordable and healthy mode of transportation which is made viable by the climate, designated routes, and transit which can extend a trip many miles. There are six miles of bicycle lanes in the Planning Area including along 15th Avenue and 23rd Avenue with 19th Avenue being designated as a shared lane facility. A significant share of residents and households use alternative transportation as their primary mode.

Transit Mobility

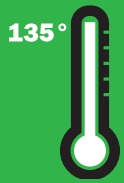
The 19North Planning Area is well-served by transit including light rail and several bus routes. The light rail sees approximately 7,000 boardings across the four light rail stations each day. Currently, planning is underway for a connection to Metrocenter Mall, the North Mountain Village Core. This planned light-rail extension will allow the area to become even more connected to the assets in the larger area.



BY THE NUMBERS



12%
of total area
are public
streets.
An additional 7% are
surface parking lots



More than 8%
of surface
temperatures
exceed 135
degrees in
summer



Only 1%
of surface
temperatures
are below 115
degrees in
summer

All data represents a singular point-in-time and is limited by its collection methods. The data used is from the U.S. Census Bureau (2019 ACS) and / or the City of Phoenix. The 2019 ACS utilizes methodologically sound sampling methods. Data reports are included in the appendix.

GREEN SYSTEMS ELEMENT



Current Conditions

Heat

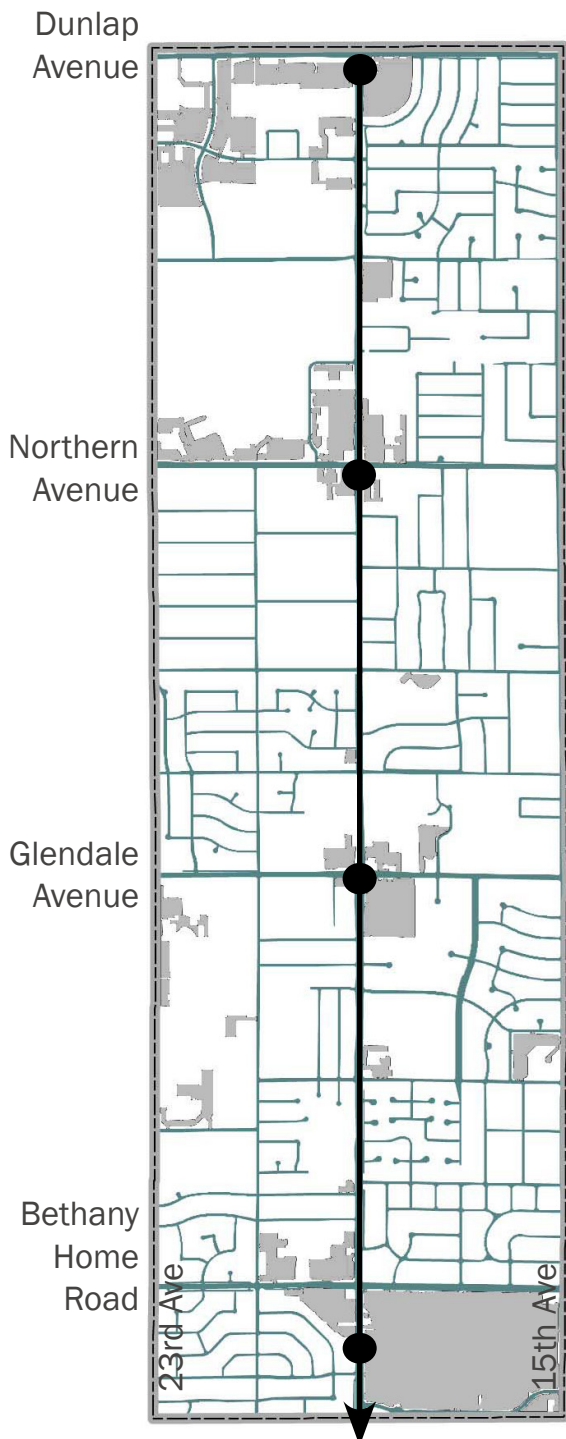
As with the rest of Phoenix, it is hot in 19North and the heat can produce related illnesses. Some areas are hotter than others because features such as vast parking lots and wide streets which absorb and radiate heat. Green systems, such as trees and vegetative ground cover, can reduce surface temperatures and, when used in aggregate, these measures can positively impact the urban heat island effect. The threshold for human health is 115 degrees Fahrenheit and less than 1.1% of the district has a summer surface temperature at or below this threshold; the most pressing are the 8.8% of the district experiencing temperatures in excess of 135 degrees Fahrenheit. The urban heat island is continuing to worsen with further development in the region which makes the importance of mitigation factors an essential consideration for continued development.

Surface Parking Lots

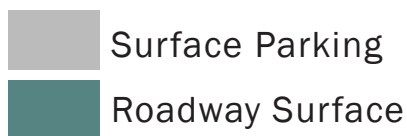
Impervious surfaces contribute to the overall heat of the district, the retention of heat through the night, and the rapid discharge of much needed rainfall events. Approximately 7.34% of the total study area is comprised of surface parking lots, which are partially or mostly empty for much of the day. Approximately 12% of the total study area is comprised of street surfaces, which often contain an excess amount of pavement to accommodate on-street parking, which anecdotally, is rarely in full use.

Impervious Ground Cover

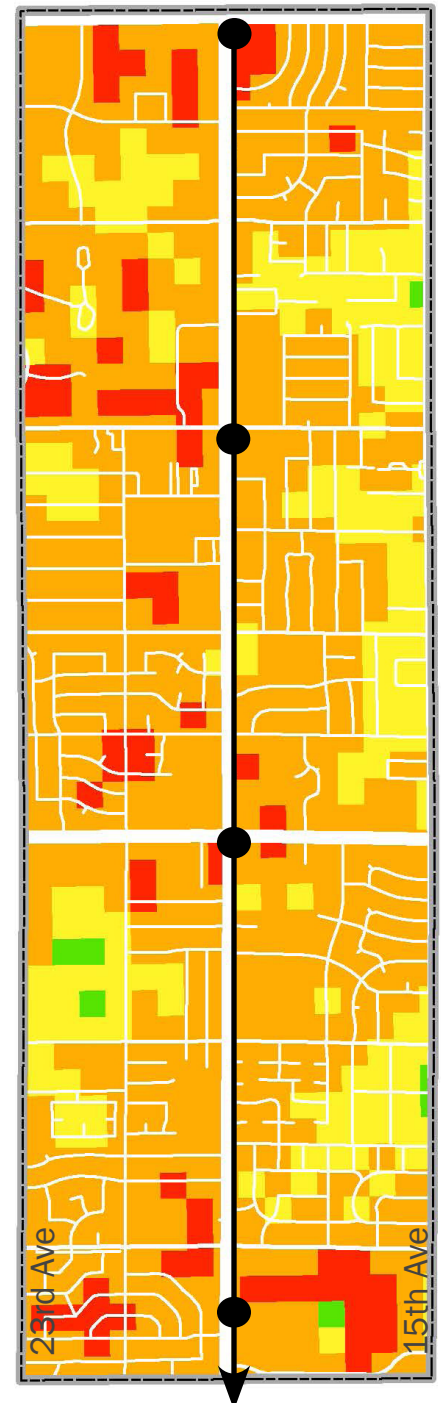
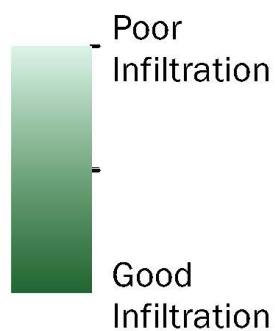
In addition to the heat generated and retained by pavement areas, the sheer amount of pavement also contributes to a significant amount of temporary ponding in roadways and parking areas. Thanks to decades of on-site retention which have mitigated the street flooding problems of the 1960's, it may be possible to reallocate private stormwater basins to be managed by green streets and joint use neighborhood parks/retention, with an approach that views rainwater as a resource rather than a waste product.



Pavement Coverage



Pervious Landcover



Summer Surface Temperature







PART III

TOMORROW

Through an analysis of current conditions and the goals of the community, the vision for the district emerged.

A series of public presentations and interactive workshops allowed each participant to provide input towards a shared community vision, themes, and community-identified investments.



19NORTH IN 2040: **VISION**

The vision is a story of life in 19North circa 2040. Through transit oriented development and thoughtful placemaking, it is a story of how 19North can position itself as a walkable, vibrant, and prosperous corridor. Many residents, business owners, property owners, and other stakeholders contributed to the spirit and content of this vision through multiple workshops and forums.

Community Vision: 19North in 2040

In 2040, 19North is a vibrant and culturally diverse district that is truly unique by design. Through creative and transit oriented redevelopment, grassroots community building, and participatory placemaking, 19North has become a model for district revitalization throughout the region.

Preserved single-family homes, renewed and revitalized multifamily housing, and new pedestrian-friendly development near light rail stations provide quality housing and transportation for people of all ages and incomes.

Mixed-use buildings have attracted new residents, high quality affordable housing, jobs and job training opportunities, additional neighborhood services, entertainment, and retail offerings. Together, investment in the people, places, and institutions has allowed 19North to flourish as a neighborhood and destination.

Assessment
Existing Conditions

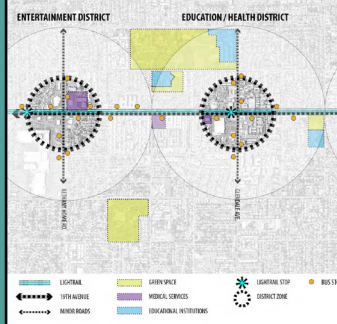


Crafting the Vision

nt of
ditions



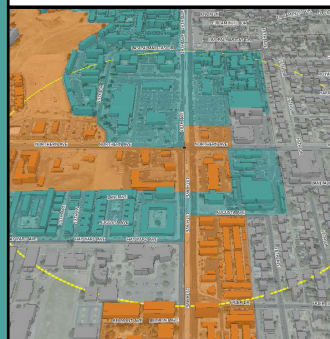
Smith Group
Visioning Exercise



Community Speaks:
Vision Phrases

Sense-of-Place
Restaurants
Clean
Community
Safety
Walkable
Character
Economic-Growth
Shade
Neighborhoods
Outdoor-Dining
Revitalization
Pride
Multi-Cultural
Local-Business
Innovative

Mapping Change
Areas



Community Prioritized
Investments



Refinement:

19North Vision

Community Prioritized Investments:

Participants at the third workshop identified the types of investments they felt were most appropriate at different locations in the corridor.

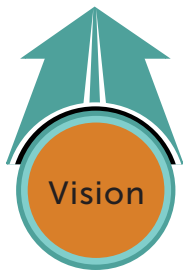


Community Speaks: Vision Phrases

Participants at the first workshop were asked to select the top ten phrases that best describe their vision for the future of 19North. From the 35 phrases provided, the ten most popular were:

Safety (8.90%); **Walkable** (6.75%); **Community** (5.21%); **Clean** (5.21%); **Restaurants** (4.91%); **Sense of Place** (4.60%); **Revitalization** (4.60%); **Neighborhoods** (4.60%); **Pride** (4.60%); **Outdoor Dining** (4.60%).





19NORTH IN 2040: **VISION THEMES**

Safe, Affordable, and Vibrant

People from all backgrounds live and thrive in 19North. Mixed use buildings, revitalized institutions, and public amenities unite the corridor into a series of distinct neighborhoods where its residents live, work, and play. Mixed-use centers along the light rail transition gracefully with distance into traditional detached neighborhoods. Newly walkable streets and shaded sidewalks welcome residents into casual conversation and community with their neighbors. A focus on safety, comfort, and visual interest underpin the built environment which places all residents are within a comfortable walk or bike ride to light rail that puts employment, recreation, and social gatherings within reach

Walkable and Bikeable

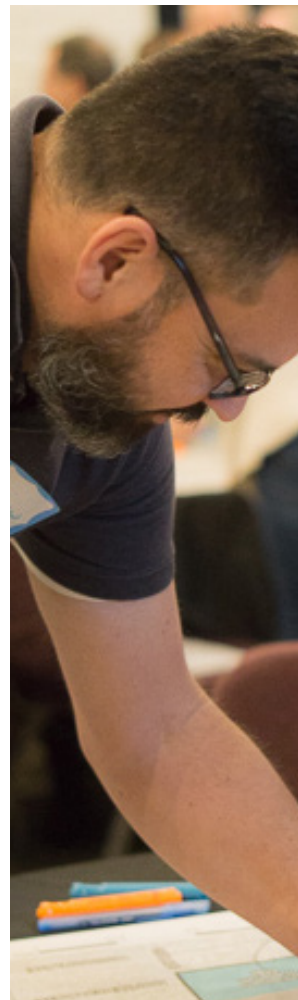
People of all ages and abilities feel safe and comfortable walking or riding a bike for transportation or recreation. New and improved pathways provide safe, comfortable, and convenient access points to the 19th Avenue corridor. New projects including retrofits have placed the comfort of walkers and bicyclists at the forefront and are now welcoming to people of all ages, including families. Continuous sidewalks and bike facilities, in concert with wayfinding signage, seamlessly residents and visitors to safely navigate the area. Since many residents work in the district or along the regional light rail system, safe and comfortable bike and walking routes have led to significant increases in local employment and light rail ridership and a decrease in automobile dependence.

Employment, Education, and Training

Investment in education and job training has built a creative, highly skilled, and diverse workforce. Education and employment readiness begins early in a child's life and the unified "cradle to career" model offered by local schools, Arizona State University, and Maricopa Community Colleges. These programs continue to produce a workforce with exceptional skills, an eye toward innovation, and a spirit for entrepreneurship.

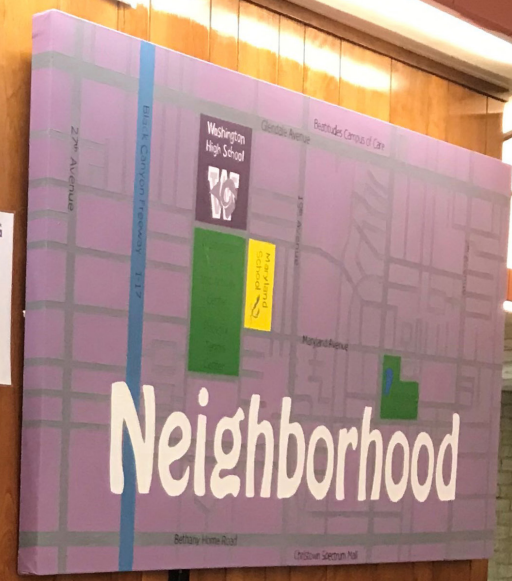
Outdoor Life and Commerce

The plazas of 19th Avenue - a series of vibrant and connected districts - are alive with the sights and sounds of outdoor dining, live music, and gatherings, both formal and informal. New mixed use centers and long-standing businesses have embraced the idea of pedestrian oriented commerce. The built environment is seamlessly unified under a cohesive brand that underpins both the public and private realms through a landscape palette, art, and other features. Together, these elements has made 19North a destination.





Togetherness



Neighborhood



city



Community



COMMUNITY-IDENTIFIED: CHANGE AREAS

Sub-Area Visions: Light Rail Station Areas

In February of 2018, workshop participants were asked to help identify “Change Areas” throughout the 19North Planning Area and to sort the district into three categories based on the type of change they would envision (categories and definitions below). This effort, combined with additional data such as vacant land, produced the “Community Identified Change Area Maps” to the right.

These change area maps depict the general appetite for where the community would like to see development occur versus the areas that should be stabilized and strengthened. Proposed redevelopment is generally shown on vacant properties, in locations where redevelopment is likely to occur based on future market trends, or in areas where parking areas may be reallocated for land development based on the proximity to the light rail.

It is important to note that even during the creation of the plan since the above referenced workshop, many of the areas identified for redevelopment have fulfilled that vision or made steps toward securing zoning entitlement to enable redevelopment.

Preserve / Stabilize:

Those areas that would stay as they currently exist, such as single-family residential neighborhoods with an established density (dwelling units per acre) or restoration of existing buildings.

Retrofit:

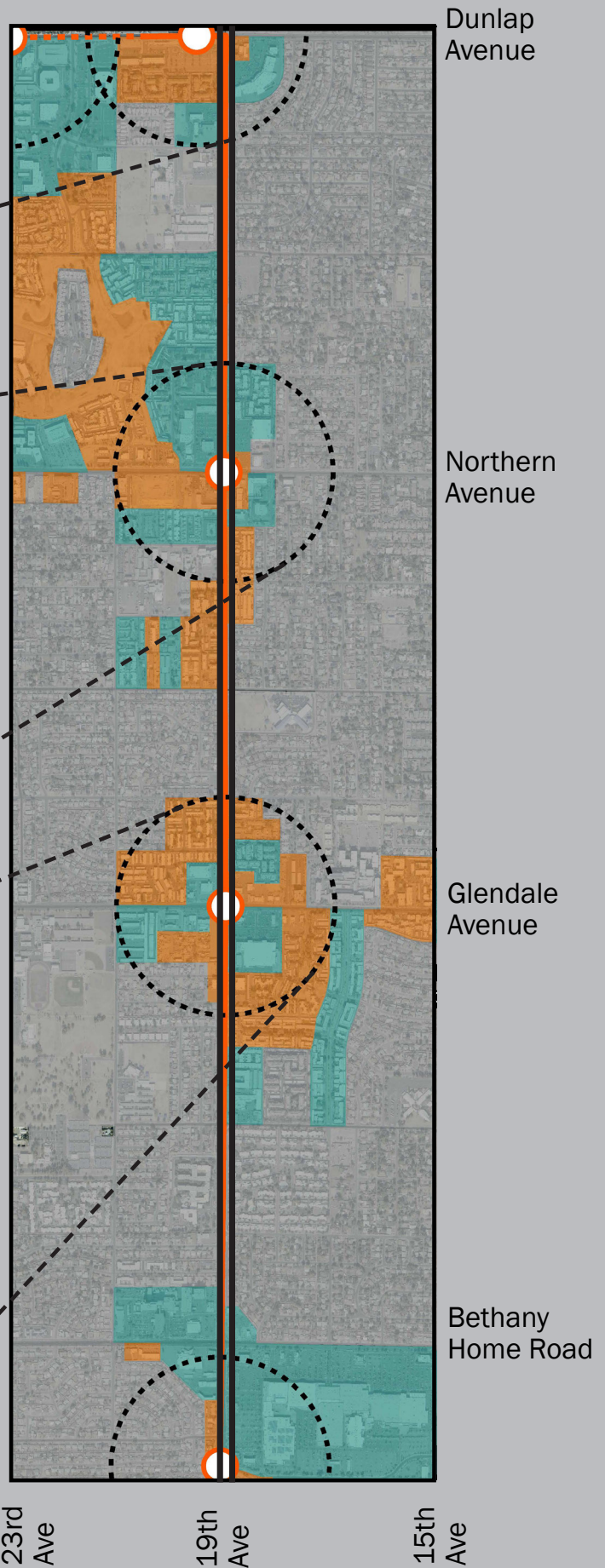
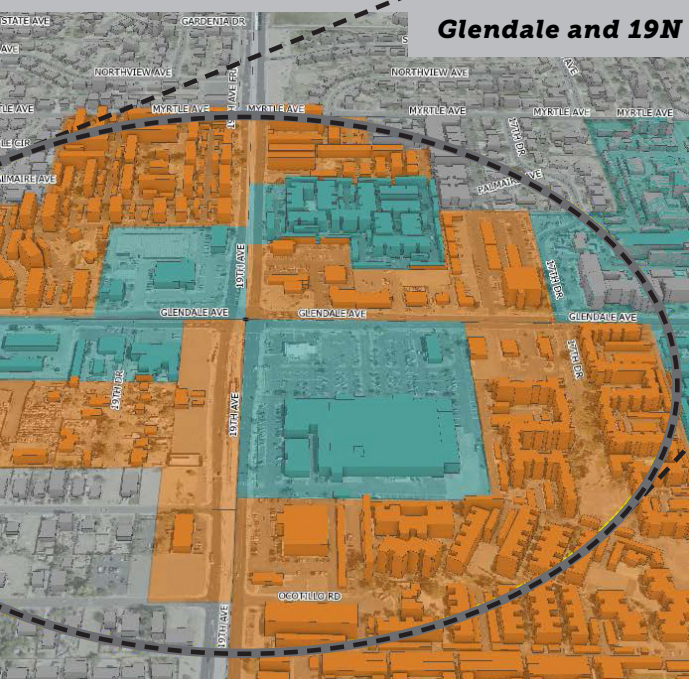
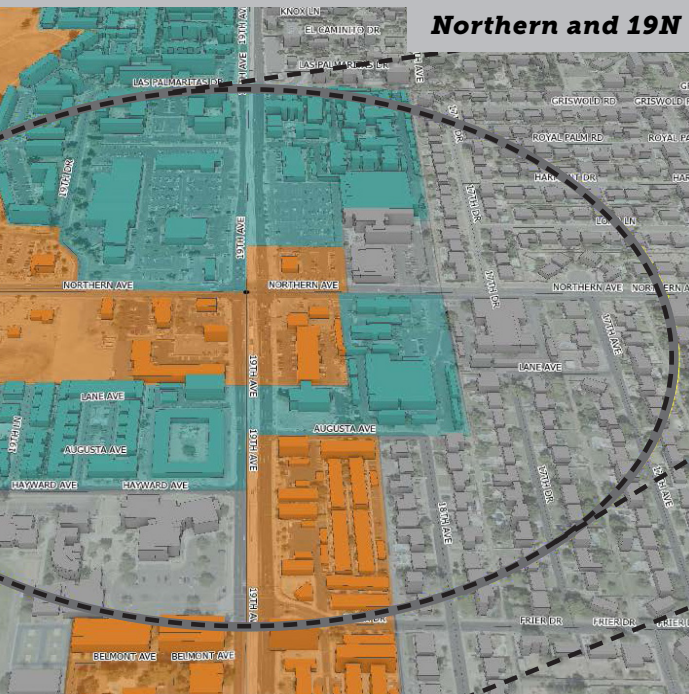
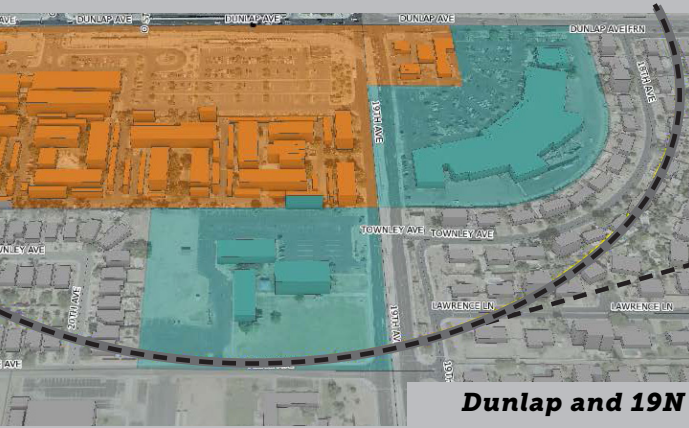
Those areas that would benefit from additional landscaping within the right-of-way or parking lot, adaptive reuse of structures or adding new buildings to vacant properties or parking lots at the same scale as surrounding neighborhoods.

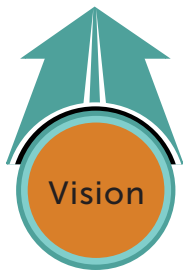
Redevelop:

Those areas that may may completely redevelop including a change in the scale and intensity of the land use.

COMMUNITY-IDENTIFIED CHANGE AREAS:







PRIORITY AREA: **19TH & GLENDALE**

Community Vision: 19th Avenue and Glendale Avenue in 2040

In 2040, 19th Avenue and Glendale Avenue is a walkable urban center. It is a place where parking lots and aging multifamily complexes have become active with projects designed for experiential shopping and gathering; one such example is the development of the Fry's Marketplace parking lot for new development in a way that positioned the front facade of the grocery along a newly created main street, alive with residents and patrons who now call the area home.

Through high quality site design and thoughtful development and redevelopment, people now view 19th Avenue and Glendale Avenue as a place to live, work, and play. It is a place people want to live near and even visit for shopping, entertainment, and leisure.

As an anchor to the surrounding neighborhoods, new streets provide convenient access into the heart of the mainstreet and to the light rail station. New infill development of mixed-use projects ranging from two-to-four stories transition gracefully from the station areas into the lower density neighborhoods at the periphery of the mainstreet.



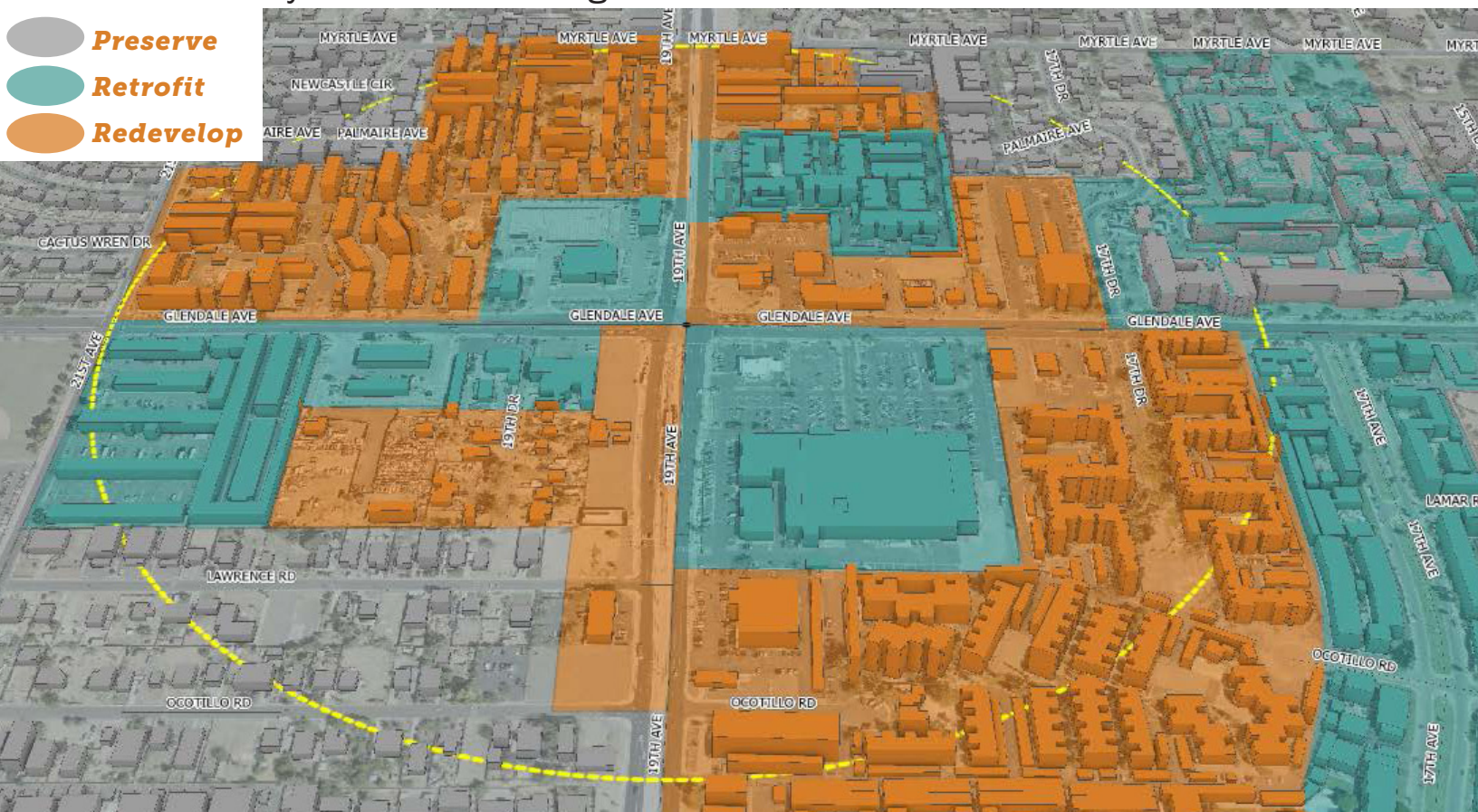
*19th Ave and Glendale Ave
Conceptual Infill Development*



Community-Identified Change Areas: Stakeholder generated map of prospective change areas

As depicted on the below map, stakeholders identified the multifamily apartment complexes surrounding the transit node as requiring the highest level of intervention. While most of this area is identified as a redevelopment opportunity, it is likely that many of the complexes could be repositioned through reinvestment and site retrofits such as the addition of paseos to break up large, single-use developments.

Community-Identified Change Areas: 19th Avenue and Glendale Avenue





Community Prioritized Investment Types: Participants identified the following for this target area.

Walkable Urban Neighborhood

Dense residential areas where streets and buildings are designed to prioritize pedestrians and bicyclists. Characteristics include: **landscape-buffered sidewalks**, small block sizes, **low rise housing**, quality transit services and **small commercial retail establishments** at key intersections.



Paseos (Shaded Pedestrian Walkways)

A **pedestrian-only walkway**, that provides open space, building access and enhanced pedestrian circulation for neighborhoods. Paseos can provide connections through long blocks where options for constructing new streets are difficult or cost prohibitive.



Public Art

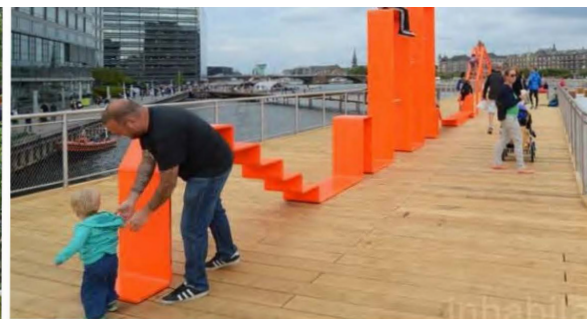
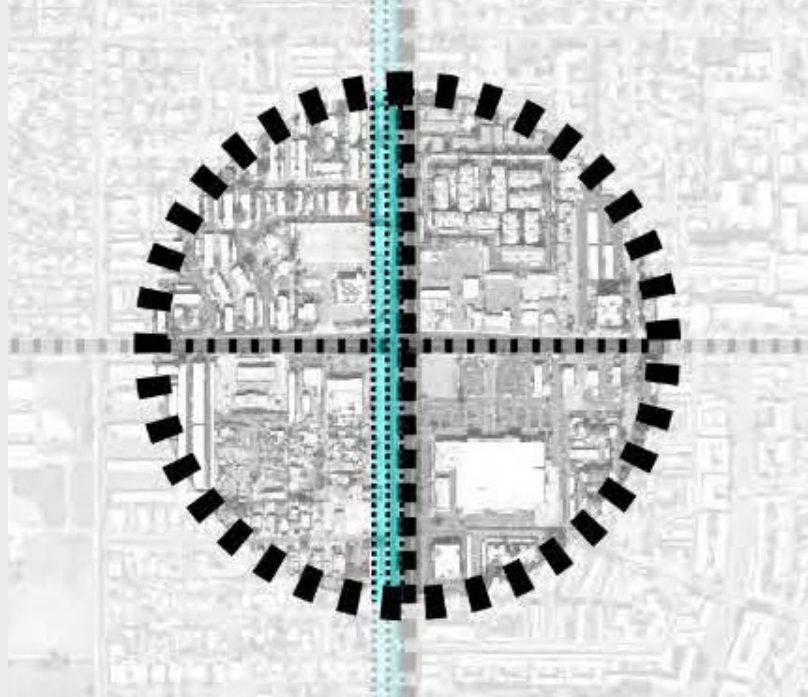
Artwork intended to be experienced by the general public and visible from streets, parks and other public spaces. Examples include **murals**, **sculptures**, **creative enhancements** to bridges, transit stations, civic spaces, canals and other infrastructure.



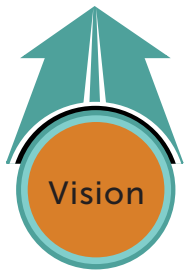
SmithGroup Visioning:

The architectural firm SmithGroup provided pro-bono analysis to the visioning phase of the 19North planning efforts. The analysis included considerations of existing conditions, transportation connectivity, and thematic conditions that may be leveraged for placemaking.

The study noted the prevalence of educational and healthcare institutions and provided a series of inspirational images for how placemaking efforts can reposition the built-environment for greater vitality. Below is a sample of the inspirational images for this priority area. A full Analysis can be within the Appendix of this document.



**Images and Diagrams
Courtesy of the Smith Group**



PRIORITY AREAS: **19TH & NORTHERN**

Community Vision: 19th Avenue and Northern Avenue in 2040

In 2040, 19th Avenue and Northern Avenue has become the anchor for the surrounding neighborhoods and their revitalization processes and now functions as the town center for the surrounding neighborhoods - a place of convenience, of community, and of neighborhood identity.

While the core of the intersection has undergone a notable amount of reinvestment from anchor mixed-use projects including the revitalization of the Good Sheperd Building, the most significant change has come from the adjacent neighborhoods. Now with an identity and brand to build upon, residents have reinvested in their homes and a new neighborhood has emerged on the former El Caro Golf Course. The reinvestment, redevelopment, and retrofit actions in the core have reinforced the quality of the surrounding neighborhood.



Community-Identified Change Areas: Stakeholder generated map of prospective change areas

As depicted on the below map, stakeholders identified small areas of the immediate corridor as redevelopment opportunities with the remainder being identified for retrofit enhancements. Many of the areas identified for retrofit enhancements include auto-oriented shopping centers which could be repositioned with amenities and density; as well as multifamily complexes which could benefit from reinvestment and addition of amenities such as paseos.

The largest area identified for redevelopment is the former El Caro Golf Course located northwest of the intersection which has sat vacant and deteriorated for a decade. Walkable urban redevelopment was strongly expressed through the 19North public engagement efforts.

Community-Identified Change Areas: 19th Avenue and Northern Avenue





Community Prioritized Investment Types: Participants identified the following for this target area.

Walkable Urban Neighborhood

Dense residential areas where streets and buildings are designed to prioritize pedestrians and bicyclists. Characteristics include: **landscape-buffered sidewalks**, small block sizes, **low rise housing**, quality transit services and small commercial retail establishments at key intersections.



Active Frontages

A development feature which orients the business activity to pedestrian and vehicular traffic. Examples include window displays, **building entrances from the sidewalk**, and **outdoor dining**.



Community Gathering Place

An outdoor space that can be support a variety of activities. From informal gatherings and small concerts to as a farmers market or cultural festival, these spaces can range in size and design but should be designed to facilitate social interactions.

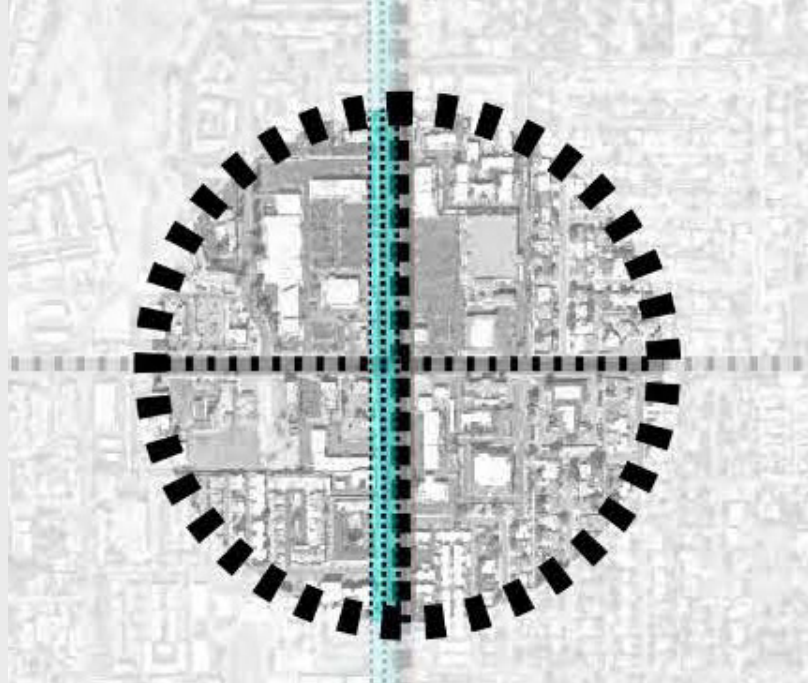


SmithGroup Visioning:

The visioning efforts identified the 19th Avenue and Northern Avenue as a Community District, citing the prevalence of established and emerging residential neighborhoods.

Further, the visioning efforts included a series of inspirational images for how placemaking efforts can reposition the built-environment for greater vitality.

Below is a sample of the inspirational images for this priority area. A full Analysis can be within the Appendix of this document. Examples of inspirational images include pocket-parks, paseos, outdoor dining, and outdoor recreation amenities.



**Images and Diagrams
Courtesy of the Smith Group**



PRIORITY AREAS: **19TH & DUNLAP**

Community Vision: 19th Avenue and Dunlap Avenue in 2040

In 2040, 19th Avenue and Dunlap Avenue has branded itself as a gateway district from the north - a gateway to the light rail, to 19North, and to new opportunities for its residents. This serves as the headwaters of the 19North streetscape, wayfinding, and pedestrian/ bicycle improvements which are carried forward through the corridor.

It remains a major transit center but also the center of community and commercial life for nearby residents - from 19th Avenue and Dunlap, residents can walk to their favorite local shops, can work in the neighborhood if they so choose, and can access the full extent of the light rail corridor within walking distance.

While the light rail has been extended to the newly revitalized Metrocenter which offers a new realm of services, jobs, and opportunities for residents, 19North thrives independently based on its identity and the community developed and strengthened throughout the revitalization process; it all begins at 19th Avenue and Dunlap Avenue.



Community-Identified Change Areas: Stakeholder generated map of prospective change areas

As depicted on the below map, stakeholders identified this area with a balanced mix of preservation (the single-family homes at the periphery of the station), retrofit enhancements for the nearby commercial centers in the vicinity of the station, and redevelopment for the areas immediately adjacent to the station.

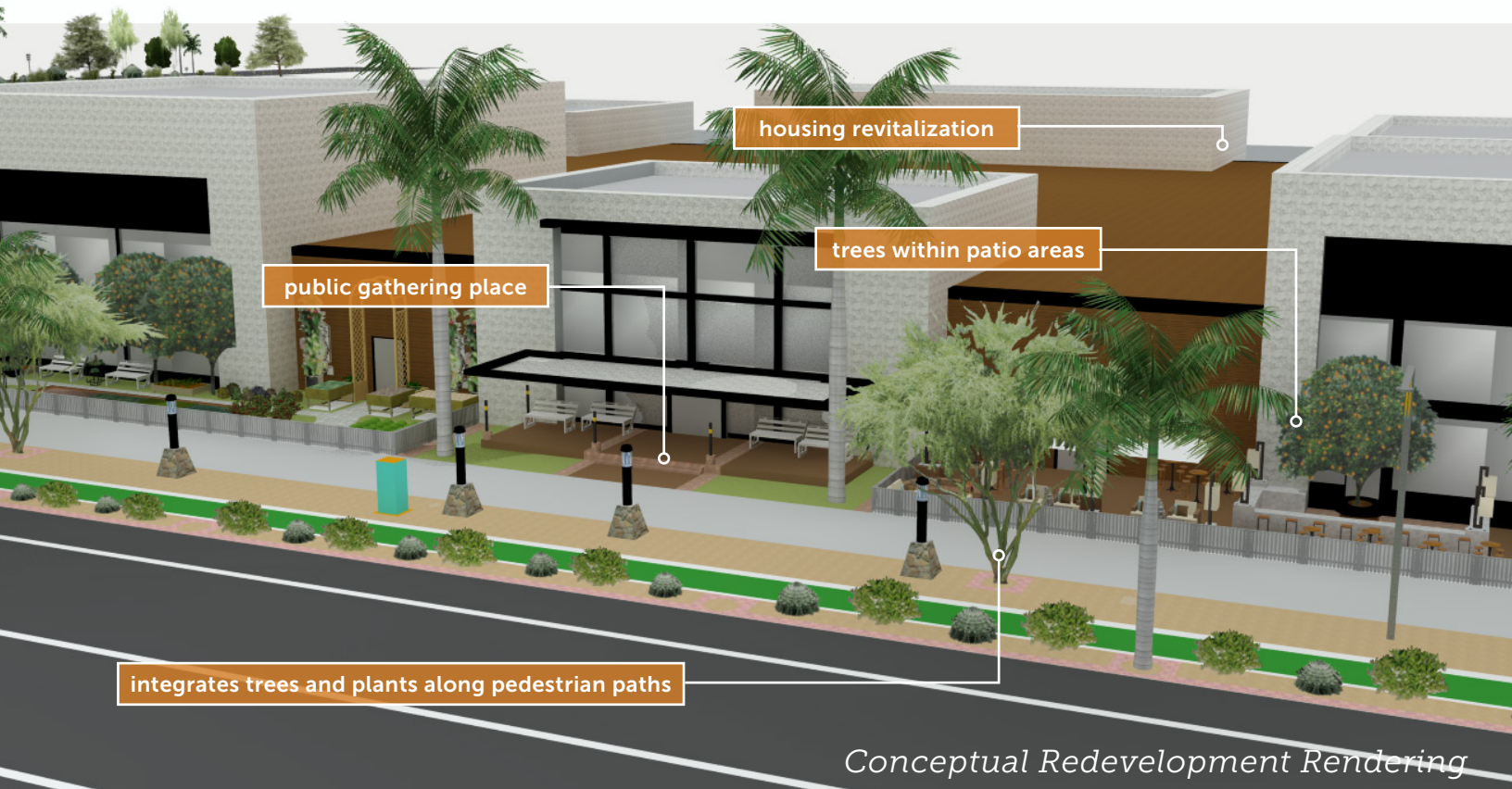
The El Rancho Market shopping center at the southeast corner of the intersection is identified as a retrofit opportunity; this auto-oriented complex includes vast parking areas which may be prime for redevelopment along 19th Avenue and retrofit enhancements such as pedestrian connectivity and paseos.

The multifamily complex immediately south of the transit station overlooks a park and ride lot but is detached from the lot by a block wall. While identified as redevelopment, the multifamily complex may benefit from the redevelopment of the parking lot through additional density and the inclusion of amenities such as pedestrian paseos and common open space to connect, rather than divide adjacent land uses.



Community-Identified Change Areas: 19th Avenue and Dunlap Avenue





Community Prioritized Investment Types: Participants identified the following for this target area.

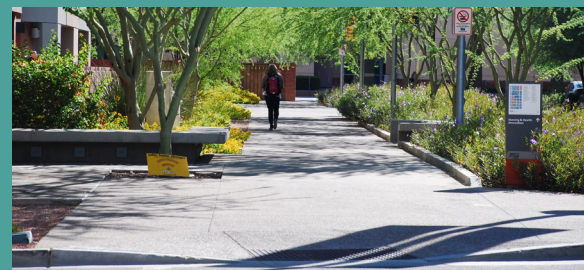
Housing Revitalization

Improvements to existing residential buildings that improve quality, health, accessibility, safety and efficiency. Air filtration systems, weatherization, HVAC replacement, window shading, solar panels, slab repair, and historic façade restoration are examples of Housing Revitalization.



Green Pedestrian Realm

A feature that **integrates trees and plants along pedestrian paths** and in patios, parking lots, and parks. This cools the environment, increases human comfort, and reduces the urban heat island by lowering surface and air temperatures.



Community Gathering Place

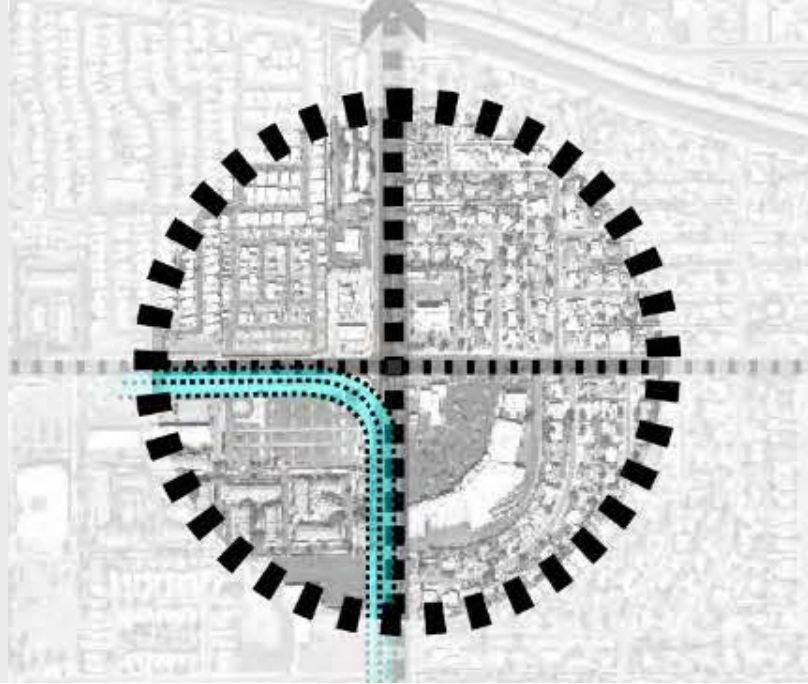
An outdoor space that can support a variety of activities. From informal gatherings and small concerts to as a farmers market or cultural festival, these spaces can range in size and design but should be designed to facilitate social interactions.



SmithGroup Visioning:

The visioning efforts identified the 19th Avenue and Dunlap Avenue as a Gateway District, citing the importance of its location at the terminous of the light rail and the presence of a major park and ride facility.

The visioning efforts included a series of inspirational images for how placemaking efforts can reposition the built-environment for greater vitality. Below is a sample of the inspirational images for this priority area. A full Analysis can be within the Appendix of this document. Examples of inspirational images include art installations to denote the entrance to a distinct place, to provide visual interest, and to create a shaded place for individuals to enjoy.



Images and Diagrams
Courtesy of the Smith Group





PART IV

HOW WE GET THERE

The effectiveness of a planning process should be evaluated by how well it is implemented and by whom.

The 19North Policy Plan has been developed through an engagement process which included city leaders and departments, community organizations, business owners, and members of the general public. This section outlines the many small actions necessary to accomplish the community's vision for 19North.

HOW WE GET THERE: **ACHIEVING THE VISION**

Organized for Success

The 19North Vision is feasible but also bold and ambitious. Implementing the plan will require focused, efficient, and organized execution that spans multiple decades. This plan is designed to facilitate collaboration, align policies, and coordinate action across a multi-sector coalition of public, private, and non-profit investors. This section is organized to pull the many elements of the plan together, to articulate the measurable outcomes that would quantify success, and the strategies that can make the vision a reality.

1. Community Vision *(Tomorrow, Part III)*

2. Vision Themes *(Tomorrow, Part III)*

3. Measurable Outcomes

Thirty-two (32) measurable outcomes provide an objective analysis of what the community would consider success towards achieving the vision themes and ultimately the overall Community Vision. Individually, each measurable outcome is accompanied by measurable targets to create progress toward the community's vision through the lens of existing conditions outlined in the Today section. As the ultimate goal of this planning document is measurable progress, the Measurable Outcomes are introduced out-of-this-order and woven into the Urban Principles and Implementation Strategies.

4. Urban Principles

Introduced here, Urban Principles are a series of lenses through which we can focus on the operational characteristics of revitalization and reinvestment. The four urban principles - **1) Infill Development; 2) People-Oriented Streetscape; 3) People-Oriented Site Design; and 4) Placemaking Fundamentals** - are a framework to explore the strategies that can be implemented to achieve the long range community vision.

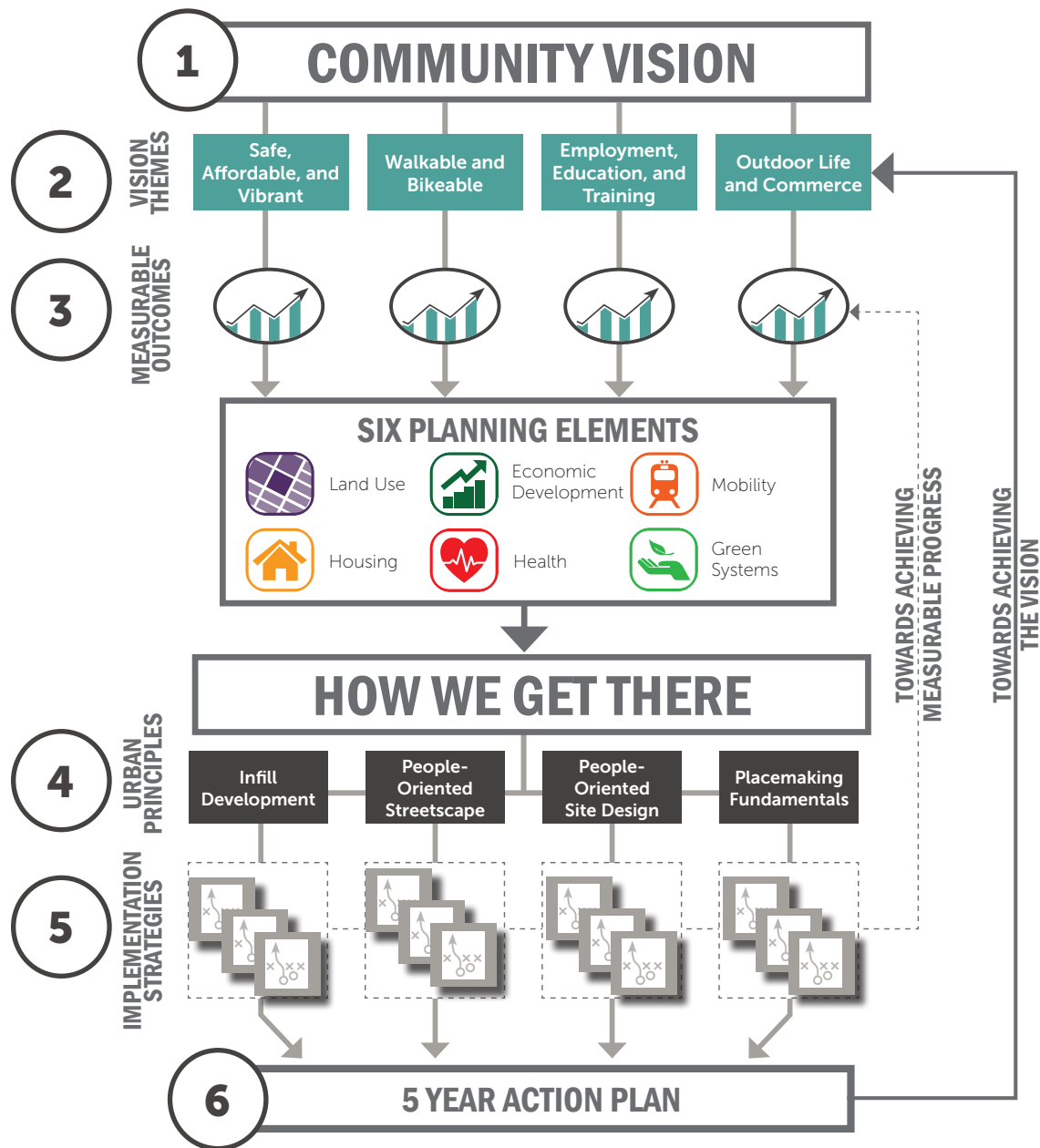
5. Implementation Strategies

Whereas the Urban Principles are primarily an organizational structure in the plan, in them reside 14 strategies designed to make measurable progress toward the implementation of the community's vision. These strategies range from big ideas and capital projects to small activities that individual neighborhoods can achieve.

6. The Five Year Action Plan

A long range plan is best implemented in small pieces. The five-year action plan articulates a series of activities, partnerships, and steps towards achieving the vision. Action items are aligned to vision themes, measurable outcomes and ultimately the six planning element framework. When accomplished, actions help "jump start" the larger implementation strategies.

PLANNING PROCESS: HOW WE GET THERE



HOW WE GET THERE: **MEASURABLE OUTCOMES**

The purpose of a plan is to guide action toward a goal. The Vision for the Future is the goal for 19North. The themes reflect the values of the community and the components of the vision, whereas the measurable outcomes serve as a target toward achieving the vision for 2040.

For the purpose of organization, the measurable outcomes are sorted first by the theme to which they most closely relate and second by the planning element introduced in the Today section.

Periodic updates and analyses of the indicators could be done by the City, community partners, universities, research institutions, and urban policy organizations in collaboration with the City.



				Planning Element					
Measurable Outcome (20 year time horizon)		Current State	2040 Target	Land Use	Housing	Economic Dev.	Health	Mobility	Green Systems
Theme: Safe, Affordable, and Vibrant									
1.	Decrease vacant land (acres)	14	7	●	●	●	●	●	●
2.	Decrease surface parking (percent of total area)	7.3	5	●	●	●	●	●	●
3.	Increase area eligible for the Walkable Urban Code (percent)	15	100	●	●	●	●	●	●
4.	Decrease housing vacancy rate (percent)	12	9	●	●	●	●	●	●
5.	Increase new rental units affordable to median income households (percent of new)	-	30	●	●	●	●	●	●
6.	Increase the new ownership units affordable to median income households (percent of new)	-	30	●	●	●	●	●	●
7.	Decrease house burdened renters (more than 30% of household income on gross rent)	52.2	30	●	●	●	●	●	●
8.	Decrease house burdened owners (more than 30% of household income on mortgage)	-	-	●	●	●	●	●	●
9.	Increase properties listed on the Phoenix Register of Historic Places (number)	1	6	●	●	●	●	●	●
10.	Add bike lanes to public streets, not including shared lane markings (miles)	6	10	●	●	●	●	●	●
Theme: Walkable, Bikeable, and Transit Oriented									
11.	Increase projects utilizing the Walkable Urban Code (percent of new)	0	80	●	●	●	●	●	●
12.	Increase average "Walkscore" (at arterials and 19th Ave, at collectors and 19th Ave)	75, 54	90	●	●	●	●	●	●
13.	Increase average "Bikescore" (at arterials and 19th Ave, at collectors and 19th Ave)	61, 60	75	●	●	●	●	●	●
14.	Increase percent of residents who walk, bicycle, use transit, and carpool to work	13	50	●	●	●	●	●	●
15.	Increase average daily light rail boardings	7,000	14,000	●	●	●	●	●	●
16.	Increase miles of collector streets with parking	0	3	●	●	●	●	●	●
17.	Decrease the average annual number of vehicle miles traveled (VMT) per household (miles)	9,200	7,000	●	●	●	●	●	●
18.	Decrease pedestrian and bicycle injuries and fatalities over a 5 year period (number)	41	0	●	●	●	●	●	●
19.	Increase the percent of households within 1/4 mile walk to public recreation facilities or public open space areas (percent)	18	25	●	●	●	●	●	●
20.	Increase the percent of households within 1/4 mile walk to a grocery store (percent)	17	25	●	●	●	●	●	●
21.	Increase the number of intersections per square mile to promote walkability	123	130	●	●	●	●	●	●
22.	Increase the percent households without a vehicle	20	30	●	●	●	●	●	●
Theme: Employment, Education and Training									
23.	Increase the number of jobs	15,600	18,000	●	●	●	●	●	●
24.	Increase the number of jobs in key industries	3,000	5,000	●	●	●	●	●	●
25.	Increase the percent residents with a post-secondary degree	21	40	●	●	●	●	●	●
26.	Decrease the unemployment rate (percent)	-	6	●	●	●	●	●	●
Theme: Outdoor Life and Commerce									
27.	Increase the number of properties on the Phoenix Historic Property Register	1	4	●	●	●	●	●	●
28.	Increase the number of public art installations	3	6	●	●	●	●	●	●
29.	Increase the number of public open spaces	2	2	●	●	●	●	●	●
30.	Increase the percent of total area with surface temperature under 105 degrees	1	10	●	●	●	●	●	●
31.	Decrease the percent of total area with surface temperatures over 130 degrees	8	5	●	●	●	●	●	●
32.	Decrease the percent of impervious groundcover (surface parking lots and roadway surfaces)	19	15	●	●	●	●	●	●

URBAN PRINCIPLE: INFILL DEVELOPMENT

Infill development is the transformation of vacant and underutilized land into productive community resources, either for urban development or as a new amenity for the community. Transforming these lots can eliminate blight, introduce vibrant economic and pedestrian amenities, increase safety, and make an area more comfortable for bicyclists, pedestrians, and entrepreneurs.



Safe, Affordable, and Vibrant



Walkable and Bikeable



Employment, Education, and Training



Outdoor Life and Commerce

The measurable outcomes directly aligned with, and achievable by, this urban principle and its strategies.

Measurable Outcome (20 year time horizon)		Urban Principle			
		Infill Development	People-Oriented Streetscape	People-Oriented Site Design	Placemaking Fundamentals
Theme: Safe, Affordable, and Vibrant					
1.	Decrease vacant land (acres)	●		●	
2.	Decrease surface parking (percent of total area)	●		●	
3.	Increase area eligible for the Walkable Urban Code (percent)	●			
4.	Decrease housing vacancy rate (percent)	●			
5.	Increase new rental units affordable to median income households	●			
6.	Increase the new ownership units affordable to median income households	●			
7.	Decrease house burdened renters (more than 30% of household income on rent)	●			
8.	Decrease house burdened owners (more than 30% of household income on mortgage)	●			
Theme: Walkable, Bikeable, and Transit Oriented					
11.	Increase projects utilizing the Walkable Urban Code (percent of new)	●		●	
12.	Increase average "Walkscore" (at arterials and 19th Ave, at collectors and 19th Ave)	●	●	●	●
13.	Increase average "Bikescore" (at arterials and 19th Ave, at collectors and 19th Ave)	●	●	●	●
14.	Increase percent of residents who walk, bicycle, use transit, and carpool to work	●	●	●	
15.	Increase average daily light rail boardings	●	●	●	
17.	Decrease the average annual number of vehicle miles traveled (VMT) per household	●		●	
19.	Increase the percent of households within 1/4 mile of public recreation or open space	●			
20.	Increase the percent of households within 1/4 mile of a grocery store	●			
22.	Increase the percent households without a vehicle	●		●	
Theme: Employment, Education and Training					
23.	Increase the number of jobs	●	●	●	●
24.	Increase the number of jobs in key industries	●	●	●	●
Theme: Outdoor Life and Commerce					
27.	Increase the number of properties on the Phoenix Historic Property Register	●			●
28.	Increase the number of public art installations	●	●	●	●
29.	Increase the number of public open spaces	●	●	●	

Strategy 1: Expand the Walkable Urban Code to all of 19North and Apply to Future Projects



1.a. Encourage mixed-use projects within 1/2 mile of light rail:

Projects that include a mix of land uses - most often residential, employment, and service or retail amenities - provide "eye's on the street" at all times of day, contribute to a sense of security and vibrancy, and add both amenities and an additional economic viability.

Measurable Outcomes: 1, 2, 4, 5, 6, 7, 8, 11, 12, 13, 14, 15, 17



1.b. Require pedestrian oriented frontages:

Pedestrian Oriented Frontages may include storefront windows, roll-up shop doors, residential patios, or public open spaces. These features make the streets and sidewalks come alive with activity, commerce, and a sense of ownership. Conversely, development should prohibit blank walls or parking areas between the building and the curb which disrupts pedestrian circulation, comfort, and visual interest.

Measurable Outcomes: 11, 12, 13, 15, 17, 28, 29



1.c. Integrate public open spaces into projects:

Infill development projects are an opportunity to create public open spaces from previously auto-dominated sites; by integrating public open spaces into redevelopment, the corridor can gain visual interest, destinations, and become more desirable as a place to live, work, and play.

Measurable Outcomes: 11, 12, 13, 14, 15, 19, 28, 29

INFILL DEVELOPMENT

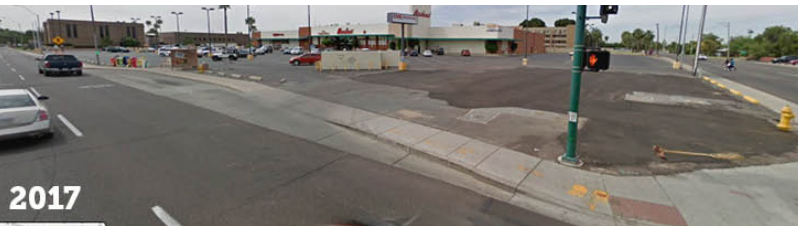
Strategy 2: Promote adaptive reuse of underutilized land and buildings



2.a. Encourage adaptive reuse of underutilized buildings

Much of the land in the planning area has already been developed over the history of the corridor. Ingrained in these buildings is the collective history of the area; the conversion of these old buildings, sometimes even those often overlooked, can create beloved community assets. The City of Phoenix Office of Customer Advocacy assists with the adaptive reuse projects and has an exceptional inventory of meaningful projects.

Measurable Outcomes: 12, 13, 14, 20, 22, 23, 24



2017



2019

2.b. Repurpose and redevelop surplus parking areas

Often parking areas are the most inefficient resources in urban corridors. By leveraging high capacity transit to reducing parking demand, reconfiguring parking lots for greater efficiency, and utilizing shared parking models, surplus parking areas can be repurposed for development, pedestrians, or amenities. Improvements to former parking lots should include additional pedestrian amenities, outdoor commerce, active frontages, and ample shade.

Measurable Outcomes: 2, 12, 13, 15, 20



2.c. Retrofit existing development with intensity and pedestrian-oriented features

When commercial and multifamily property owners choose to reinvest in their properties, it is a great opportunity to integrate additional pedestrian features and additional intensity. Examples may include: shaded pedestrian routes between the sidewalk and entries, new entryways oriented to the sidewalk. A central feature walkable districts is the concentration of complementary uses; existing uses should be preserved and new uses added when practical.

Measurable Outcomes: 2, 5, 6, 14, 15, 17, 22, 28, 29

Strategy 3: Utilize the Place Types from the Strategic Policy Framework

The City's *Transit Oriented Development Strategic Policy Framework* provides guidance on the appropriate scale and intensity of development within walking distance of all light rail stations through the use of "Place Types."

Measurable Outcomes: 1, 2, 3, 5, 6, 11, 12, 13, 19, 20, 22

Commercial / Mixed-use

4 - 5 Story Configuration



Residential

+3 Story Multifamily



2 - 4 Story Configuration



2 Story Multifamily



2 Story Configuration



Single-Family



Scale and Intensity



URBAN PRINCIPLE: PEOPLE-ORIENTED STREETSCAPE

A street environment includes: 1) the transportation realm (the light rail and vehicular lanes) to move people; 2) the pedestrian realm including the sidewalks, crosswalks, and patios to allow people to walk, gather, and patronize businesses; and 3) the business interface (access to commerce) which functions as the front door for commerce.. These elements must achieve balance to operate effectively for all users.



Safe, Affordable, and Vibrant



Walkable and Bikeable



Employment, Education, and Training



Outdoor Life and Commerce

The measurable outcomes directly aligned with, and achievable by, this urban principle and its strategies.

Measurable Outcome (20 year time horizon)		Urban Principle			
		Infill Development	People-Oriented Streetscape	People-Oriented Site Design	Placemaking Fundamentals
Theme: Safe, Affordable, and Vibrant					
10.	Add bike lanes to public streets, not including shared lane markings (miles)		●		●
Theme: Walkable, Bikeable, and Transit Oriented					
12.	Increase average "Walkscore" (at arterials and 19th Ave, at collectors and 19th Ave)	●	●	●	●
13.	Increase average "Bikescore" (at arterials and 19th Ave, at collectors and 19th Ave)	●	●	●	●
14.	Increase percent of residents who walk, bicycle, use transit, and carpool to work	●	●	●	
15.	Increase average daily light rail boardings	●	●	●	
16.	Increase miles of collector streets with parking		●	●	
17.	Decrease the average annual number of vehicle miles traveled (VMT) per household		●		●
18.	Decrease pedestrian and bicycle injuries and fatalities over a 5 year period (number)		●	●	
Theme: Employment, Education and Training					
23.	Increase the number of jobs	●	●	●	●
24.	Increase the number of jobs in key industries	●	●	●	●
Theme: Outdoor Life and Commerce					
28.	Increase the number of public art installations	●	●	●	
29.	Increase the number of public open spaces	●	●	●	
32.	Decrease the percent of impervious groundcover (surface parking lots and roadway surfaces)		●	●	

Strategy 1: Promote pedestrian plazas and open spaces at key locations



1.a. Encourage sidewalk-oriented cafes:

Sidewalk cafes encourage pedestrian activity, improve safety and comfort, and invigorate the economic and social vitality of the street. Sidewalk cafes can be achieved on wide (or widened) sidewalks, in shared plazas, as parklets as described below, or in setback areas. Sidewalk cafes promote pedestrian traffic and safety by reducing traffic speeds, incorporating pedestrian lighting with bollards, planters with plants and on-street parking. **Measurable Outcomes:** 12, 13, 14, 15



1.b. Implement "parklets" to add pedestrian and economic vitality:

A "parklet" is a small open space that is often as an extension of the sidewalk using space formerly occupied by on-street parking or travel lanes. A parklet adds pedestrian and economic vitality to an area once dominated by vehicular traffic to change the feel of the street. Parklets may include greenery, shade, seating, bicycle parking, art, and interactive features. Parklets can be provided as a temporary intervention or as a permanent installation. **Measurable Outcomes:** 12, 13, 28, 29



1.c. Provide paseos through developments and to destinations:

Paseos are shaded pedestrian streets with gathering spaces, intimate art and sculptural elements, and human scale lighting lined with active uses and business entries. A paseo, when designed well, can become a destination in and of itself while also serving to physically connect destinations within a larger area. **Measurable Outcomes:** 14, 15, 18, 23, 24, 32

PEOPLE-ORIENTED STREETSCAPE

Strategy 2: Design streets for all user groups including pedestrians and bicyclists



2.a. Require detached and shaded sidewalks:

Shaded and detached sidewalks are safer, more comfortable, and more frequently used. Sidewalks should be wide enough to promote pedestrian activity (at least 6 feet wide), landscape areas should be large enough to support shade trees for the long term (at least 6 feet wide), and the sidewalk area should be shaded to at least 75%. In areas where utility conflicts preclude trees, sidewalks should be detached and alternatives explored to provide shade.

Measurable Outcomes: 12, 13, 14, 15, 16



2.b. Require conveniently located bicycle infrastructure and outward facing building entries:

Bicycle parking and bicycle fix-it stations promote multi-modal transportation and extends the viability of transit by providing an extended “last mile” solution. Residential and employee parking should be provided secure bicycle parking facilities and guest. This strategy focuses on situating bicycle parking as an extension of the streetscape in, or adjacent to, the public right of way to ensure they are convenient and highly visible.

Measurable Outcomes: 10, 12, 13, 14, 18, 23



2.c. Create a clear boundary between the vehicular and pedestrian realms:

Physical barriers such as low hedges, a landscaped area, or artistic treatment should buffer the sidewalk from vehicular traffic. By buffering the pedestrian realm, the sidewalks can become a safe and comfortable place to walk and enjoy; in some cases, it may be appropriate to buffer the pedestrian zone with vehicular parking. Once the pedestrian realm is safe and comfortable, it can be programmed with pedestrian lighting, cafes, art, and other items to activate the space.

Measurable Outcomes: 12, 13, 14, 15, 18

Strategy 3: Utilize street design for placemaking and as a catalyst for district enhancement



3.a. Implement decorative and high visibility crosswalks :

Painted crosswalks can contribute to enhanced safety for pedestrians, create a sense of place, and promote activation of nearby public space and economic development. Enhanced crosswalks can be provided as a temporary intervention or as a permanent installation

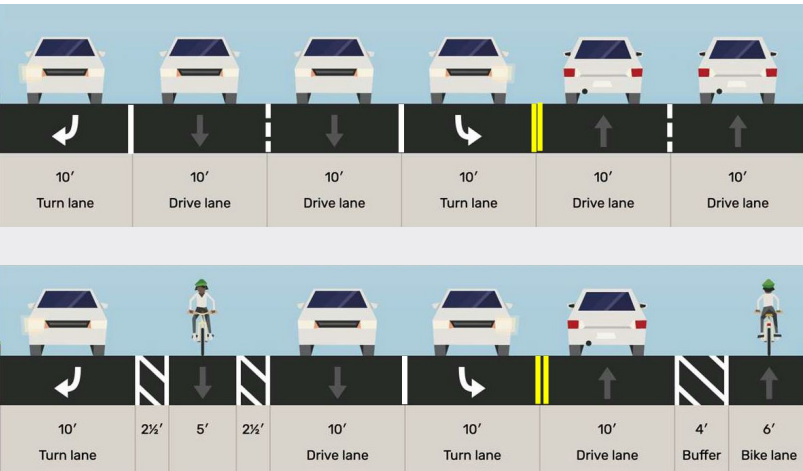
Measurable Outcomes: 12, 13, 14, 18



3.b. Implement protected and context appropriate bicycle facilities :

The National Association of City Transportation Officials *Urban Bikeway Design Guide* contains a hierarchy of bicycle facilities and their appropriateness for street environments. Protected bike lanes offer barriers from vehicular traffic such as raised curbs, flexible lane delineators, or landscape areas. Protected bike lanes provide a dedicated space for bicyclists and further separate the sidewalk from high-speed vehicular traffic.

Measurable Outcomes: 10, 13, 14, 18



3.c. Explore and encourage roadway reconfigurations

Support reconfigured roadways to lower vehicular speeds, to allocate space for alternative road users, and to decrease pedestrian crossing distances. The Solano ReinventPHX Plan contains street sections that, for consistency between the planning areas, should be considered for capital projects. These factors should be prioritized for transit streets to improve pedestrian safety and comfort.

Measurable Outcomes: 10, 12, 13, 14, 16, 18

URBAN PRINCIPLE: PEOPLE-ORIENTED SITE DESIGN

A segment of virtually every trip is completed as a pedestrian; whether by train, by bus, or when a driver arrives at their destination and exits their car door, everyone becomes a pedestrian daily. As such, both sites and streets should be designed with pedestrian infrastructure at the forefront.



Safe, Affordable, and Vibrant



Walkable and Bikeable



Employment, Education, and Training



Outdoor Life and Commerce

The measurable outcomes directly aligned with, and achievable by, this urban principle and its strategies.

Measurable Outcome (20 year time horizon)		Urban Principle			
		Infill Development	People-Oriented Streetscape	People-Oriented Site Design	Placemaking Fundamentals
Theme: Safe, Affordable, and Vibrant					
1.	Decrease vacant land (acres)	●		●	
2.	Decrease surface parking (percent of total area)	●		●	
Theme: Walkable, Bikeable, and Transit Oriented					
11.	Increase projects utilizing the Walkable Urban Code (percent of new)	●		●	
12.	Increase average "Walkscore" (at arterials and 19th Ave, at collectors and 19th Ave)	●		●	●
13.	Increase average "Bikescore" (at arterials and 19th Ave, at collectors and 19th Ave)	●		●	●
14.	Increase percent of residents who walk, bicycle, use transit, and carpool to work	●		●	
15.	Increase average daily light rail boardings	●		●	
17.	Decrease the average annual number of vehicle miles traveled (VMT) per household	●		●	
18.	Decrease pedestrian and bicycle injuries and fatalities over a 5 year period (number)			●	
22.	Increase the percent households without a vehicle	●		●	
Theme: Employment, Education and Training					
23.	Increase the number of jobs	●		●	●
24.	Increase the number of jobs in key industries	●		●	●
Theme: Outdoor Life and Commerce					
28.	Increase the number of public art installations	●	●	●	●
29.	Increase the number of public open spaces	●	●	●	
30.	Increase the percent of total area with surface temperature under 105 degrees			●	
31.	Decrease the percent of total area with surface temperatures over 130 degrees			●	
32.	Decrease the percent of impervious groundcover (surface parking lots and roadway surfaces)		●	●	

Strategy 1: Retrofit and redevelop surplus land for pedestrian-oriented development



1.a. Require shaded and separated paseos through Sites :

Comfortable and clearly delineated pedestrian ways encourage patrons to walk from place to place within a development. When retrofitting or developing a property, pedestrian ways should be shaded to 75% and be separated from vehicular circulation areas with broad landscape areas. Where a path must cross a drive aisle, the path should be raised or delineated by a material or color change.

Measurable Outcomes: 2, 11, 12, 13, 14, 15, 17, 18, 22, 30, 31, 32



1.b. Redevelop underutilized parking lots and encourage shared parking configurations :

Much of the land in our city is occupied by large single-user parking areas which sit underutilized much of the time. With high-capacity transit, smart parking policies, and emerging technologies, this surplus land can be adapted and redeveloped. A shared parking model leverages the fact that often parking demand occurs at different times for different users. New parking structures or parking areas should be screened from the street and sidewalk by liner buildings to avoid blank walls along the pedestrian realm.

Measurable Outcomes: 1, 2, 12, 13, 15, 17, 23, 24, 28, 29, 30, 31, 32



1.c. Require dual purpose traffic calming :

Traditional traffic calming devices focus primarily on slowing vehicular traffic. Dual purpose devices such as speed tables, bulb-outs, and chicanes both slow traffic and increase pedestrian safety but making them more visible and decreasing the pedestrian crossing distance. Dual purpose traffic calming can be implemented in both public street environments and private site development.

Measurable Outcomes: 23, 24, 25, 26

PEOPLE-ORIENTED SITE DESIGN

Strategy 2: Require pedestrian and bicycle facilities in new and retrofit projects



2.a. Require convenient bicycle facilities in all development :

In the same way that a driver has come to expect a parking space at both their origin and destination, developments in 19North shall include facilities to serve the growing demand (current and latent) for individuals who utilize a bicycle for even a portion of their daily transportation. Facilities include bicycle parking (long and short term), showers, and repair facilities. These amenities can also be an opportunity to brand the community and activate street frontages.

Measurable Outcomes: 11, 13, 14, 17, 18, 22, 23



2.b. Require building entries be oriented to public sidewalks and paseos :

Buildings are nearly always designed to greet people for how they are expected to arrive and for many years this meant orienting the entrance to the parking lot. In the new model of transit oriented development, it means designing for patrons on-foot. Therefore, buildings should be designed to face the public sidewalk, paseos, and any public open spaces and plazas. By creating lively pedestrian pathways, it is then possible to create “park-ounce” districts with multiple complementary ventures.

Measurable Outcomes: 11, 12, 13, 14, 18, 30, 31, 32



2.c. Design sites for safety, security, and vitality :

Site design should focus on how individuals will experience the space. This strategy asks that sites be designed to answers the following questions: 1) do the common areas clearly belong to someone; 2) are the intended uses of the space clearly defined; and 3) does the physical design match the intended use? An example analysis for a pedestrian pathway follows: is visible from end-to-end, is it illuminated, and is it visible and directly accessible from adjacent dwellings?

Measurable Outcomes: 1, 2, 14, 17, 18, 22, 29

Strategy 3: Design for and encourage the creation of “park-once” (or walk-up) districts



3.a. Encourage the creation of “park-once” (or walk-up) districts

Virtually all trips include a pedestrian component. By orienting buildings to safe and comfortable pedestrian ways, it becomes possible (and attractive) for a patron to visit multiple businesses without short vehicle trips; further, by clustering businesses together and near both transit and a strong pedestrian environment, the land use is inherently walkable and transit oriented. Additionally, integrated wayfinding signage can direct pedestrian visitors to local landmarks and amenities on foot.

Measurable Outcomes: 11, 12, 13, 14, 15, 17, 22, 23, 24



3.b. Promote “pedestrian-first” restaurant models and discourage auto-oriented design

Restaurants, coffee shops, and other retailers play an important role in transit oriented and community development; they provide amenities, a comfortable and neutral “third place” between home and work, and often contribute a certain vitality to the area. Development along arterial and collector streets should apply a “pedestrian-first” model in which dine-in facilities (including patios) comprise the majority of the site visible from the street.

Measurable Outcomes: 11, 12, 13, 14, 15, 17, 18, 22



3.c. Reduce the number of driveways along 19th Avenue

Frequent driveways interrupt the pedestrian environment and make the area uncomfortable and often unsafe. By reducing the total number of driveways along 19th Avenue, orienting business entrances to the sidewalk, and promoting a mix of complementary uses, the area will be more viable for walking.

Measurable Outcomes: 12, 13, 14, 18

URBAN PRINCIPLE: PLACEMAKING FUNDAMENTALS

Much of revitalization is achieved through policy guidance and advocacy for high quality features (examples: shaded sidewalks, active frontages, and pedestrian pathways), however, many of the things that make a place truly remarkable are the small details and the community relationships formed.



Safe, Affordable, and Vibrant



Walkable and Bikeable



Employment, Education, and Training



Outdoor Life and Commerce

The measurable outcomes directly aligned with, and achievable by, this urban principle and its strategies.

Measurable Outcome (20 year time horizon)		Planning Element			
		Infill Development	People-Oriented Streetscape	People-Oriented Site Design	Placemaking Fundamentals
Theme: Safe, Affordable, and Vibrant					
9.	Increase properties listed on the Phoenix Register of Historic Places (number)				●
10.	Add bike lanes to public streets, not including shared lane markings (miles)		●		●
Theme: Walkable, Bikeable, and Transit Oriented					
12.	Increase "Walkscore" (Average of arterials at 19th Avenue, average of collectors at 19th Avenue)	●	●	●	●
13.	Increase "Bikescore" (Average of arterials at 19th Avenue, average of collectors at 19th Avenue)	●	●	●	●
16.	Increase miles of collector streets with parking		●		●
21.	Increase the number of intersections per square mile to promote walkability				●
Theme: Employment, Education and Training					
23.	Increase the number of jobs	●	●	●	●
24.	Increase the number of jobs in key industries	●	●	●	●
25.	Increase the percent residents with a post-secondary degree				●
26.	Decrease the unemployment rate (percent)				●
Theme: Outdoor Life and Commerce					
27.	Increase the number of properties on the Phoenix Historic Property Register	●			●
28.	Increase the number of public art installations	●	●	●	●

Strategy 1: Establish and advance district branding



1.a. Support the inclusion of district branding into public and private improvements.

19North has made significant progress in branding the area through the use of its logo, the installation of banners, and the creation of the community garden which advances the citrus theme. Additional opportunities include incorporating elements of the brand into bike racks, sidewalk insets, murals, enhanced crosswalks, and in wayfinding signage to local landmarks and amenities.

Measurable Outcomes: 12, 13, 28



1.b. Establish character area development standards for 19North:

An element of the Walkable Urban Code is the inclusion of character area design standards for each of the policy plan area; as an extension of these plan areas, 19North has the opportunity to establish additional design standards. The consistent application of character treatments over time will reinforce the feel that 19North wants to achieve. Based on public input, conceptual character guidelines are contained in the appendix.

Measurable Outcomes: 10, 12, 13, 16, 21



1.c. Promote a landscape palette that symbolizes the context of the area :

An specific landscape palette, implemented over time, can help articulate the history of the area and create continuity among developments resulting in an easily achieved sense of place (example: Central Avenue, Palm Lane, or South 32nd Street). A landscape palette for 19North should be diverse, representative of the area, be a native species, and function to shade the pedestrian realm.

Measurable Outcomes: 12, 13

PLACEMAKING FUNDAMENTALS

Strategy 2: Encourage public and private art



2.a. Encourage art that reflects the community and its aspirations

Art should be representative of the community and be scaled appropriately with respect to the associated project. Public facing art can be archived in many ways such as but not limited to: murals, landscaping, sculptures, street furniture, or infrastructure such as bridges. The Arts and Culture Department and Valley Metro can be used as resources to find resources for art development including those aligned with larger capital projects.

Measurable Outcome: 28



2.b. Use art to create a sense of community

When used effectively, art is placemaking, economic development, and a reflection of identity and values. The installation must be tailored to its context, thoughtful to its desired audience, and complemented by the urban design and land use decisions surrounding it. Projects should create visual interest and excitement while facilitating social connections, historic awareness, economic development, and capacity building.

Measurable Outcomes: 12, 13, 28



2.c. Use participatory art to create vibrant spaces and engaged communities

Under the guidance of a professional artist, participatory art is a way of pulling together members of the community to create a piece of collaborative art. Participatory art can be permanent or temporary, on public or private land, and be large or small, but it should always seek to truly make its participants into community stakeholders.

Measurable Outcomes: 10, 16, 28

Strategy 3: Promote walkable design



3.a. Promote small development blocks and paths through large developments :

Previous developments have resulted in superblocks that catered to the automobile and not pedestrians. New developments should create small blocks and break up buildings. These can be achieved by providing enhanced pedestrian connections, pedestrian only thoroughfares that can connect along an entire block. Existing developments can be retrofitted with paseos to allow a resident or pedestrian to navigate through a development on foot.

Measurable Outcomes: 12, 13, 16, 21



3.b. Encourage of pedestrian circulation plans in private developments :

In much the same way that developments are critically reviewed for flow, circulation, and potential conflicts, developments should be evaluated through the same lens, but for the people on foot. A pedestrian circulation plan should depict convenient and direct pathways between destinations, minimize vehicular conflicts, and include features - such as art, shade, and intentional vistas - to promote walking as a site amenity.

Measurable Outcomes: 12, 13



3.c. Use pilot projects to demonstrate opportunities for walkability and placemaking :

The power of a plan comes from the willingness of individuals to come together to make their community a more livable place. Demonstration projects allow constituents to come together to test ideas in a temporary or reversible manner. Example projects include sidewalk oriented cafes, plazas, art installations, traffic calming, and wayfinding signage to local landmarks and amenities.

Measurable Outcomes: 10, 12, 13, 16, 21

PLACEMAKING FUNDAMENTALS

Strategy 4: Develop and implement a strategy for business recruitment and retention



4.a. Partner with the Community and Economic Development Department to promote 19North :

The Community and Economic Development promotes and facilitates economic development activities throughout the City of Phoenix. The department, in partnership with 19North could promote the vision for a transit oriented destination district to local developers, investors, and businesses owners. 19North is identified as a retail corridor and this partnership may be expanded to focus more urban and destination based prospects into the corridor.

Measurable Outcomes: 23, 24, 26



4.b. Leverage opportunity zone designations for responsible reinvestment :

The federal program is designed to offer tax advantages for reinvestment in designated Opportunity Zones. A condition of the program is the existence of a plan for the type of development desired. This recommendation is the creation of a sub-area plan for priority redevelopment areas which articulates a further desire for walkable and transit oriented development that is tailored to the requirements of the Opportunity Zone program.

Measurable Outcomes: 9, 23, 24, 27



4.c. Explore the creation of job training opportunities and facilities :

The district contains multiple schools, colleges, local businesses, and a public library; any of these could be home to a job training program to develop skill proficiency for jobs in key industries. By building a skilled workforce, it is possible to decrease local unemployment and increase the ability to attract new employers to the area.

Measurable Outcomes: 23, 24, 25, 26

Strategy 5: Enhance educational opportunities and workforce development



5.a. Partner with local schools to provide community engagement activities :

Local schools are a tremendous community partner and these schools have already been engaged in the revitalization of 19North. Further engagement should be tailored to engage individuals, especially the youth, in the leadership of their neighborhoods; these individuals are literally the next generation and community engagement should be tailored to prepare them for their future responsibilities to their community.

Measurable Outcomes: 23, 24, 25, 26



5.b. Partner with local schools to develop job training opportunities :

The local schools have been a strong partner in 19North for many years. By continuing to foster this partnership, 19North can become an extension of the classroom and a place for students to practice, learn, and return upon the completion of their education.

Measurable Outcomes: 23, 24, 25, 26



5.c. Promote the expansion and reinvestment of local colleges, trade schools, and internships :

Higher education and real-world experience forge skill proficiency in desired fields and connections with employers. By building a skilled and connected workforce, it is possible to decrease local unemployment and increase the ability to attract new employers to the area.

Measurable Outcomes: 23, 24, 25, 26

HOW WE GET THERE: **ACTION PLAN**

Existing Capacity and **the stage for success**

The not-for-profit “19North” was established to strengthen the area that would only later become universally known as “19North.”

Unlike other areas that convene a leadership committee around a planning effort, the planning effort in 19North convened around its existing multi-agency and multi-disciplinary entity - the 19North Community Alliance is comprised of neighborhood leaders, business leaders, the city council offices, community-oriented non-profits, and multiple city departments.

Before the formal planning effort even began, this organization was preaching the vision of safety, security, and vitality and had already achieved major successes. These early efforts established their credibility and built their capacity that can now be pointed toward the vision of this policy



The multi-agency leadership team already driving implementation

Planning and Implementation: **early achievements**

Like many neighborhood groups, early efforts focus on the most evident problems facing the district - vacant lots and blighted properties; however, the positive vision of the 19North Community Alliance quickly asked the question of these properties, “how can we make these something special for the community?”

This simple question, applied broadly and in a manner of focused on collaboration:

- encouraged many multifamily complexes to make reinvestments,
- promoted community-oriented redevelopment of key properties including affordable housing,
- led to the creation of a first-class community garden and its own governing board,
- and led to the completion of branding efforts including murals and enhanced bus stops.

Before



Promoting Reinvestment

After



Action Plan 2021 - 2026

The Action Plan outlines tasks designed to jump-start the implementation of the vision. Each Action item is assigned to partner category - Government, Community or Business - that is most suited to lead the task. Success will be based on these partnerships and effective collaboration as the vision cannot be achieved solely by one constituent group. To facilitate progress, the type of implementation tool used for each action step is indicated and includes Codes, Financing, Knowledge, Plans, Operations and Partnerships, which are further detailed below. The Action Plan should be reviewed regularly and updated often to create

Implementation : **Partners and Tools**



Government Partners include local, state, and federal agencies.



Business Partners include banks, real estate developers, and private companies, ranging from large corporations to small mom n' pop shops.



Community Partners include not-for-profits, foundations, schools, neighborhood associations, and individual residents.



Code Tools are regulations, such as zoning, that can encourage or discourage different patterns and forms of urban development

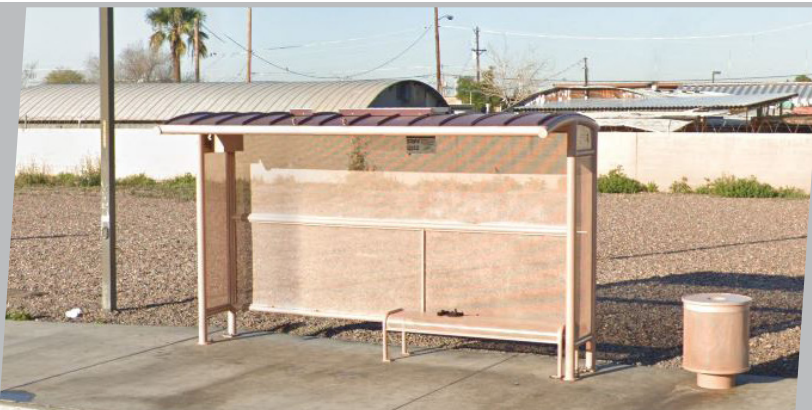
Financing Tools refer to grants, loans, bonds, taxes, and government funding programs.

Knowledge Tools means capacity building forums, professional training, and seminars to promote technical understanding.

Plan Tools include engineering studies, best practices research, redevelopment areas, market analyses and other similar documents.

Operations Tools are management practices such as inter-departmental coordination, decision making transparency and approaches to service delivery.

Partnership Tools are mutually beneficial agreements between two or more parties such as joint use agreements, development agreements or corporate sponsorships.



Enhancing Infrastructure



Creating Community Spaces



Five Year Action Plan:

The first steps to implementing the community vision, organized by vision theme, lead agency, and time horizon.

Action Items (5 year time horizon)			Lead			Time Required			
			Government Business Community			Ongoing Short Term Mid Term Long Term			
Theme: Walkable, Bikeable, and Transit Oriented									
1.	Create a fact sheet about the Complete Street Concept for property owners on 19th Avenue	Knowledge	●				●		
2.	Provide transit passes for sale at employers and service establishments along 19th Avenue	Operations		●			●		
3.	Complete or pilot a minimum of three active transportation improvement projects in alignment with the community vision and to provide safe convenient connections to and from existing light rail stations	Plan	●					●	
4.	Pursue partnership for clustering of mobility enhancements around transit stations such as secure bike parking and wayfinding to community identified assets	Plan	●						●
5.	Complete an active transportation analysis through the Street Transportation Department's T2050 Mobility Improvements Program	Plan	●					●	
6.	Identify opportunities to coordinate with Neighborhood Services Department in aligning the Consolidated Plan with the Vision and Strategies contained in the 19North Policy Plan	Partnership			●		●		
7.	Coordinate Transportation Programs, particularly the City of Phoenix Capital Improvement Program, with the Vision and Strategies in the 19North Policy Plan	Operations			●			●	
8.	Support increased public transit usage through a marketing campaign distributed via small businesses, apartment communities, large employers, educational institutions, and neighborhood associations.	Operations			●		●		
9.	Pursue grant and funding for a corridor wide infrastructure needs assessment to analyze impacts and trade-offs of a complete street concept for 19th Avenue and a District Parking program for 19North	Finance	●				●		
10.	Support transit oriented redevelopment of the Christown Spectrum Mall (the Alhambra Village Core) in a manner generally consistent with that envisioned by the Solano Policy Plan	Plan			●		●		
11.	Support transit oriented redevelopment of the Metrocenter Mall (the North Mountain Village Core)	Plan			●		●		
12.	Develop and implement a system of wayfinding signage to direct visitors to local landmarks and amenities such as Washington Park	Plan			●		●		

Five Year Action Plan:

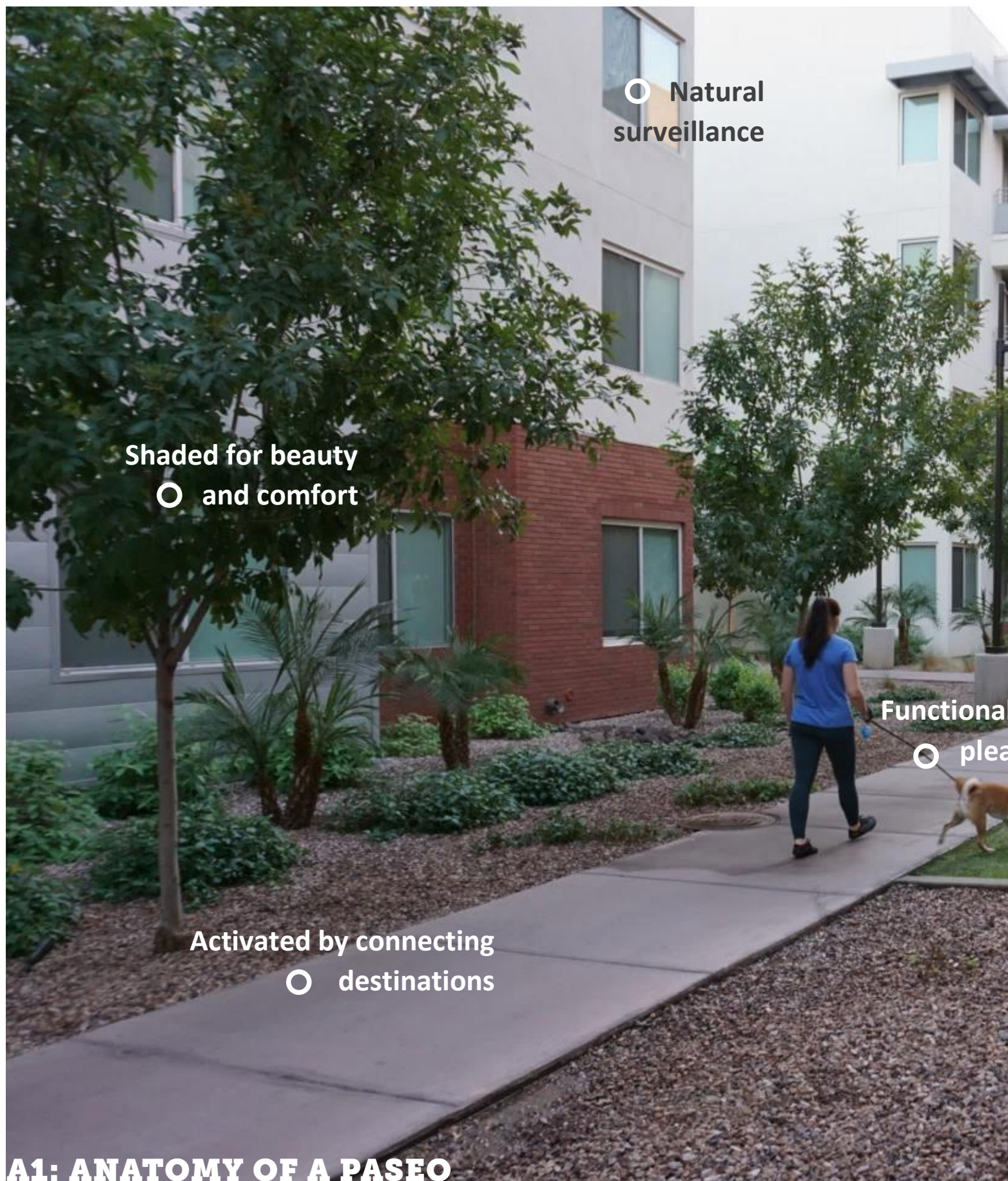
The first steps to implementing the community vision, organized by vision theme, lead agency, and time horizon.

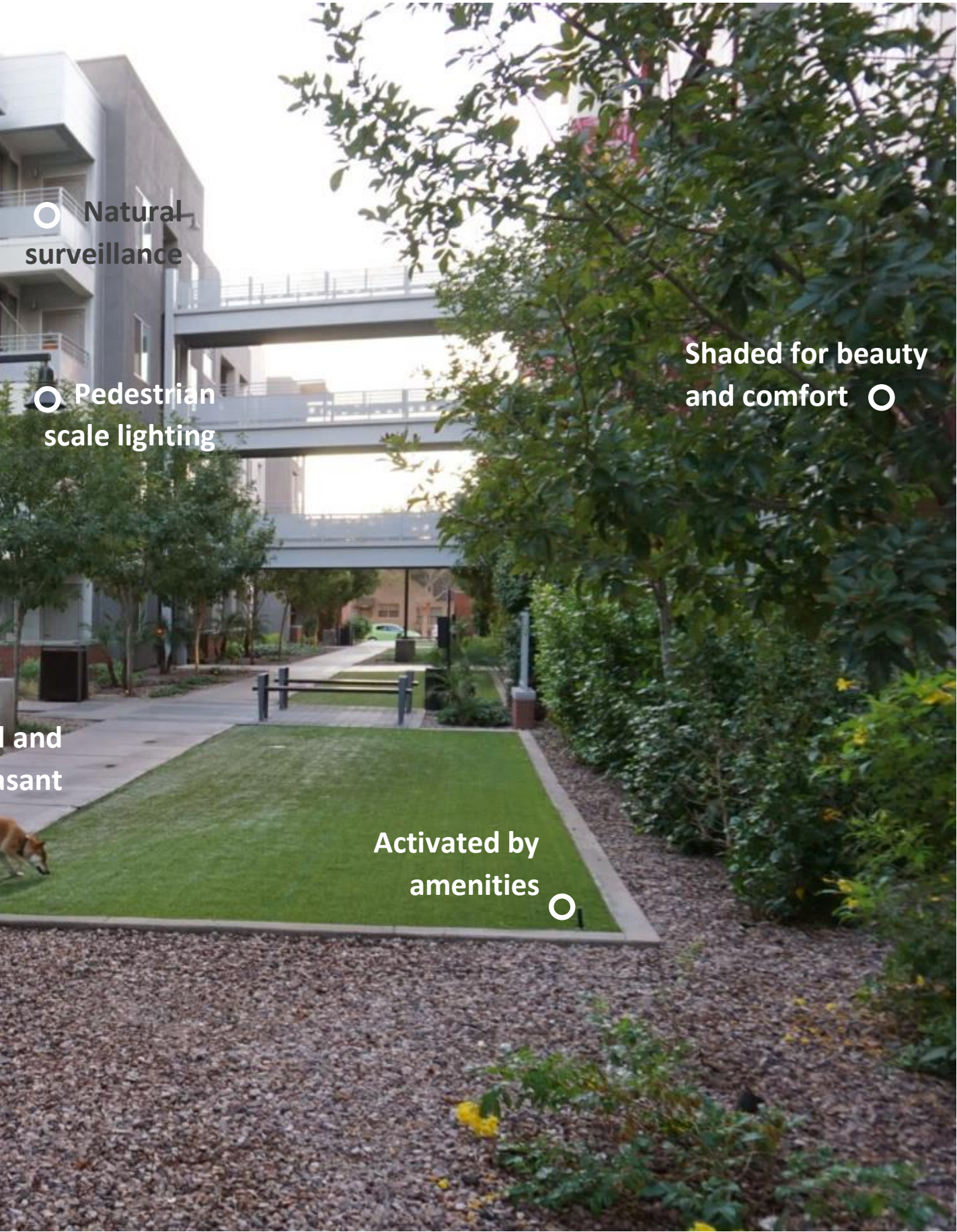
Action Items (cont.) (5 year time horizon)			Lead			Time Required			
			Tool			Government	Business	Community	
						Ongoing	Short Term	Mid Term	Long Term
Theme: Employment, Education and Training									
13.	Sponsor an Adopt a Street program for segments of 19th Avenue	Partnership		●			●		
14.	Create marketing materials for development sites	Knowledge	●				●		
15.	Write a federal grant for economic development assistance to encourage healthcare job growth	Finance	●					●	
16.	Write a grant for enhanced school enrichment activities and community improvement projects at schools within 19North corridor	Finance			●			●	
17.	Hold a capacity building forum on Community Development Corporations and identify a lead non-profit within the planning area	Knowledge		●				●	
18.	Pursue partnerships to provide elementary students with free access to educational destinations	Partnership	●				●		
Theme: Outdoor Life and Commerce									
19.	Hold a community tree planting event in walking corridors to light rail stations	Partnership			●		●		
20.	Research utility spacing standards to identify the potential to improve the ability to plant shade trees that will grow to full size	Knowledge	●				●		
21.	Hold a professional training forum on financing methods for Green Infrastructure, including the Water Infrastructure Financing Authority	Knowledge	●				●		
22.	Write a Green Infrastructure grant to promote the conversion of surplus parking areas	Finance	●					●	
23.	Identify city owned properties appropriate to develop and rezone to the Walkable Urban Code	Partnership	●					●	
24.	Rehabilitate one commercial façade with Community Development Block Grant storefront funds or other source.	Finance	●					●	
Theme: Safe, Affordable, and Vibrant									
25.	Hold three neighborhood events, such as cleanups and celebrations	Partnership			●	●			
26.	Complete three beautification projects such as murals, colorful branding, and tree plantings	Partnership			●	●			
27.	Hold a property owner workshop to educate on sites and neighborhoods potentially eligible for the Phoenix Register of Historic	Knowledge	●				●		
28.	Hold a workshop to educate on the Walkable Urban Code, why it is important, and how it is used	Knowledge	●				●		
29.	Identify code violations and issue notices to property owners	Operations	●			●			
30.	Complete three housing rehabilitation projects in each of the one-mile station areas along 19th Avenue	Partnership			●		●		
31.	Position a new or retrofit project as a demonstration of walkable urban housing that can serve as an example for the development community	Partnership	●	●	●			●	
32.	Develop a mixed-use housing demonstration project	Partnership	●	●	●			●	
33.	Support the creation of a mixed income housing demonstration project	Partnership	●	●	●			●	





APPENDIX





○ Natural surveillance

○ Pedestrian scale lighting

and
pleasant

Shaded for beauty and comfort ○

Activated by amenities ○

19North

Draft Character Area Development Standards

1. Establish character area development standards for 19North:

An element of the Walkable Urban Code is the inclusion of character area design standards for each policy plan area; as an extension of these plan areas, 19North has the opportunity to articulate regulatory streetscape design standards. The consistent application of character treatments will reinforce the feel that 19North wants to achieve. Based on public input through this process, preliminary findings propose:

a broad setback from 19th Avenue with pedestrian ways shaded to 75% (8-10' landscaped area planted with trees and shrubs, 6-8' sidewalk, and 5-8' landscaped area planted with shrubs and trees).

a build-to line on 19th Avenue to support consistent redevelopment that addresses the shaded public sidewalk.

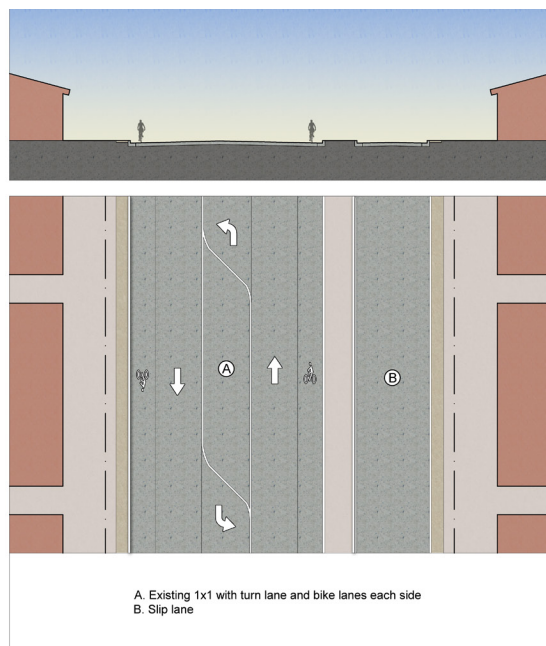
a landscape palette for private trees that may pay homage to the historic citrus groves and public trees including large canopy shade trees.



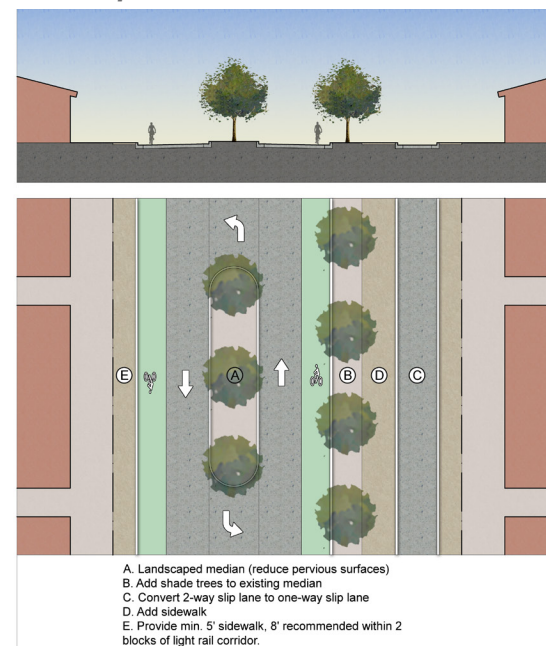
A2: DRAFT CHARACTER AREA STANDARDS

ReinventPHX Solano Plan: Conceptual Reconfiguration of 15th Avenue

Current Condition

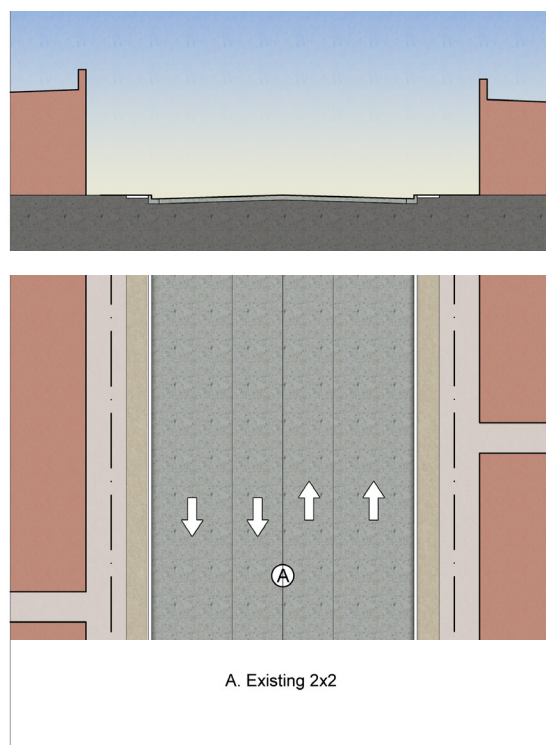


Conceptual

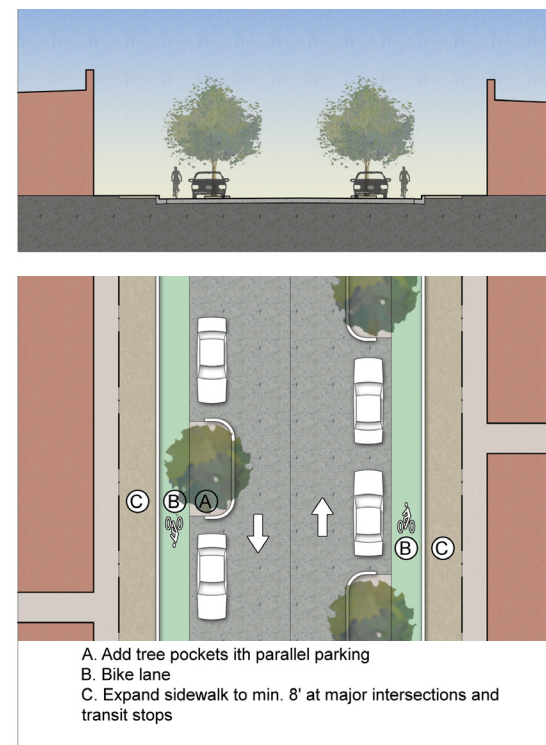


ReinventPHX Solano Plan: Conceptual Reconfiguration for Collector Streets

Current Condition



Conceptual



A3: WALKABLE URBAN CROSS SECTIONS, SOLANO PLAN

Included by reference.
Available as a separate attachment (68 pages)

A4: VISIONING DOCUMENT, SMITH GROUP

19 NORTH

RETAIL CORRIDOR

19 North is an emerging, multigenerational community who pride themselves on their place-based community development where every business thrives, every student succeeds and every neighborhood is safe.



10 Minute Drive

26% of residents are under the age of 18



The average age of residents is **37**



The average household income is **\$66,270**



2019 Population: 238,642

2024 Projection: 250,637

A5: RETAIL CORRIDOR MARKETING ANALYSIS

Conceptual: 19th Avenue and Glendale Avenue



Conceptual: 19th Avenue and Glendale Avenue



A6: ADDITIONAL CORRIDOR RENDERINGS

Conceptual: 19th Avenue and Glendale Avenue



Conceptual: 19th Avenue and Glendale Avenue



Conceptual: 19th Avenue and Glendale Avenue



Conceptual: 19th Avenue and Northern Avenue



Conceptual: 19th Avenue and Northern Avenue



Conceptual: 19th Avenue and Northern Avenue



Conceptual: 19th Avenue and Northern Avenue



Conceptual: 19th Avenue and Dunlap Avenue



Conceptual: 19th Avenue and Dunlap Avenue



Conceptual: 19th Avenue and Dunlap Avenue



Conceptual: 19th Avenue and Dunlap Avenue



2019 ACS - Block Groups (24 Selected) Report		
Topic	Estimate	Percent
Gender and Age		
Total Population	32,725	-
Gender		
Male	15,500	-
Female	17,225	-
Age		
Median Age	-	-
Under 5 years	2,738	-
5 to 9 years	2,460	-
10 to 14 years	1,692	-
15 to 19 years	1,521	-
20 to 24 years	2,427	-
25 to 34 years	5,723	-
35 to 44 years	4,455	-
45 to 54 years	3,988	-
55 to 59 years	1,450	-
60 to 64 years	1,567	-
65 to 74 years	2,325	-
75 to 84 years	1,421	-
85 years and over	958	-
Race and Ethnicity		
Total Population	32,725	-
Hispanic	10,769	-
Non-Hispanic		
White, Non-Hispanic	13,264	-
Black, Non-Hispanic	4,666	-
Native American, Non-Hispanic	1,739	-
Asian, Non-Hispanic	1,017	-
Pacific Islander, Non-Hispanic	40	-
Other, Non-Hispanic	220	-
Two or More, Non-Hispanic	1,010	-
Minority	19,461	-
Educational Attainment		
Population 25 years and over	21,887	-
Less than 9th Grade	1,195	-
9th to 12th Grade, No Diploma	1,981	-
High School Graduate (includes equivalency)	6,287	-
Some College, No Degree	5,387	-
Associate Degree	2,120	-
Bachelor's Degree	3,149	-
Graduate or Professional Degree	1,768	-

2019 ACS - Block Groups (24 Selected) Report		
Ability to Speak English		
Population 5 years and over	29,987	-
Speak Only English	20,435	-
Speak Other Languages	9,552	-
Speak English "very well"	6,182	-
Persons with Limited English Proficiency (LEP)	3,370	-
Speak English "well"	1,643	-
Speak English "not well"	1,175	-
Speak English "not at all"	552	-
Veterans Status		
Civilian Population 18 years and over	24,884	-
Civilian veterans	1,641	-
Veterans by Gender		
Male	1,439	-
Female	202	-
Veterans by Age		
18 to 34 years	178	-
35 to 54 years	539	-
55 to 64 years	207	-
65 to 74 years	254	-
75 years and over	463	-
Households		
Total Households	13,287	-
Average Household Size	-	-
Family Households (Families)	6,980	-
Married-couple family	3,684	-
Female Householder, no spouse present	2,459	-
with own children under 18 years	1,381	-
Nonfamily Households	6,307	-
Householder living alone	5,108	-
Household Income (in 2019 inflation-adjusted dollars)		
Total Households	13,287	-
Median Household Income (dollars)	-	-
Less than \$10,000	1,342	-
\$10,000 to \$14,999	835	-
\$15,000 to \$24,999	1,880	-
\$25,000 to \$34,999	1,770	-
\$35,000 to 49,999	2,117	-
\$50,000 to \$74,999	2,144	-
\$75,000 to \$99,999	1,122	-
\$100,000 to \$149,999	1,140	-
\$150,000 to \$199,999	429	-
\$200,000 or more	508	-

2019 ACS - Block Groups (24 Selected) Report		
Poverty Status in the Past 12 Months		
<i>Persons for whom poverty status is determined</i>	32,512	-
Persons with income below poverty level	7,814	-
Persons with income below 150% of poverty level	12,032	-
Persons with income below 200% of poverty level	15,728	-
Poverty Status for Families in the Past 12 Months		
<i>Total Families</i>	6,980	-
Families with income below poverty level	1,437	-
Married-couple family	398	-
with related children under 18 years	246	-
Female householder, no spouse present	918	-
with related children under 18 years	834	-
Male householder, no spouse present	121	-
with related children under 18 years	102	-
Employment Status		
<i>Civilian Labor Force, 16 Years and Over</i>	16,417	-
Employed	14,991	-
Unemployed	1,426	-
Commuting to Work		
<i>Workers 16 years and over</i>	14,894	-
Car or Truck - drive alone	10,215	-
Car or Truck - carpool	1,786	-
Public Transportation	1,419	-
Bicycle	168	-
Walked	238	-
Other means (taxicab, motorcycle, etc.)	427	-
Work at home	641	-

2019 ACS - Block Groups (24 Selected) Report

Occupation

<i>Civilian employed population 16 years and over</i>	14,991	-
Management, business, science, and arts occupati	4,406	-
Management, business, and financial occupati	1,708	-
Management occupations	1,100	-
Business and financial operations occupations	608	-
Computer, engineering, and science occupations	740	-
Computer and mathematical occupations	402	-
Architecture and engineering occupations	233	-
Life, physical, and social science occupations	105	-
Education, legal, community service, arts, and m	1,469	-
Community and social service occupations	269	-
Legal occupations	105	-
Education, training, and library occupations	708	-
Arts, design, entertainment, sports, and media	387	-
Healthcare practitioners and technical occupatio	489	-
Health diagnosing and treating practitioners ar	332	-
Health technologists and technicians	157	-
Service occupations	3,766	-
Healthcare support occupations	889	-
Protective service occupations	564	-
Firefighting and prevention, and other protecti	391	-
Law enforcement workers including supervisor	173	-
Food preparation and serving related occupati	1,024	-
Building and grounds cleaning and maintenance	835	-
Personal care and service occupations	454	-
Sales and office occupations	3,682	-
Sales and related occupations	1,424	-
Office and administrative support occupations	2,258	-
Natural resources, construction, and maintenance	1,196	-
Farming, fishing, and forestry occupations	30	-
Construction and extraction occupations	774	-
Installation, maintenance, and repair occupation	392	-
Production, transportation, and material moving c	1,941	-
Production occupations	726	-
Transportation occupations	513	-
Material moving occupations	702	-

2019 ACS - Block Groups (24 Selected) Report

Housing

Total Housing Units	14,834	-
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Occupancy and Tenure

Occupied Housing Units	13,287	-
Average Household Size	-	-
Owner Occupied Housing Units	4,412	-
Average Household size of Owner Occupied Hc	-	-
Median Value (dollars)	-	-
Renter Occupied Housing Units	8,875	-
Average Household size of Renter Occupied Hc	-	-
Median Rent (dollars)	-	-
Vacant Housing Units	1,547	-
For seasonal, recreational, or occasional use	58	-
All other vacant	1,489	-

Units in Structure

1, detached	4,706	-
1, attached	1,010	-
2 to 9	2,732	-
10 or more	6,266	-
Mobile Home	92	-
Boat, RV, van, etc.	28	-

Vehicles Available

Occupied Housing Units	13,287	-
No vehicle available	2,798	-
1 vehicle available	5,672	-
2 vehicles available	3,482	-
3 or more vehicles available	1,335	-

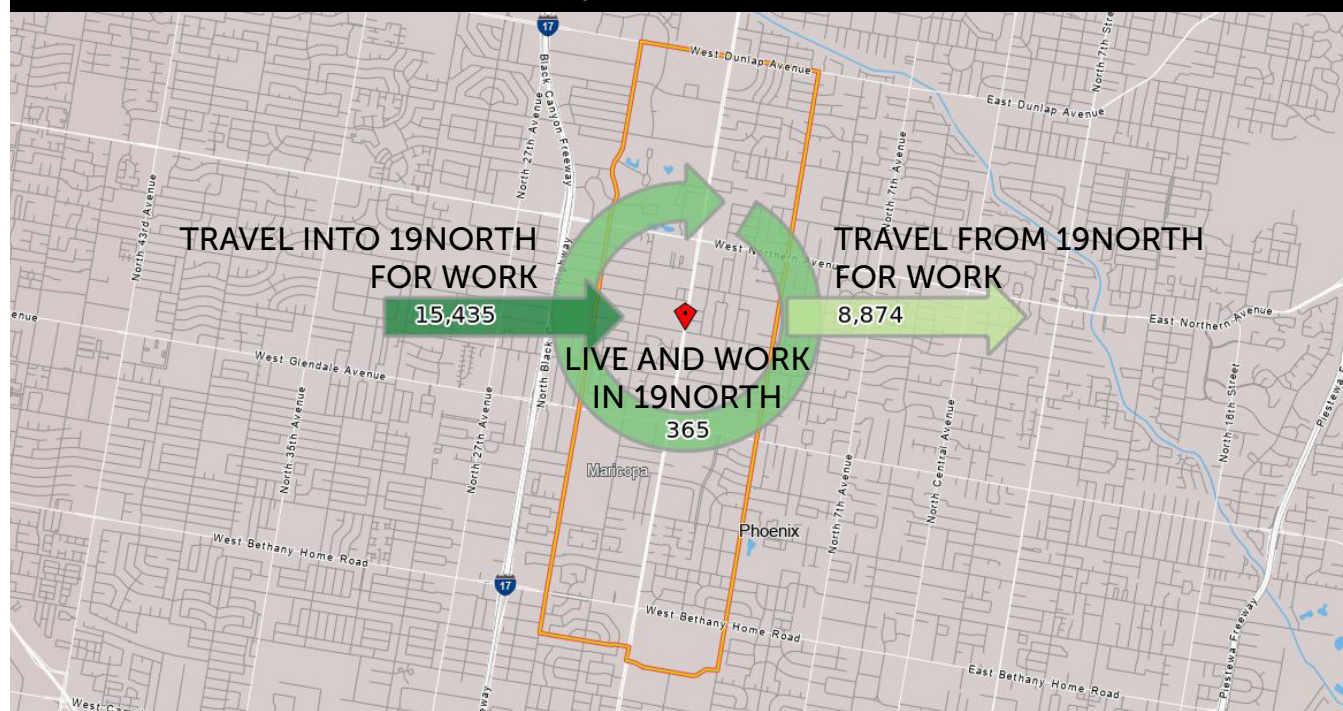
Area

Total Area in Acres	2,769.3	-
Total Area in Square Miles	4.3	-

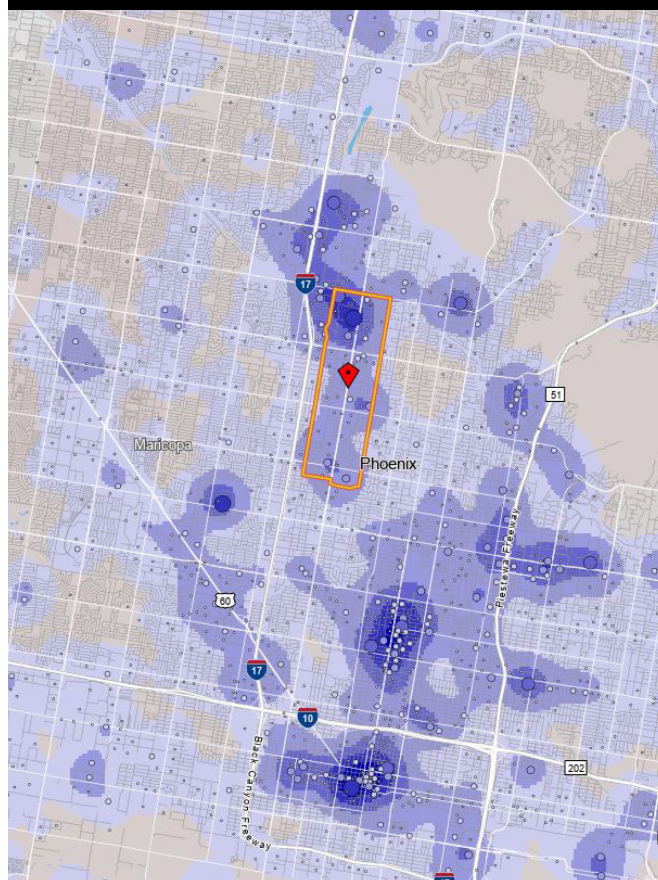
Source: United States Census Bureau, American Community Survey 2015-2019

Source: U.S. Census Bureau, 2015-2019 American Community Survey (ACS) 5-Year Estimates. ACS data are based on a sample and are subject to sampling variability. The degree of uncertainty for an estimate is represented through the use of a margin of error (MOE). In addition to sampling variability, the ACS estimates are subject to nonsampling error. The MOE and effect of nonsampling error is not represented in these tables. Supporting documentation on subject definitions, data accuracy, and statistical testing can be found on the American Community Survey website (www.census.gov/acs) in the Data and Documentation section. Sample size and data quality measures (including coverage rates, allocation rates, and response rates) can be found on the American Community Survey website (www.census.gov/acs) in the Methodology

U.S. CENSUS BUREAU, 2015 ACS INFLOW / OUTFLOW ANALYSIS



U.S. CENSUS BUREAU, 2015 ACS DISTANCE AND DIRECTION ANALYSIS - 19NORTH RESIDENTS, WORK LOCATION



U.S. CENSUS BUREAU, 2015 ACS DISTANCE AND DIRECTION ANALYSIS - 19NORTH EMPLOYEES, HOME LOCATION

