

EASTLAKE-GARFIELD

TOD POLICY PLAN





The work that provided the basis for this publication was supported by funding under an award with the U.S. Department of Housing and Urban Development. The substance and findings of the work are dedicated to the public. The author and publisher are solely responsible for the accuracy of the statements and interpretations contained in this publication. Such interpretations do not necessarily reflect the views of the Government.

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Thanks to the following for donating Steering Committee Meeting accommodations throughout the project:
Eastlake Community Center
New Pathways for Youth
Verde Park Recreation Center

Resolution from City Council

RESOLUTION 21325

A RESOLUTION ADOPTING THE EASTLAKE-GARFIELD TRANSIT-ORIENTED DISTRICT POLICY PLAN.

WHEREAS, the Eastlake-Garfield Transit-Oriented District Policy Plan is a guide for transforming the district into a walkable, opportunity-rich community and is part of the Reinvent PHX Project; and,

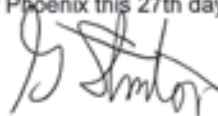
WHEREAS, the boundaries of the Plan are from 7th Street on the west, Interstate 10 on the north and east, and the Union Pacific Railroad on the south; and,

WHEREAS, the Eastlake-Garfield Steering Committee, the Central City Village Planning Committee, the Planning Commission, and the Neighborhoods, Housing, and Development Subcommittee of the City of Phoenix have recommended approval of the Eastlake-Garfield Transit-Oriented District Policy Plan;

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

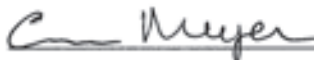
SECTION 1. That the Eastlake-Garfield Transit-Oriented District (TOD) Policy Plan, recommended by the City Council Neighborhoods, Housing and Development Subcommittee on April 21, 2015, be approved and adopted.

PASSED by the Council of the City of Phoenix this 27th day of May, 2015.



MAYOR

ATTEST:

 City Clerk

APPROVED AS TO FORM:

 Acting City Attorney (pm)

REVIEWED BY:

 City Manager

PL.tml:118223 (v1: 02/08/104) (Item #83) - 5/27/15



About Reinvent PHX

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. Valley Metro rail has outperformed all expectations, achieving 2020 ridership goals in just four years of operation. The infrastructure, however, was designed to not just add high quality transportation options, but to lay a foundation for reinventing the neighborhoods surrounding it and creating new urban living choices in a city planned almost entirely for the automobile.

Reinvent PHX is a partnership between the City of Phoenix, HUD's highly selective Sustainable Communities program, and seventeen local organizations dedicated to achieving the full transformative potential of light rail. The partnership aims to create a new urban development model in Phoenix: *Walkable Communities*.

Walkable places are safe, convenient, and comfortable environments for pedestrians, bicyclists, public transit riders, and those using wheelchairs, white canes, baby strollers, and other assistive devices. They include:

- Complete Streets that encourage walking, bicycling, public transit use, and slower traffic speeds.
- Enough people to support daily living amenities, such as grocery stores, daycare centers, health clinics, and public transit.
- Short block patterns and a mix of uses that reduce distances to destinations.
- Cool, shaded areas for relaxation and social interaction.
- Public places that are free from violent crime.

Communities provide opportunities for everyone; from a single parent who needs an affordable place to live and quality local schools to a high tech CEO who knows that the key to success is locating in an urban neighborhood where talented employees will want to live and work. They include:

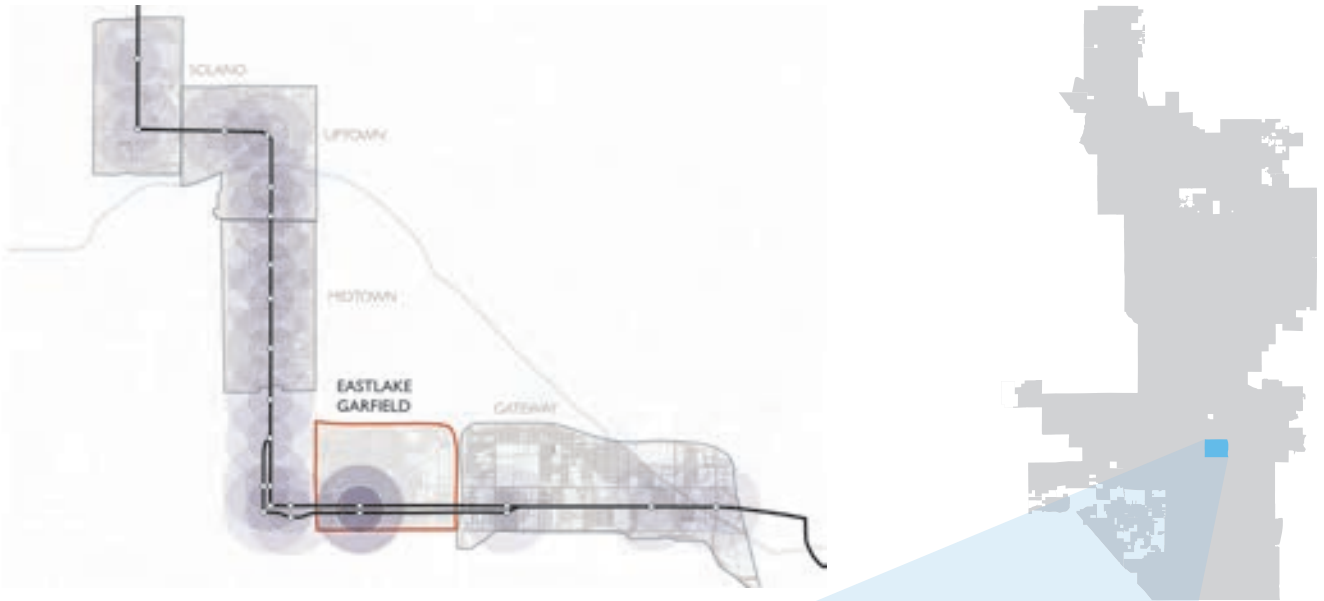
- Housing available for all incomes, abilities, and preferences.
- An abundance of fulfilling career and entrepreneurial possibilities.
- High performing schools and training for middle and high skill careers.
- Resource efficient buildings, infrastructure, and access to parks and healthy food.
- Historic preservation, innovative reuse of existing buildings, locally owned businesses, festivals, and authentic places.

Reinvent PHX uses *Transit Oriented Development* (TOD), an urban planning and development practice that cities around the world have successfully adopted to build Walkable Communities near public transit stations. Reinvent PHX provides resources for multiple TOD activities, including: Multi-lingual community outreach, institutional capacity building, stakeholder engagement, applied research, regulatory reform, urban design, infrastructure analysis, innovative demonstration projects, and policy planning. These activities will accomplish three objectives:

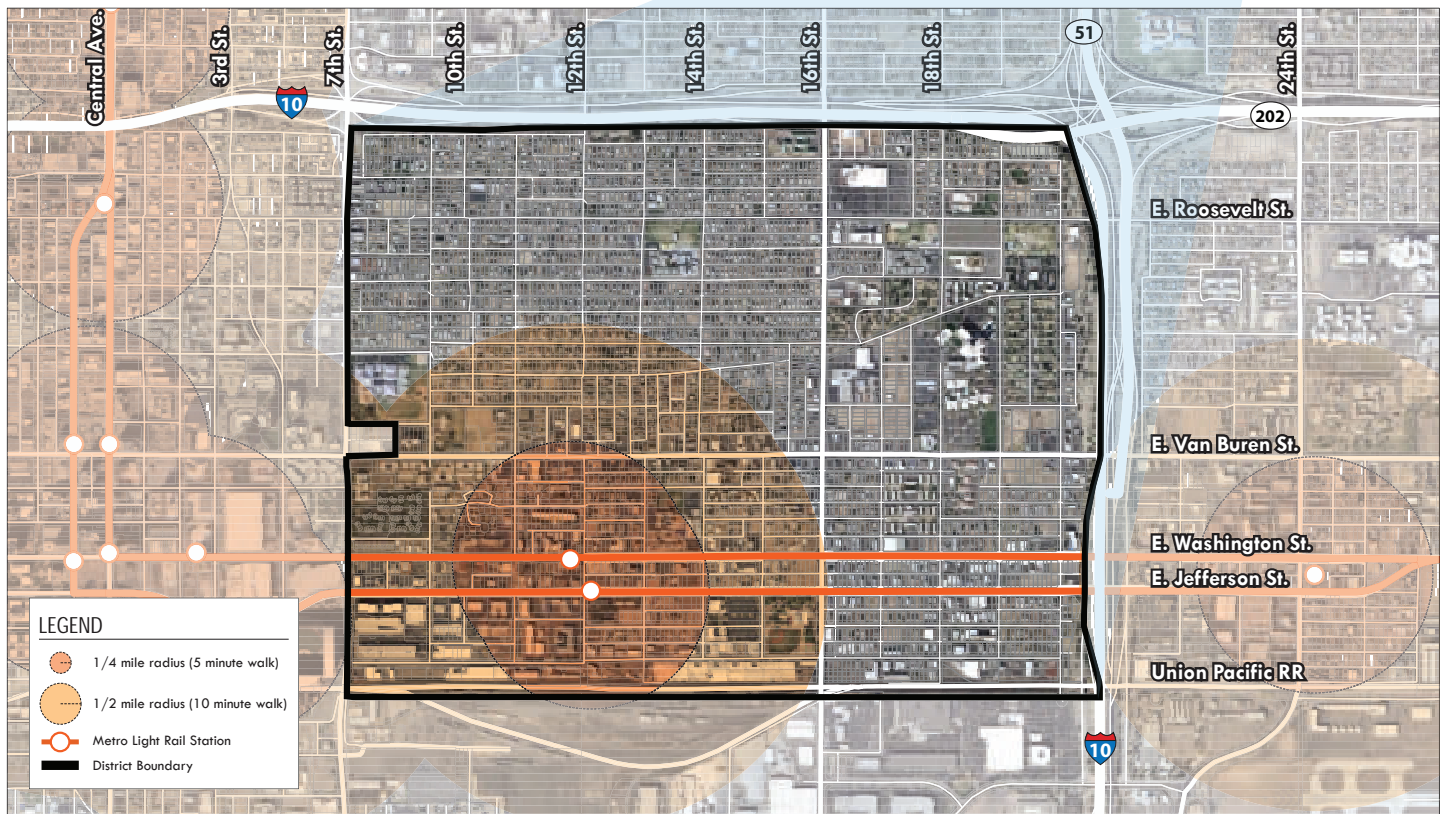
- Create an attractive environment for investment in high quality and equitable development.
- Empower the community, including low-income and limited English-speaking residents, to be actively involved in decision-making.
- Maximize the benefits of light rail by guiding development to improve the quality of life, lower the cost of living, and enhance unique and historic characteristics.

Reinvent PHX provides a blueprint for fully achieving the transformative potential of light rail in a sustainable manner, where decisions made today enhance, rather than compromise, the ability of future generations to be healthy and prosperous. With thoughtful and inclusive planning, these changes can: Lower transportation costs for residents, create new business opportunities, encourage active, healthy lifestyles, ensure Phoenix increases its competitive advantage in the global marketplace, and improve prosperity by growing the economy in locations with existing infrastructure and public services.

Eastlake-Garfield in Context



ReinventPHX Districts



Eastlake-Garfield District



Eastlake-Garfield Steering Committee
Vice Chair Reverend Reginald Walton (R)
and ReinventPHX Team member
Dr. Braden Kay (L).

EXECUTIVE SUMMARY

The Eastlake-Garfield TOD Policy Plan is a guide for transforming the District into a Walkable Community. The plan is organized into three chapters: *Today, Tomorrow, and How We Get There*.

The Today chapter identifies key opportunities and challenges through a data-driven assessment of the existing conditions and urban revitalization best practices.

The Tomorrow chapter describes and illustrates a shared community vision for the year 2040. The growth scenario triples the current number of housing units and jobs with approximately 14,095 housing units and 50,000 jobs within 18 million square feet of commercial real estate development. Strategic investments in infrastructure and urban development projects are identified to catalyze progress towards the vision.

The How We Get There chapter contains an implementation plan for transitioning the current conditions to the vision. Policies are included that support a pedestrian-oriented zoning code, mixed-income neighborhoods, historic preservation, neighborhood compatibility, and infrastructure investment. The process for creating the District plan emphasized robust community involvement, interdisciplinary collaboration and the use of performance measures to improve accountability and provide a focus on outcomes. Three Priority Development Areas - Eastlake Park, Garfield Neighborhood, Van Buren Corridor and Edison Park - are provided Action Plans that identify specific implementation steps for 2015-2020.

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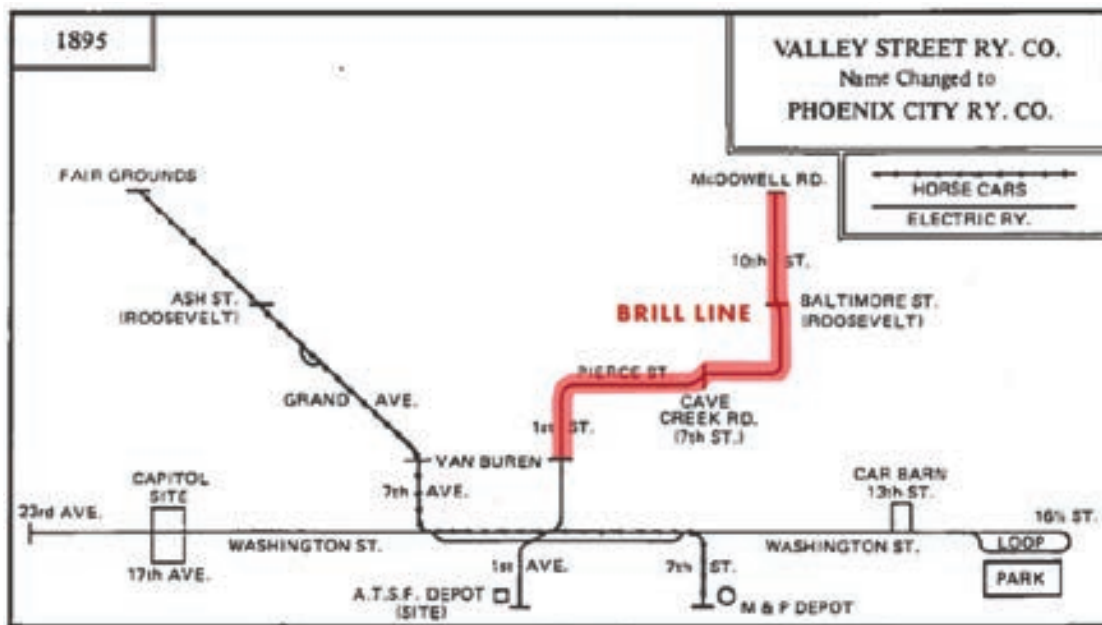
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06

EASTLAKE-GARFIELD **INTRODUCTION**



Phoenix Trolley route, 1895.
Courtesy of the Phoenix Trolley Museum.

GARFIELD HISTORY

Early Streetcar Neighborhood

The history of the Garfield neighborhood begins with John T. Dennis, a pioneer settler from Ohio who arrived in 1868. In 1874, Dennis was issued the land patent for his 160 acre homestead, located from 7th Street to 12th Street and Van Buren Street to Roosevelt Street. The Garfield neighborhood was established in 1883 and is considered one of the oldest historic neighborhoods in Phoenix with most of its homes constructed from as early as the 1890's to 1930's. The neighborhood was annexed to the original Phoenix Townsite in the 1800's.

As the Southern Pacific Railroad arrived in 1879, land was in short supply and Dennis subdivided his homestead in 1883 into lots ranging from one to five acres. The area was referred to as the Dennis Addition and over the years would be converted into smaller subdivisions ending with lot sizes averaging 6,800 square feet. At approximately the same time, Frederick L. Brill was also subdividing part of his land located north of Roosevelt Street, adjacent to the Dennis Addition. The creation of the Garfield neighborhood further benefited from city improvements, receiving the first city well and pumping plant in the city located at the northeast corner of 9th Street and Van Buren Street, while the Phoenix Street Railway built the first powerhouse just west of the pumping plant.

By 1895 the Dennis and Brill Additions were connected to the downtown area via the Brill Line streetcar, which traveled along Pierce Street through the Garfield neighborhood. Dennis and Brill were investors in the Phoenix Street Railway – the reason for the Brill Line's existence – which provided much needed access to services for their properties.

The George Hidden Home at 763 East Moreland Street, built in 1895 is a great example of remaining homes from that period, before properties were subdivided into smaller lots. It is listed individually in the Phoenix and National Historic Registers.

Garfield's First Families

The first real subdivisions in Garfield were built beginning in 1911. These small residential developments attracted many “working-class Phoenicians and European immigrants who appreciated the [Garfield] neighborhood’s convenient location and easy streetcar connections.” They also attracted some of the earlier Mexican families in the valley.

Hispanic families have always been an integral part of the history of Phoenix. They comprised half of the population in 1877 and 45% in 1880, but the influx of Anglo American settlers via railroad was so profound that by the year 1900, the percentage of Hispanic residents had dropped to 14%. New residential subdivisions to the north and west of downtown featured building restrictions, thereby increasing the cost of construction. By the 1920's race-restrictions against African Americans and Mexicans began to appear as part of city housing covenants. Along with restrictive real state and lending practices there was almost a complete restriction on the ability of minorities to get a loan or to purchase property north of Van Buren Street, which became the ‘de facto’ boundary for minorities.

Interestingly, there existed pockets of primarily Mexican American households that developed north of Van Buren Street. This settlement pattern, an exception rather than the rule, suggests that Hispanic settlements were not always confined to the south side of town but also existed on the perimeter. Beginning in the 1920s and 1930s, a small group of middle-class Mexican Americans purchased scattered lots and homes in today's Garfield Neighborhood, between 7th to 16th Streets, from Van Buren to Roosevelt Streets. Two main areas of settlement formed, in the Verde Park area from 9th to 13th Streets, Taylor to Van Buren Streets; and another enclave at 8th to 9th Streets, Roosevelt south to McKinley Streets. A few families lived near 16th and Roosevelt Streets.

The 1931 Phoenix City and Salt River Valley Directory listed 65 residents and families with Spanish surnames residing in the Garfield neighborhood, many of them homeowners. However, this list did not include owners or tenants of vacant parcels and properties listed as businesses or services. When you consider that there were Mexican settlers who "converted their citizenship to the United States as a result of U.S. land acquisitions," it is reasonable to consider that some Hispanic middle-class families had the means and opportunity to settle in Garfield before the worst of the segregation strategies took hold. There seems to be no record of race-restrictive covenants found in subdivisions in the Garfield neighborhood.

As author Frank Barrios, a Phoenician, writer, and descendant of one of the valley's early Hispanic pioneer families explained, Hispanic families were living in Garfield and it was not uncommon to have mixed families as Anglo men married Mexican women. Since the raising of children was done by the women, native language and traditions carried over.

By 1930 over 7,000 Hispanics were living in Phoenix, mostly in the barrios south of Van Buren along Buckeye Road. "Socially, many Mexican American children grew up knowing that it was taboo to cross Van Buren Street and wander into the mainly white neighborhoods of the northern part of the city, unless they had a job to do." Hispanic research has always focused on the barrios and with the perception that "no minorities" were allowed to live north of Van Buren. Because of this, very little has been written about the history of Hispanics in Garfield.

The 1950's was a time of change, and most residential growth occurred in the suburbs as the city began to annex county lands and war veterans returned and moved into the new suburbs. Improved streets and new freeways provided easy access to suburbia with new shopping malls and new housing subdivisions offering affordable 'air-cooled' homes. Those who could, including veterans with VA benefits, moved out of historic neighborhoods and into the suburbs as businesses and services closed in downtown.

Van Buren Street, which was once Eastlake-Garfield's gateway into Phoenix, began to decline by the 1960's as tourists chose newer destinations along Interstate 10. Additionally, the

future Papago Freeway and the possible demolition of many subdivisions was first unveiled in 1966. Investment in the older neighborhoods, including Garfield, vanished.

Long time Garfield resident Helen Trujillo stated in an interview: "When the downtown started to die in the 1960s, our neighborhood started to die." As residents moved, she said, investors bought the houses for rentals, bringing in tenants who "didn't care as much." As the city grew, investment and services were needed in the sprawling new suburbs and the neighborhood was left behind. The deterioration of Garfield continued and by 1975, the neighborhood had deteriorated and crime activity was greater than in any other neighborhood in Phoenix.

By 1980 the Hispanic population in Garfield had grown to 78%. The Papago Freeway construction sectioned-off the northern part of the Garfield neighborhood, cutting accessibility to services available north of Moreland Street. In the early 1990's Garfield became a failing neighborhood with deteriorated housing. Gang activity, drugs and graffiti had taken hold of the community. However the community stayed true to its historic formation of being a "community of first arrival" for immigrants.

In 1993, the City of Phoenix designated Garfield as part of one of five Neighborhood Initiative Areas. Under the direction of the Neighborhood Services Department, a partnership of government, private and non-profit agencies initiated programs such as Neighborhood Fight Back, Housing Rehabilitation, and Weed and Seed grants while law enforcement worked on community-based approaches to policing strategies.

Thanks to Lupe Sisneros, a Garfield resident and founder of the Garfield Organization, the community rallied in support of the city's efforts. As a result of this partnership, the Lupe Sisneros Safe Haven was established as a community center, and the headquarters of the Garfield Organization which exists to this date. New housing was built, streets were paved and additional lighting was installed. But most importantly, as Helen Trujillo stated, "The cornerstone of the neighborhood's turn-around has without a doubt been the encouragement of homeownership."

As one of the first historic neighborhoods with hundreds of vintage early 20th century homes, the Hispanic community in Garfield has worked for many years to rehabilitate the neighborhood, preserve its historic roots, and to designate the neighborhood as a historic district. In 2005, the Garfield neighborhood received historic designation in the City of Phoenix Historic Property Register. Although there is still much to be done, it is clear that community partnerships and community efforts of the past 20 years have proven successful. The Garfield neighborhood has survived and is perfectly positioned to be a vibrant part of Phoenix's walkable urban future articulated in the Reinvent PHX initiative. Viva Garfield!



EASTLAKE PARK HISTORY

The First African American Community in Phoenix

Introduction

More than simply a geographic location in central Phoenix, the Eastlake Park Neighborhood has provided an important backdrop of historical significance both for the city's African American community and for the city as a whole. It has been and remains home to thriving businesses, strong educational institutions, impactful churches and important activities leading to social change. From the park from which it derives its name, to the organizations, residents, visitors and dignitaries adding to its personality and legacy, the Eastlake Park Neighborhood provides a window into a unique heritage and a future of possibilities.

Early African American Experience In Phoenix

The African American experience in Phoenix dates back to a time shortly after the Civil War. In 1868, a freed slave named Mary Green was the first African American woman to arrive in Phoenix. Described as “a domestic with her two children,” she traveled to Phoenix with the Columbus Gray family from Arkansas barely one year after the founding of Phoenix by Jack Swilling.

Over the next three decades, more African Americans arrived into the tiny settlement of Phoenix and a small Black community was created. “With limited funds and limited opportunities, members of the earliest African American community concentrated around Jefferson and Madison streets, between Central Avenue and 7th Street. A less desirable area, African Americans were allowed to settle without much notice.”

Early on, the Eastlake Neighborhood, east of 7th Street and south of Van Buren Street, was a racially mixed community that even included some “white businesses.” Eastlake was also home to one of the pioneer Hispanic neighborhoods, the Palo Alto Barrio, established by 1900 between Jefferson and Madison streets and 9th and 11th streets.

As the city grew, population patterns changed and the Eastlake Neighborhood, east of 7th Street and south of Van Buren Street became known as the African American community in downtown Phoenix. Van Buren Street became the de facto boundary for African Americans in Phoenix and they could only settle south of Van Buren due to segregation and real estate race restrictions. While the African American community grew in Eastlake, the Hispanic settlers moved into areas south of the railroad tracks where barrios were forming to the east and west of downtown.



Eastlake Park, 1920's postcard. *Courtesy of the City of Phoenix Historic Preservation Office.*

“Between 1890 and 1930, the Black community in Phoenix had a small middle class and a larger working class. Members of the middle class were often marked by higher education and professional status, such as lawyers, teachers, doctors and business owners. Laborers and domestics were considered working class.” In 1910, Census estimates showed that 90 percent of African American residents owned their homes. That is a notable achievement since banks were not in the business of lending to minorities. “The headline of the first issue of the Phoenix Tribune [1918] proclaimed that ‘Over \$500,000 in Property Owned by Colored Citizens.’” Education, religion, commercial development, locally owned businesses, and locally owned newspapers were vital to the strength of the African American community, which by 1930, formed five percent of the population.

The African American history in the Eastlake Neighborhood is rich and well documented in the African American Historic Property Survey (AAHPS). The survey provides a window into the African American pioneers’ achievements and the institutions they established that provided the stability and nurturing needed for an African American community to survive in the world of segregation. Jim Boozer, a longtime resident of the Eastlake Neighborhood and a participant of the oral history component of the AAHPS, explained that

“...because of segregated housing, most of the time the people you interacted with, your leaders, your professionals, were in the same neighborhood with the working class. There might be some distance but not vast differences. So if you were a police officer and you arrested somebody, you might see them the next week at the church or the club. You also had strong leadership because you had the educational people, business people, in the same community.”

Eastlake Park

Eastlake Park, one of Phoenix’s oldest and most historic urban parks, has been central to the life and development of the Eastlake Neighborhood. It is located at 1549 East Jefferson Street (16th Street and Jefferson Street) and was built in the late 1880’s by the Phoenix Railway Company as a recreation area for patrons of the city’s trolley system. Originally named

Patton’s Park, then Phoenix Park, it became the main gathering place for the Phoenix African American community. Along with other amenities, the park included a lake with boating which led to the community naming it, in the early 1900’s, Eastlake Park. Residents mentioned that people were afraid to use the boats since the lake as home to a “few menacing alligators.” It officially became a city park in 1914 and eventually, the lake was replaced by a swimming pool.

Eastlake Park also has been the site of significant events in African American history. Booker T. Washington, a prominent African American leader, spoke at Eastlake Park on September 22, 1911 during the Great Emancipation Day Jubilee. In 1921, the community celebrated Emancipation Day or Juneteenth for the first time at Eastlake Park where over 500 African Americans participated in parades and heard speeches. When Dr. Martin Luther King, Jr. marched to the Arizona State Capitol to promote the Civil Rights Movement, his march began at Eastlake Park. Since his death, Phoenix residents have honored the fallen civil rights leader with an annual march beginning at Eastlake Park.”

The Phoenix Parks and Recreation Department, working with the community and the Phoenix and State Historical Preservation Offices, completed a \$4.5 million renovation of the park in February 2012. The park is currently the home of the Georgie and Calvin C. Goode Band Shell, the Helen K. Mason Dance Studio, the Randy Johnson Baseball Field, the William “Bear” McLellan Gym and the Arizona Civil Rights Memorial.

On June 14, 2014, Juneteenth celebrations returned to Eastlake for the park’s 100th Anniversary after nine years of being celebrated elsewhere.

Life On And Around Jefferson Street

By 1910, professionals, educators, business owners and tradesmen worked and even lived in Eastlake and especially along Jefferson Street. The neighborhood had it all: schools, churches, newspapers, a hospital, boarding houses, homes, hotels and businesses.

Hotels

The Eastlake Neighborhood has been home to several hotels, notable for their accommodations for African Americans, the celebrity guest lists and their overall longevity and historical significance. The Rice Hotel had a guest list that included Louis Armstrong and Jackie Robinson. The St. Louis Hotel was in business from 1923 to approximately 1970.

The Swindall Tourist Home, located near 10th Street and Washington Street is the only remaining example of public accommodations for African Americans in Phoenix during the era of segregation. Built in 1914, it was the home of the Steyaert family, and by 1920, it became a hotel to supplement

Mrs. Steyaert's income. Golden and Elvira Swindall purchased the Steyaert home and continued to use it as a boarding house for African Americans. The property is listed in the National and Phoenix Registers of Historic Places.

Newspapers

Eastlake was also noted for housing African American newspapers. Teacher Arthur Randolph Smith founded The Phoenix Tribune in 1918, the first African American newspaper in Arizona. He wrote editorials urging African Americans to create their own businesses and to support Black businesses. The Tribune was located at 923 East Jefferson Street and in operation until 1931.

In 1919, Ayra Hackett founded the weekly newspaper, The Arizona Gleam, from her home at 1334 East Jefferson Street. She was the only African American female newspaper owner in the state and one of the few in the United States. She also began the newspaper with a women's only workforce.

Health

In 1916, the first African American doctor arrived in Phoenix. Dr. Winston Hackett's practice was located at 2nd Avenue and Monroe Street, but out of need he opened the Booker T. Washington Hospital at 1342 East Jefferson Street. Dr. Hackett had to recruit nurses trained in the South to work in Phoenix because Arizona did not have nursing schools for African Americans. "During its first three years, the hospital saw over 300 patients. This structure soon proved too small, so Hackett purchased three adjacent lots on which he built cottages for tubercular patients." The Arizona Republican reported that the hospital was "among the finest and best-equipped hospitals for people of color west of the Mississippi."

In 1925, Dr. Hackett and his wife, Ayra Hackett [yes, the newspaper founder] moved to 1334 East Jefferson Street, the

former residence of Governor Joseph Kibbey. Once the hospital closed, it was converted into Winston Inn where he housed African American war veterans.

Mortuaries

In 1935, Eastlake Mortuary opened at 1645 East Jefferson Street to provide additional services to the community. Other mortuaries in the neighborhood include Universal Memorial Mortuary and Harper's Funeral Home.

Housing

Many housing developments are located in the Eastlake Neighborhood. They include McCarty on Monroe, Washington Manor and Washington Pointe (housing for senior citizens and people with disabilities) along with 14 homes built between 12th and 13th Streets on Adams Street.

Additional Businesses and Organizations. William P. Crump, a pioneer who arrived in Phoenix in 1897, established his own produce and retail market while the family lived at 1103 East Jefferson Street. Crump spoke out in 1900 when African Americans were overlooked as delegates to the territorial convention and later became a delegate himself. His son, dentist Thomas Crump, moved his office to 808 E. Jefferson and kept his dental office there from 1956 to 1963. Today, the building houses Mrs. White's Golden Rule Café.

Other recent and/or current businesses and organizations located in Eastlake include Azteca Bridal, The Children's Museum of Phoenix, Hodges Barbecue, Natural Impressions Barber Shop, Sublett's Barber Shop, Goode & Associates Tax Services, Berry Realty, McCarty Realty and Unifirst Laundry. Media outlets include a radio station via the Cesar Chavez Foundation and the New Times and Arizona Informant.

Education

"African American educators played a significant role in their community. This group of dedicated, college-educated men and women worked diligently to teach the children and improve their schools with limited resources. They believed that education was a tool for racial uplift, and they also believed in the unlimited potential of their students. They were determined to provide quality education despite difficult circumstances. Although there were a number of notable African American educators in the early period from 1910 to 1930, few of these individuals' stories have been documented."

School segregation was approved by the Territorial Legislature in 1909. Although Governor Joseph H. Kibbey vetoed the law, the legislature overrode it. The community hired him as their lawyer to initiate an injunction against the local school board, but it was not successful and the law went in to effect.

In 1910, the Frederick Douglas Elementary School opened at 520 East Madison Street to serve the segregated African



Winton Inn, After the hospital closed in 1943, it was reopened as the Winston Inn. Courtesy of Phoenix Historic Preservation Office.



Tanner Chapel was dedicated May 26, 1929. *Phoenix Tribune, May, 1929.*



Tanner Chapel, 2004. *Courtesy of the City of Phoenix Historic Preservation Office.*

American community. In 1921, the school was renamed Booker T. Washington Elementary School. In 1928 a new school opened at 1201 East Jefferson Street and remained in operation until 1984.

In the early 1920's, Eastlake Park School, one of the first schools in the area, was located at 1502 East Jefferson Street, the site of former Councilman Calvin C. Goode's family residence.

The Eastlake Neighborhood currently is home to Augustus Shaw Elementary School, Faith North Elementary School, the Booker T. Washington Child Development Center and Teleos Preparatory Academy.

Religion

Churches were extremely important to the African American community in the Eastlake Neighborhood and offered so much more than spiritual services. Churches assisted newcomers settle in the neighborhood, provided assistance and nourishment to the poor and helped educate their children.

Many continue to provide services and assistance today and include Historic Tanner Chapel AME Church, First Institutional Baptist Church, Pilgrim Rest Baptist Church, Phillips Memorial CME Church, Immaculate Heart Catholic Church, Trinity Church of God in Christ, Bethlehem Baptist Church and Pentecost Church of Jesus Christ.

Pre-Post War

Van Buren Street was the major Eastlake-Garfield route leading into Phoenix. From the mid 1920's through the 1960's, four major federal highways entered Phoenix through Van Buren Street, adding tourism to the vibrancy of Eastlake Neighborhood. The creation of the new Interstate 10 lured automobiles and tourists away from Eastlake and Van Buren Street went into decline. At the same time, industrial and heavy commercial development increased south of Washington Street due to its proximity to the railroad and I-10.

The early housing stock was already old by the late 1930's and with more industries coming in, very little residential and commercial construction took place in Eastlake – the real residential growth was to the west of downtown and especially in South Phoenix, spurred by an African American group “determined to build the first postwar subdivisions in South Phoenix.” In 1945, members of the community met at the First Institutional Baptist Church and formed the Progressive Builders Association.” New housing attracted African American families to South Phoenix and services followed. As with most of downtown's older communities, families moved away and businesses on Jefferson Street were forced to close down. In 1990, the Eastlake Park Redevelopment Plan was adopted by the Phoenix City Council. The plan served as a primary guide for future activity within the area. Prior to completion of the light rail in 2008, over \$18 million in public/private funds was invested in Eastlake for residential and commercial construction and for infrastructure improvements.

Today

Industrial uses south of Washington Street increased even further between the 1980's and 1990's. Additionally, a new baseball stadium broke ground in 1995 with its related services, and the changes brought by the Light Rail construction along Jefferson Street further altered the neighborhood.

However, everything comes full circle and gives way to a new rebirth. Helen K. Mason, Mary Green's great-grand-daughter, founded the only African American Theater Company within the four corner states. The Black Theater Troupe began the 2013 season in its new building on Washington Street and 13th Street, in the Eastlake Neighborhood.

African American families may have moved away from Eastlake Neighborhood, but their roots remain with the Eastlake community and they come back, week after week, to participate in community commemorations and church services. Most of the original buildings and structures may be gone but the pioneer spirit of the early African American community is still very much alive.



Dedication of St. Luke's Home, source: St Luke's

EDISON PARK HISTORY

In 1907, the Reverend J.W. Atwood founded the 20-bed St. Luke's Home to help those afflicted with tuberculosis, "the great white plague". Many suffering from tuberculosis came from all over the country to the facility, located in what is now the Edison Park neighborhood, hoping Phoenix's climate would improve their health.

Josephine Williams Goldwater, mother of Barry Goldwater, was a registered nurse who arrived in Phoenix to recover from a respiratory illness. She became one of the first new members of "The Board of Friendly Visitors," a group of dedicated volunteers who donated their time and energy to ease the suffering of those patients at St. Luke's Home.

Following World War I, soldiers suffering from tuberculosis arrived in Phoenix looking for medical assistance. St. Luke's Home built a new bungalow that would hold four to six men. The home cared for veterans for no charge until 1921 when these efforts were moved to the Veteran's Hospital in Prescott.

St. Luke's Home later became St. Luke's Medical Center, which today is a 200-bed hospital specializing in heart care, orthopedics, burn care, surgical weight loss, emergency services, mental health, cardiopulmonary services, physical rehabilitation and wound care. It is a far cry from the simple 20-bed facility dedicated to serving patients with tuberculosis.



The bungalows at St. Luke's Home, Source: St Luke's

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PLANNING PROCESS

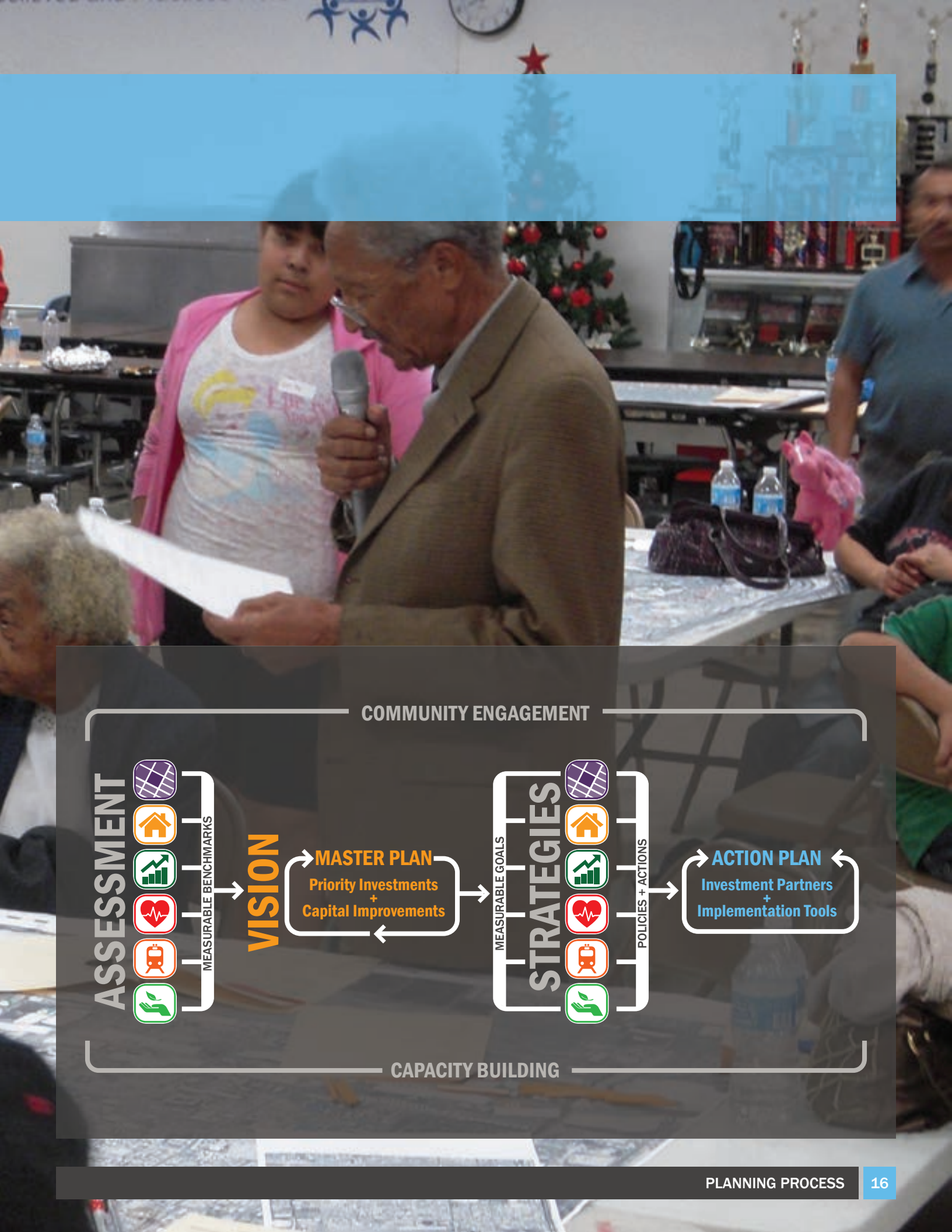
3 Key Steps: Assessment, Visioning, Strategies

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The planning process was structured in three phases, Assessment, Visioning and Strategies. Community engagement was integrated into each step. 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. In the Strategies phase, best-practices and innovative urban revitalization policies were identified to take advantage of the District's assets, reduce liabilities, and catalyze progress towards the Vision.

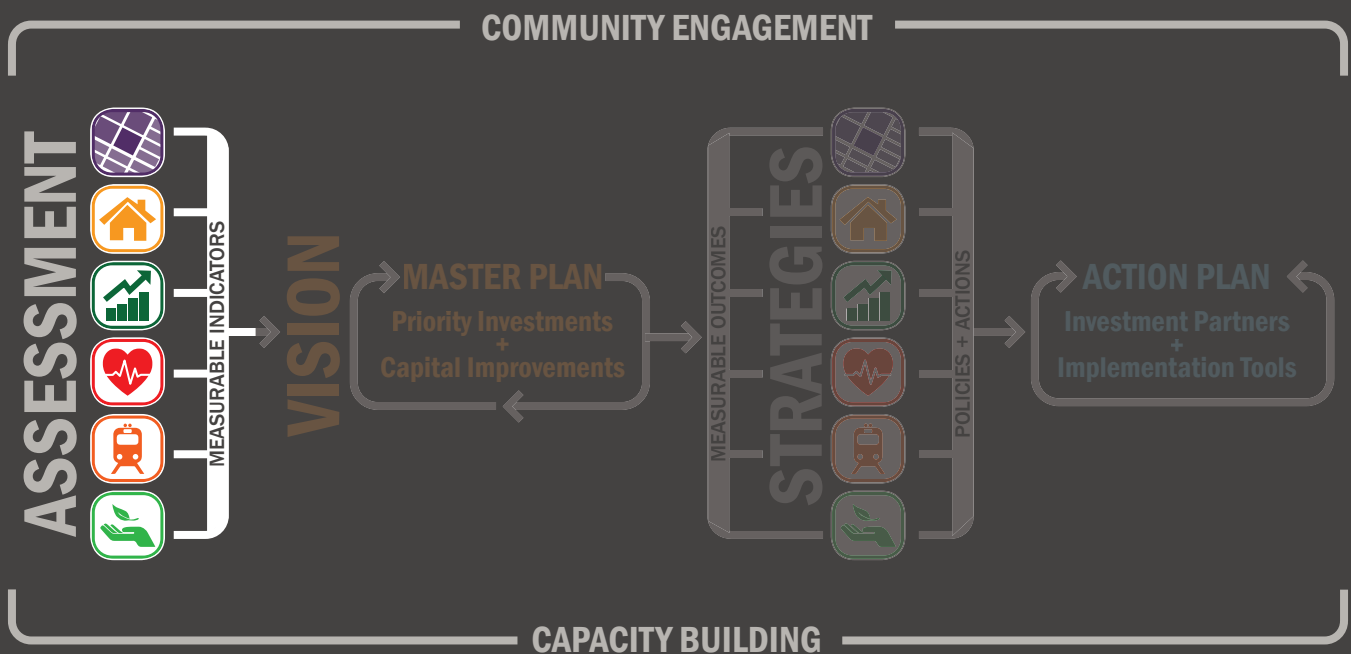
The Reinvent PHX technical approach utilized proven urban planning methods, such as New Urbanism, and emerging practices in Health Impact Assessment and Sustainability Science. For a complete documentation of these techniques, refer to reports from Arizona State University Global Institute of Sustainability and St. Luke's Health Initiatives listed in the appendix.

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ASSESSMENT

Residents and other District stakeholders participated in surveys, bilingual workshops, and field audits designed to identify and map assets, liabilities, and improvement opportunities. This input was then synthesized with secondary data, such as demographic, land use, crime, traffic injuries, and economic conditions, etc. and analyzed using Geographic Information Systems (GIS), statistical software, and other data tools to complete an assessment of the existing conditions.







“Areas of Change / Areas of Stability” mapping workshops helped provide a geographic framework for the subsequent Visioning phase.



Asset Mapping exercises focused on identifying community-valued places, like parks, unique buildings, services, schools and public facilities. Participants shared their ideas for improving these assets, such as repairs, upgrades and outreach to encourage additional use.



Field audits of parks and streets were completed by residents and a professional injury epidemiologist, providing detailed existing conditions data in specific locations.



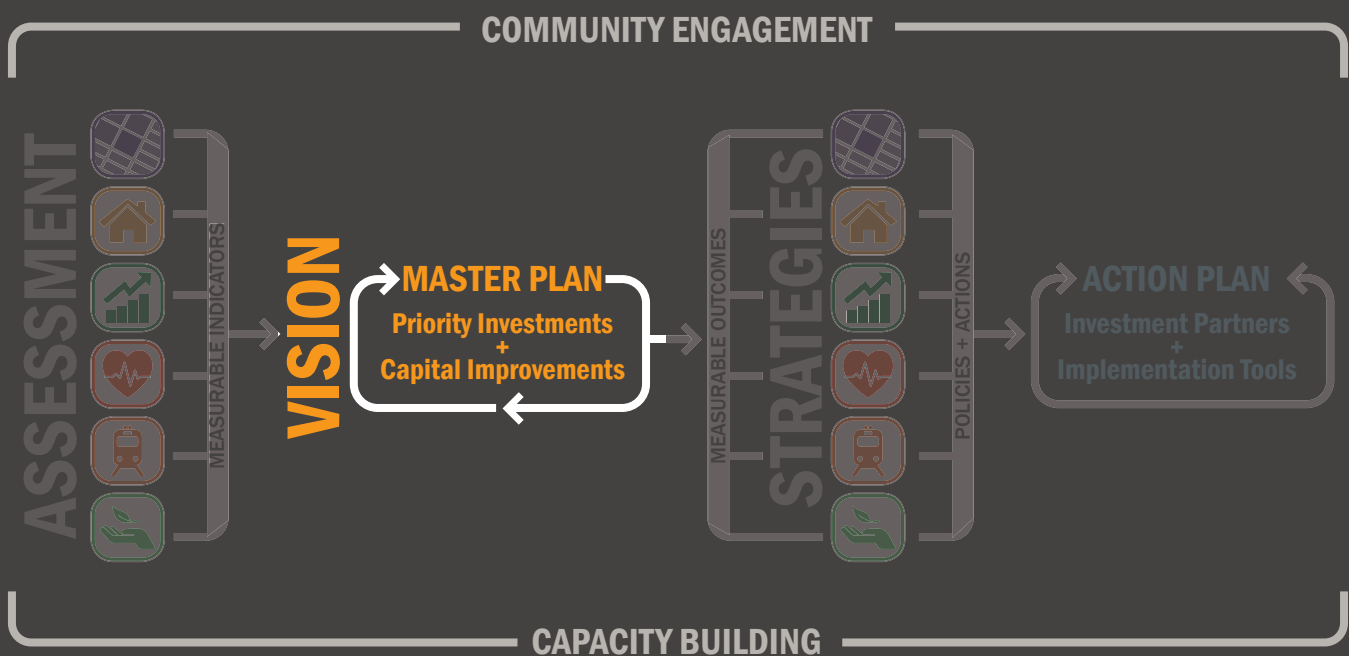
Participants completed multiple surveys that included questions about the health impacts of the built-environment and perceptions about changes to neighborhood character that might result from urban development.



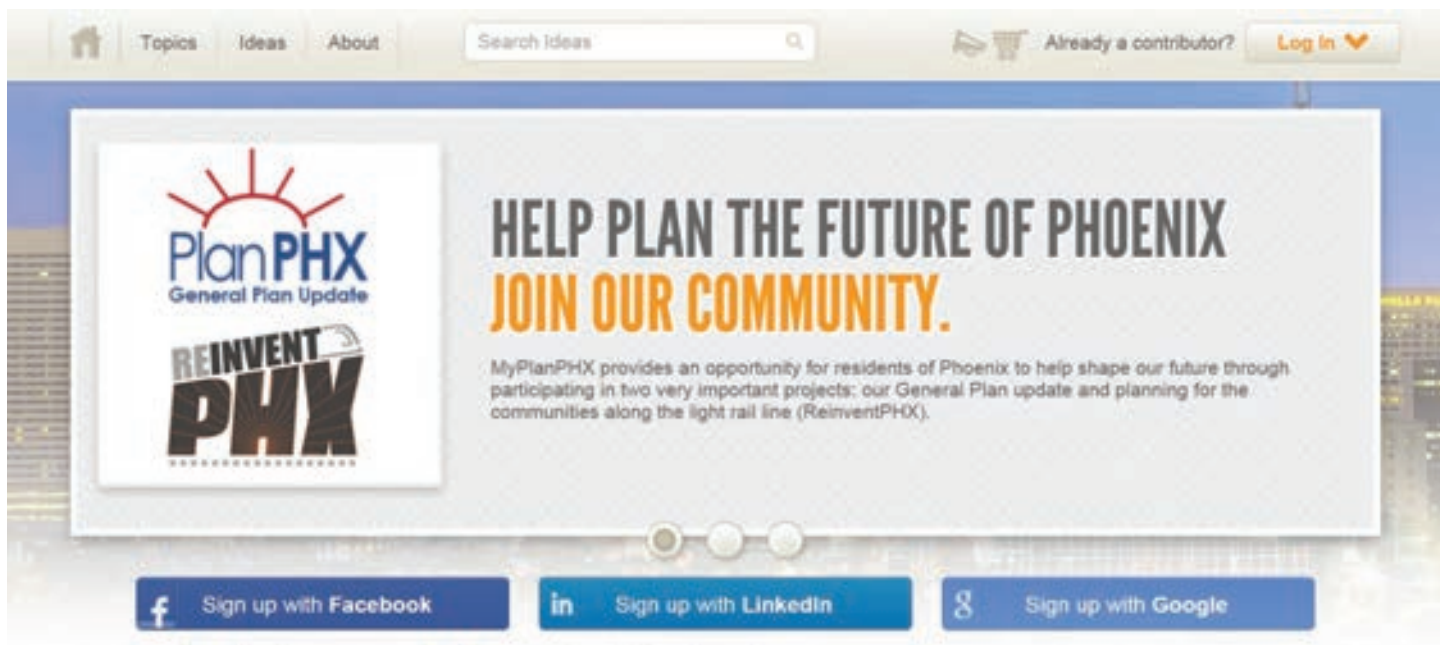
Workshop participants provided recommendations for new investments in the District such as shade trees, increased safety, street improvements, additional open space, healthy food outlets, and quality affordable housing.

VISIONING

A series of public participation events that began with broad themes and progressed to specific designs were held to inform the creation of a shared long-term vision. Workshops were conducted in large presentation formats as well as small round-table conversations that facilitated a two-way exchange of knowledge between residents and the project team. Input was then compiled, analyzed, and presented back to stakeholders in an iterative feedback process.







Online input via the project's Mindmixer website helped identify broad values and ideas for the future. Light rail, canal improvements, open space preservation, and shade were examples of investments that were consistently valued by participants.



Bilingual Visual Preference Surveys and Visually Enhanced Conversations identified desirable land uses, building heights, services, social and physical character, and other investments supported by stakeholders.



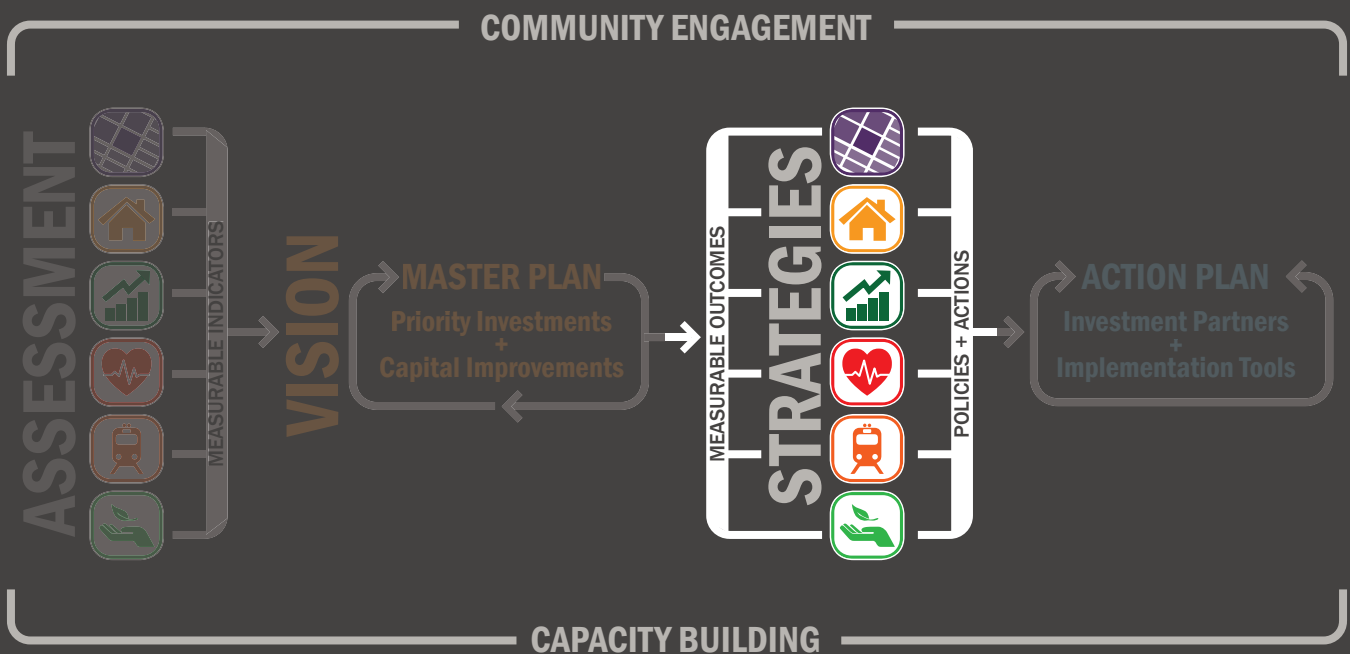
Residents identify changes they would like to see in the Eastlake-Garfield District at the Design Workshop.



The week-long Design Workshop proposed illustrative concepts for real estate development, street improvements, and open spaces for public review and input.

STRATEGIES

The strategy-building phase included small discussions and large capacity-building forums with urban development professionals and community stakeholders. Evidence-based best practices were identified to respond to the unique conditions in the District and help advance the current state towards the vision. Engagement with the Eastlake-Garfield Steering Committee refined and prioritized practices that were most appropriate for the District and helped identify partnerships that could potentially provide implementation resources.







Capacity building forums with real estate development professionals emphasized public/private partnership opportunities, anchor institution engagement, reforms to local industry practices, and effective transit-oriented development and revitalization tactics that have been used in other cities.



Capacity building forums with small businesses and entrepreneurs discussed the place-making value of urban infill and adaptive reuse. Unique commercial spaces within the District that were currently available to lease were then presented to the participants.



Small topical workshops were held with traffic and civil engineers, affordable housing specialists, plan review staff, design professionals, and financing experts.



Bilingual workshops with District residents and the Eastlake-Garfield Steering Committee helped identify priorities, partnership opportunities, and additional resources within the District using local neighborhood expertise.

HOW TO USE THIS PLAN

Guide to a Living Document

A Tool for Guiding Collective Investment

TOD Policy Plans are intended to guide *investment*, which in this case is defined broadly as “using resources to achieve an anticipated beneficial outcome”. The Eastlake-Garfield plan identifies a package of investments that are linked to measurable, community-supported outcomes. These include strategically-located projects of multiple types and sizes, from resident-driven tree planting initiatives to major infrastructure and real estate development. To effectively leverage and coordinate the resources needed for implementation, it is critical that organizations and individuals consistently use the Eastlake-Garfield plan to inform decision-making. Icons are included in the plan to help users navigate to the most relevant content.

Partner Icons indicate the type of investor most suited to lead a policy’s implementation



Business

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



Community

Community Partners are non-profits, foundations, schools, neighborhood associations and individual residents.



Government

Government Partners include local, regional, state, and federal agencies.

Planning Elements Icons identify the policy area that an investor may be most interested in.



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 key aspects of the built environment that impact public health, including the availability of healthy food, public recreational 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.

The Tool Icon identifies the type of mechanism that investors may use to implement a policy.



Codes are development regulations, including zoning, building, and engineering standards.

Financing includes grants, loans, bonds, fees, taxes, and other mechanisms.

Knowledge means capacity building to increase technical understanding and awareness.

Plans include engineering analyses, market reports, data analysis, and other documents.

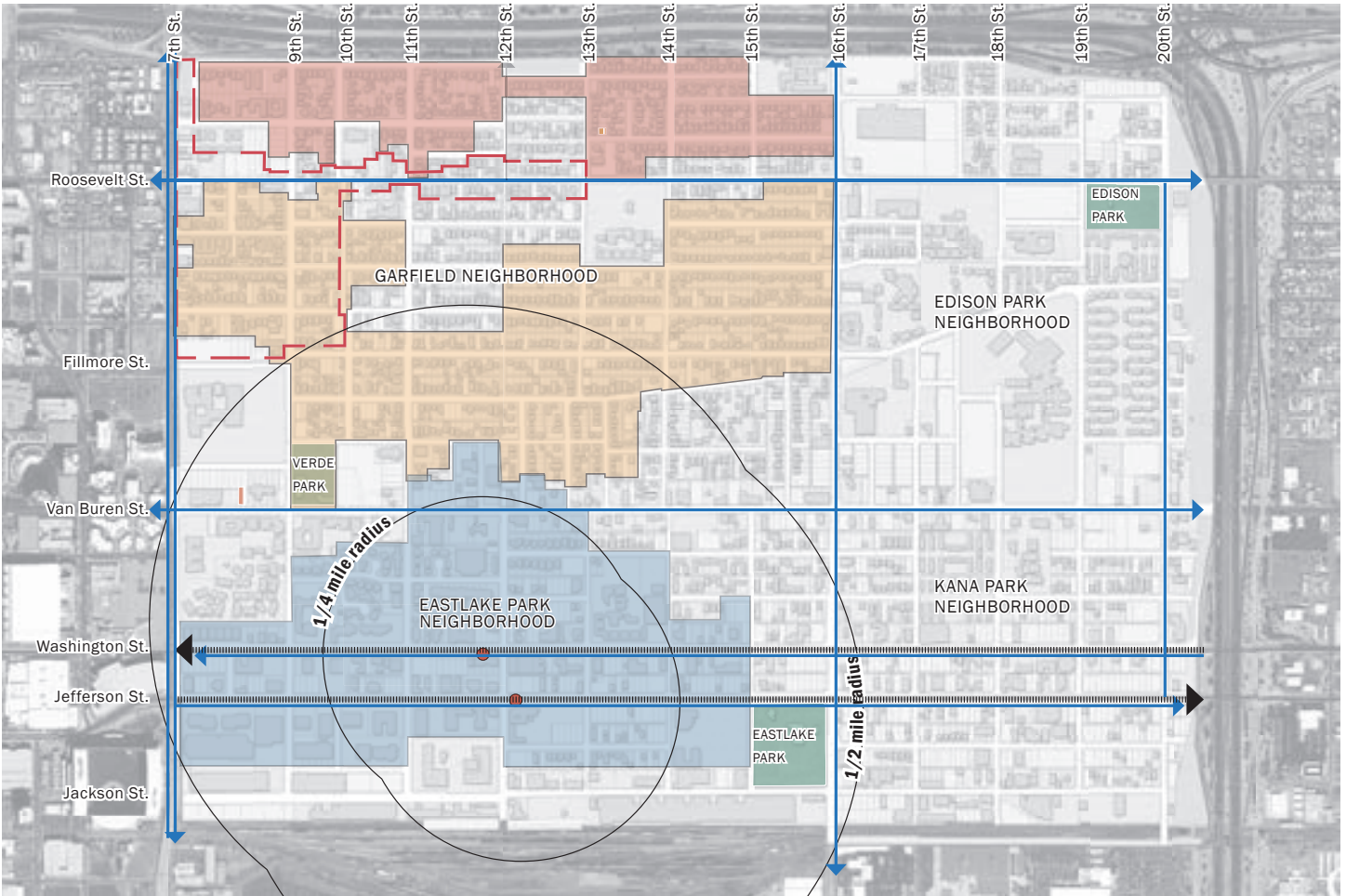
Operations are management practices such as procurement processes and interagency coordination.

Partnerships are mutually-beneficial agreements such as shared use agreements, corporate sponsorships, and development agreements.

32

EASTLAKE-GARFIELD
TODAY

EXISTING CONDITIONS MAP



- Interim TOD Overlay Boundary
- Arts and Culture Overlay Boundary
- Garfield Historic District
- North Garfield Historic District
- Park
- Light Rail Stop
- Valley Metro Light Rail
- Major arterial
- Arterial/Collector



OVERVIEW

The Eastlake-Garfield District is just east of the Downtown. It is bordered by Interstate 10 to the north and east, Jackson Street to the south, and 7th Street to the west. There are two light rail stations near 12th Street, one at Washington Street and one at Jefferson Street.

The area within a ¼-mile of the 12th Street stations has great potential for transit-oriented development and several dense residential projects are currently underway.

To the east of 16th Street, and north of Van Buren Street, St. Luke's Medical Center, Ranch Market, and Edison Elementary School and Park are prominent locations. South of Roosevelt Street is a mix of vacant land, light industrial, commercial, warehouses, and multi-family housing. The northeast corner of the District is more characteristic of the early 20th century, with many single-story ranch-style homes. However, two of Phoenix' oldest neighborhoods, Eastlake Park and Garfield, make up most of the District.

In the southern half of the District, single-family homes, small businesses, churches, and schools, including Faith North and Shaw Elementary, characterize the Eastlake Park neighborhood. Homes generally date back to the 1940s and 50s. The population is 15% African American and Hispanic and White split the remaining 85%. Just south of Eastlake, along Jackson Street, is an industrial zone and rail yard.

Garfield is approximately a half-mile from the light rail stops at 12th Street and Washington Street and Jefferson Street. The neighborhood is bounded by 7th Street to the west, I-10 to the north, 16th Street to the east, and Van Buren Street to the south. Garfield is one of Phoenix's first streetcar neighborhoods, with some housing dating back to the 19th century. Currently, Garfield is over 75% Hispanic. Many properties are being restored and renovated, and there has been an influx of condominiums, such as Portland 38. ASU Preparatory Academy, Verde Park, and Garfield Elementary are prominent locations, and the neighborhood is known for its active artist community, including Alwun House, a non-profit art gallery and notable landmark.

5,978 TOTAL JOBS

34%
Population under
18 years of age



57%
in poverty



37%
No car
households



51% Spanish
speaking homes



\$17,991
MEDIAN HOUSEHOLD INCOME

LARGEST EMPLOYERS

State of Arizona
799 employees

Phoenix Elementary
School District 1
229 employees

Iasis Healthcare
Holding Inc.
St. Lukes Med Ct.
650 employees

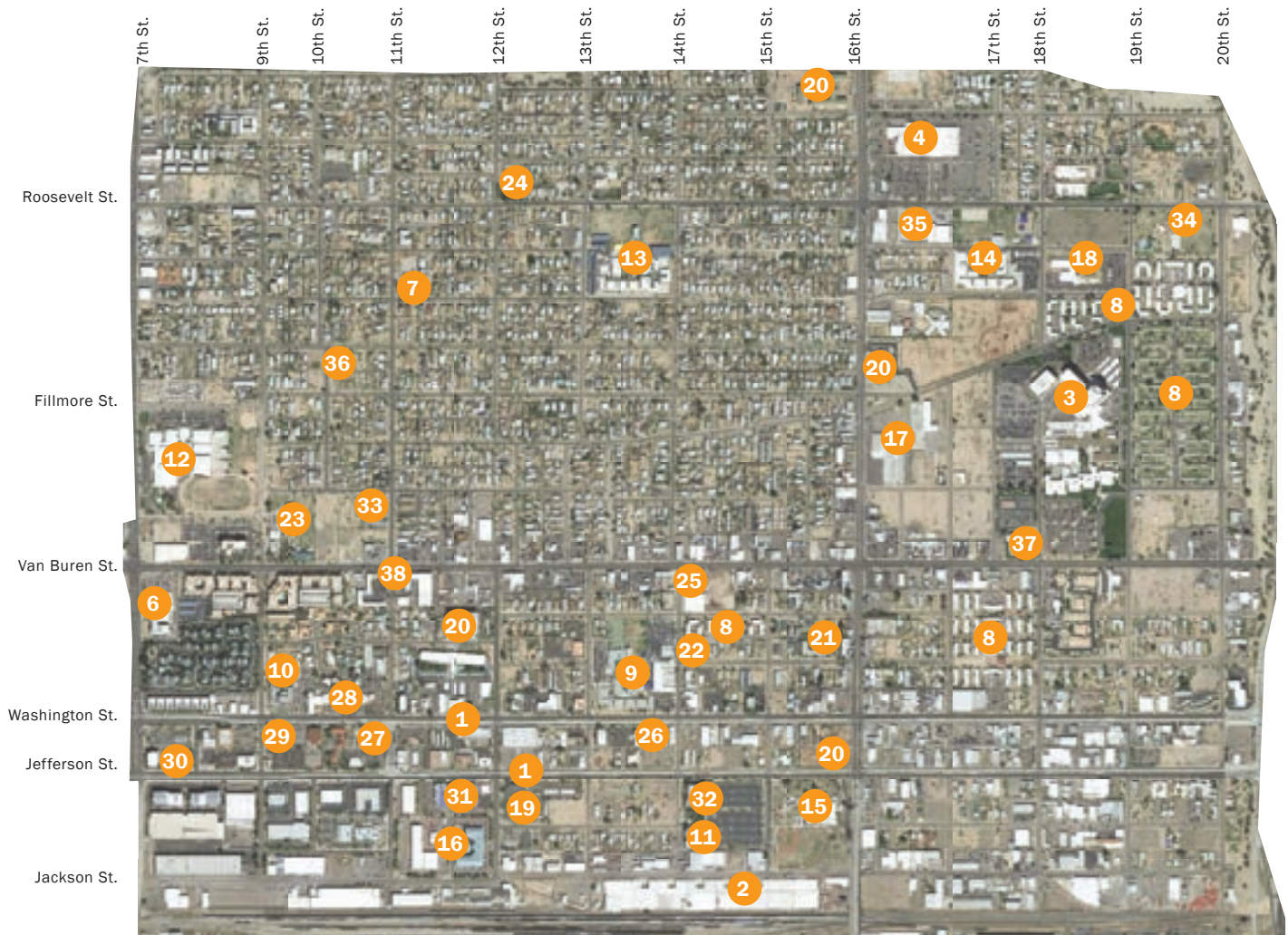
IPOWER, Inc.
207 employees

City of Phoenix
488 employees

ASSETS

Assets are strengths that currently existing within a district, such as employers, schools, historic buildings, community organizations, initiatives, institutions and infrastructure. Asset mapping helps inform the planning process by creating an inventory for preserving, improving or further supporting a district's existing resources. Likewise, policies to implement a long range vision should be designed to harness the advantages created from a community's unique assets.

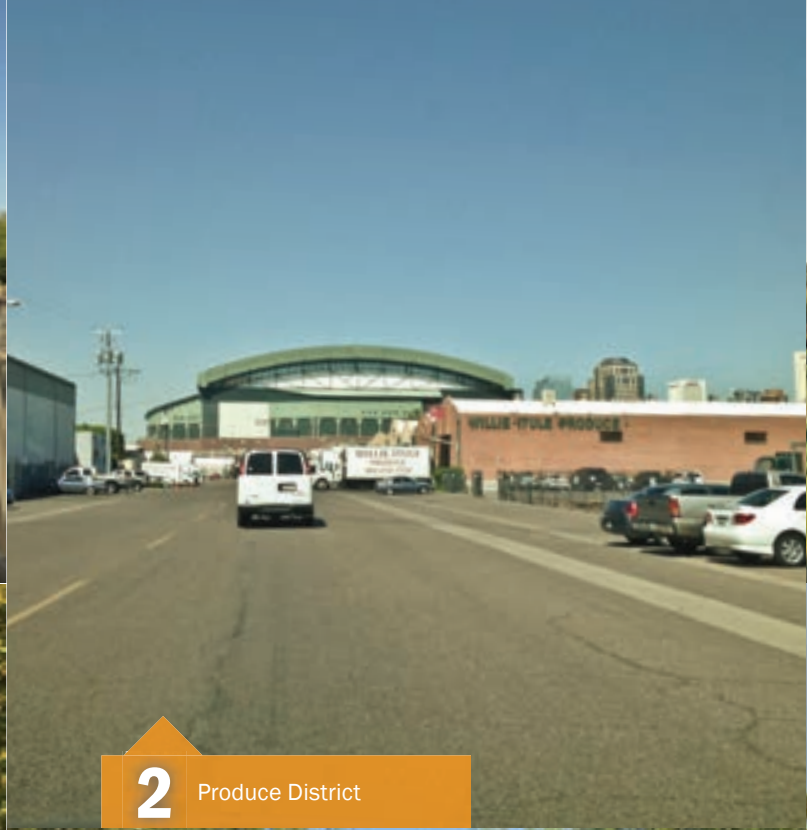
1. Valley Metro Light Rail Stop
2. Produce Distributor
3. St. Luke's Medical Center
4. Ranch Market
5. Downtown
6. Children's Museum of Phoenix
7. Historic Neighborhoods
8. A.L. Krohn Public Housing
9. Shaw Elementary School
10. Faith North Montessori School
11. Teleos Preparatory Academy
12. ASU Preparatory Academy
13. Garfield Elementary School
14. Edison Elementary School
15. Eastlake Park
16. Phoenix Fire Department
17. Former Goodwill/Academy
18. Economic Security Department
19. New Times Building
20. Aeroterra Senior Housing
21. Booker T. Washington Child Development Center
22. Phillips Memorial CME Church
23. Verde Park
24. Alwun House
25. Arnold's Pickle House
26. Helen K. Mason Performing Arts Center (Black Theater Troupe)
27. CO+HOOTS coworking space
28. Azteca Bridal Wedding Plaza
29. Immaculate Heart of Mary Catholic Church
30. Historic Tanner Chapel AME Church
31. First Institutional Baptist Church
32. Pilgrim Rest Baptist Church
33. Fire Station
34. Edison Park
35. Maricopa County Public Health Clinic
36. New Pathways Center for Youth
37. Southwest Autism Research & Resource Center (SAARC)
38. 11th Street Bicycle & Pedestrian Improvements





1

Valley Metro Light Rail



2

Produce District



8

A.L. Krohn Public Housing



19

New Times Building



25

Arnold's Pickle House



26

Helen K. Mason
Performing Arts Center
(Black Theater Troupe)



3 St. Luke's Medical Center



4 Ranch Market



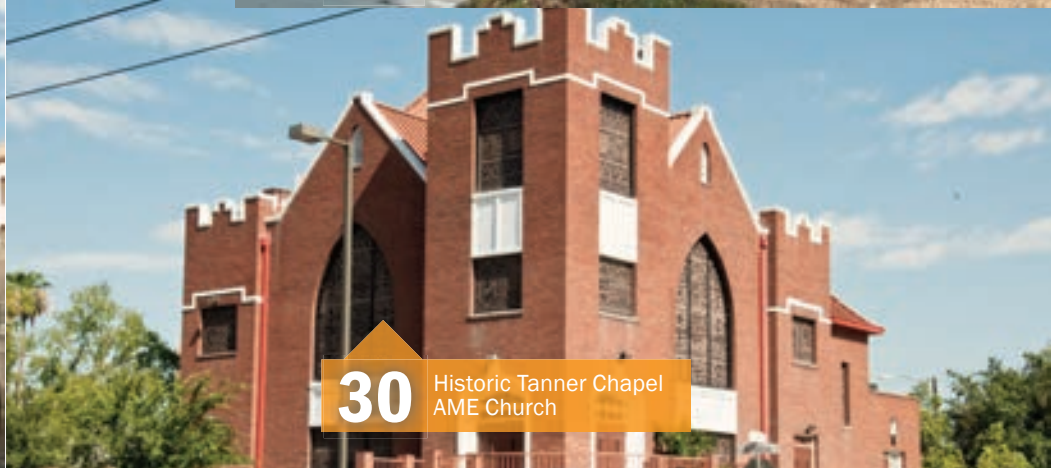
20 Aeroterra Senior Housing



27 Co+Hoots



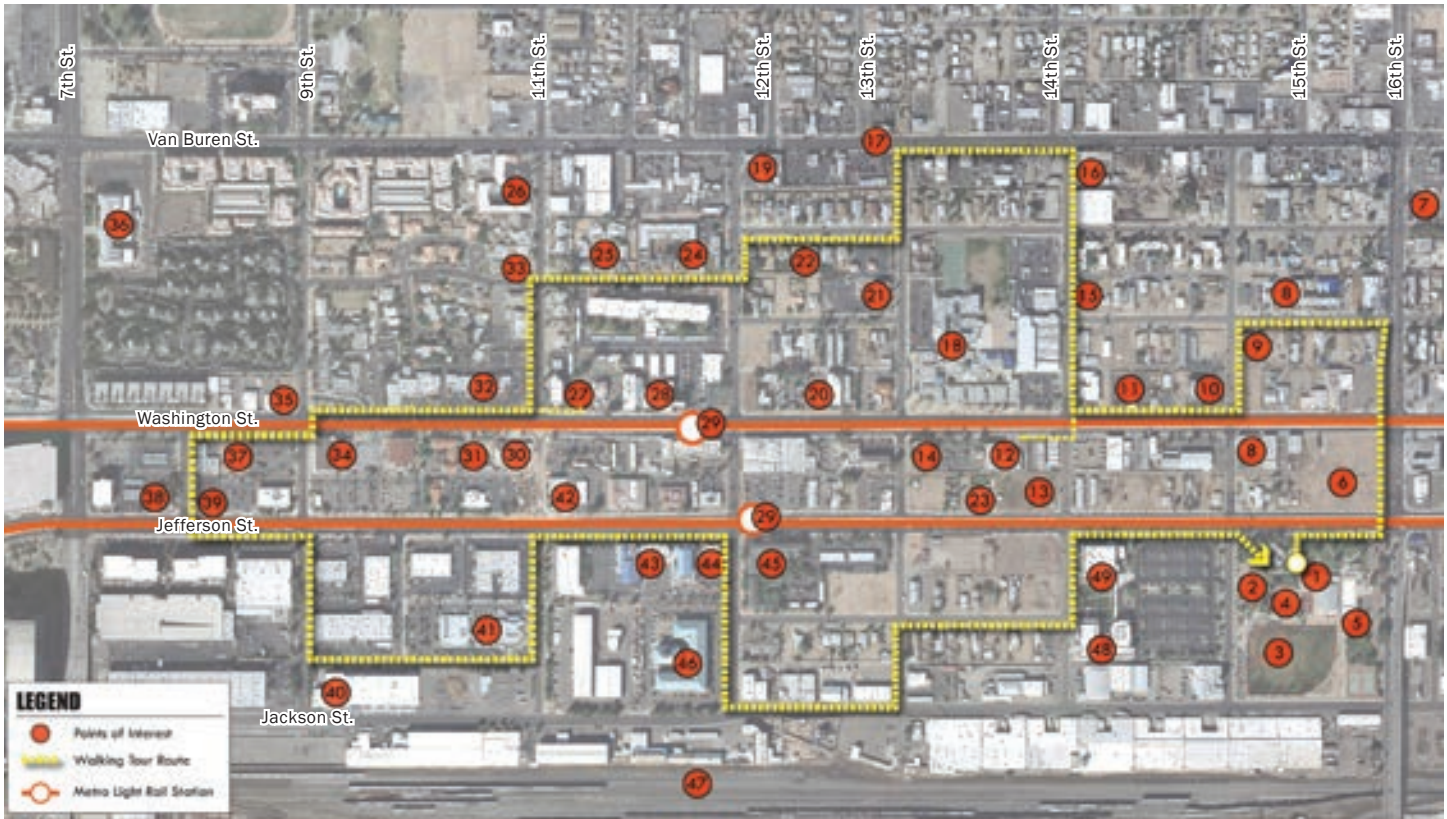
29 Immaculate Heart of Mary Catholic Church



30 Historic Tanner Chapel AME Church

EASTLAKE PARK HISTORIC WALKING TOUR

-
1. Eastlake Park Community Center est. 1914, Booker T Washington gave a speech at the lake in 1911 -- 16th Street & Jefferson Street
 2. The Peace Civil Rights Memorial erected in 1997 by S. Owen & R. Turner at front of Eastlake Park
 3. Randy Johnson Baseball Field dedicated in 2001, sponsored by APS & Arizona Diamondbacks at rear of the park
 4. Georgie & Calvin Goode Bandshell est. 1945 (Phoenix Historic Property Register) at the side of Eastlake Park
 5. Water pump house from the 1890's for the swimming pool, formerly the natatorium (indoor swimming pool) at park
 6. Washington Pointe new senior citizens apartments -- 16th Street & Jefferson Street
 7. La Frontera Mexican food trucks, Don Cheno -- 16 Street & Monroe Street
 8. Booker T Washington Child Development Center (4 buildings), Director K. Pollins -- 16th Street & Adams Street
 9. Center for Behavioral Health Phoenix -- 14th Street & Washington Street
 10. Caesar Chavez Foundation building and 88.3 FM radio station -- 15th Street & Washington Street
 11. Natural Impressions & Adriannes barber and beauty -- 14th Street & Washington Street
 12. The Black Theatre Troupe, Inc. with lobby dedicated to Helen Mason est. 1970, Director D. Hemphill 14th Street & Washington Street
 13. Dr. Winston Hackett opened first African American hospital serving all from 1921--43 (empty lot now)-- 14th Street & Jefferson Street
 14. The Arizona Informant Newspaper est. 1971, C. Campbell--13th Street & Washington Street
 15. Phillips Memorial CME Church est. 1909, Rev. R. Walton -- 14th Street & Adams Street
 16. Arnold's Pickle House since 1906, previously owned by Dr. Blair -- 14th Street & Van Buren Street
 17. "Auto row" car sale lots and repair garages along East Van Buren Street
 18. Augustus H Shaw Montessori School (formerly old trolley rail car house) -- 13th Street & Washington Street
 19. Chicanos Por La Causa (CPLC) bldg est. 1978 -- 13th Street & Washington Street
 20. Food for the Hungry complex est. 1971 (3 buildings) -- 12th Street & Washington Street
 21. Pentecost Church, Bishop Loring -- 13th Street & Monroe Street
 22. "Fourteen Houses" the Goode family had built with the City of Phoenix -- 13th Street & Monroe Street
 23. Aubrey and Winstona Aldridge House -- 1326 E Jefferson Street Winstona was daughter of first African American doctor in Phoenix.
 24. The McCarty on Monroe & Washington Manor senior citizen apartments -- 12th Street & Monroe Street
 25. Dr. Martin Luther King, Jr Circle near 11th Street & Monroe Street
 26. Early barbershop, stores, etc. shopping strip next to Super 8 hotel -- 11th Street & Van Buren Street
 27. Footprints dance studio, formerly Ong's Market est. 1928 Phoenix Historic Property Register -- 11th Street & Washington Street
 28. Café 1140 Jazz Club and Restaurant -- 12th Street & Washington Street
 29. Phoenix Valley Metro Light Rail Platform -- 12th Street at Washington Street (Westbound) & Jefferson Street (Eastbound)
 30. "Innovation row" CO+HOOTS co--working space entrepreneurial business hub -- 11th Street & Washington Street
 31. Adding Machine, formerly Swindall Inn est. 1913 (National Historic Property Register) near 11th Street & Washington Street
 32. Azteca Bridal Wedding Plaza of the Torrez Family -- 11th Street & Washington Street
 33. Iglesia De Dios Pentecostal Mi, 11th Street and Monroe Street



- 34. Immaculate Heart of Mary Catholic Church est. 1919, Rev. W. Frutades -- 9th Street & Washington Street
- 35. Early photo studio, radio station, etc. shopping strip -- 9th Street & Washington Street
- 36. Children’s Museum -- 7th Street & Van Buren Street
- 37. Policlínica San Xavier MD -- 9th Street & Washington Street
- 38. Tanner AME Church est. 1886, Rev. Dr. B. Thomas, Sr. “Religious row” oldest African--American church in AZ, (National Historic Property Register) Dr. Martin Luther King, Jr gave a speech during civil rights – 8th Street & Jefferson Street
- 39. Mrs. White’s Golden Rule Café, Famous Fried Chicken & Pork Chops est. 1963 relocated by the City of Phoenix to present location in 1976 – 8th Street & Jefferson Street
- 40. Willie Itule Produce distribution warehouse -- 10th Street & Madison Street
- 41. City of Phoenix Department of Transportation -- 9th Street & Madison Street
- 42. Universal Memorial Center est. 1948, Lincoln Ragsdale, Jr -- 11th Street & Jefferson Street
- 43. First Institutional Baptist Church, Dr. W. Stewart -- 12th Street & Jefferson Street
- 44. Esquire barber and salon bldg. with Full Plate restaurant -- 12th Street & Jefferson Street
- 45. New Times Building, formerly Booker T. Washington School est. 1926, museum inside on top floor dedicated to the African American history of Eastlake Park, AZ -- 12th Street & Jefferson Street
- 46. Phoenix Fire Department Bldg -- 12th Street & Madison Street
- 47. Union Pacific rail yard (among the largest freight yards in the American West) south along Jackson Street
- 48. Café Eden, and the Health, Wellness Spa – between 14th Street – 15th Street & Jefferson Street
- 49. Pilgrim Rest Baptist Church est. 1922, Bishop A. Thomas where the campus includes Teleos Preparatory Academy

PLANNING ELEMENTS

Assessment Framework

Planning Elements are interrelated categories of urban policy that provide a plan's framework and focus research and public engagement activities. A comprehensive planning process includes several Elements that examine a community through multiple lenses and facilitate implementation by aligning strategies with associated organizations. Six Planning Elements are included within TOD Plans.



Land Use



Economic
Development



Mobility



Housing



Health



Green Systems





New Times

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

Current Conditions



Character

Eastlake-Garfield is a diverse District east of Downtown Phoenix that includes historic and culturally significant neighborhoods, warehouses, and major institutions such as St. Luke’s Medical Center and the operations center for the Phoenix Fire Department. The District’s strategic location between Sky Harbor International Airport and Downtown contributes to its desirability and convenience. Three neighborhoods make up most of the District: Eastlake Park, Garfield, and Edison Park. A fourth area, south of Van Buren Street and east of 16th Street, lacks a strong identity, and has been identified as Kana Park in reference to an existing open space.

Zoning

The majority of Eastlake-Garfield is regulated by conventional, euclidean zoning code; however, there are several overlay districts in place to foster an alternative character. The Interim TOD Overlay - a stop-gap measure to prevent auto-dominated development close to light rail prior to the adoption of a complete replacement code - is in place for approximately 1/4 mile surrounding the 12th street light rail station. The Arts and Culture Overlay is established within a portion of the Garfield neighborhood along Roosevelt and 7th Streets with the goal of encouraging small businesses and live-work spaces within adaptively reused historic homes. The Garfield and North Garfield Historic Districts are intended to preserve the early 20th century front porch bungalow homes and other historic elements of the neighborhood.

Infrastructure

A fine-grained grid pattern is still in place within the Garfield neighborhood and much of Eastlake Park; however, large mega blocks are prevalent surrounding St. Luke’s Medical Center. There are several arterial streets that act as walkability barriers within the District. Of those, 7th Street, along the west border, and 16th Street pose the most challenges because of their high traffic volumes. East-west arterials, such as Van Buren Street and Jefferson Street have more dispersed traffic and may be better candidates for retrofit. Making these corridors more inviting with active frontages, breaking up mega-blocks for better connectivity, infilling empty sites and parking lots, and creating destinations and neighborhood amenities, such as plazas and markets, are opportunities to attract additional private real estate investment.

7.9

Development intensity

(housing + jobs per acre)

1,098

Historic buildings



14%

District covered in surface parking

59

Walkscore



84

Acres of vacant land

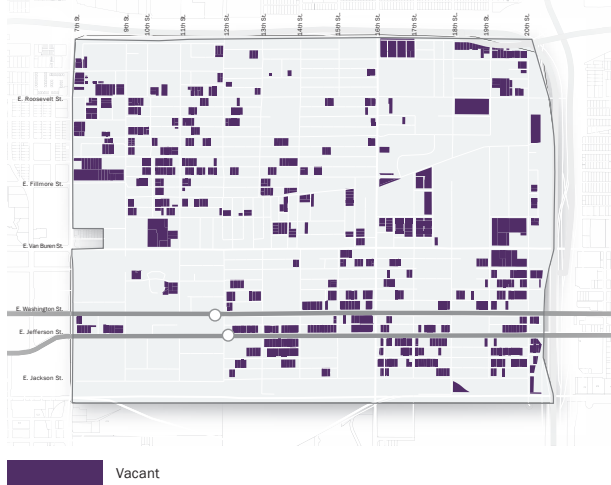




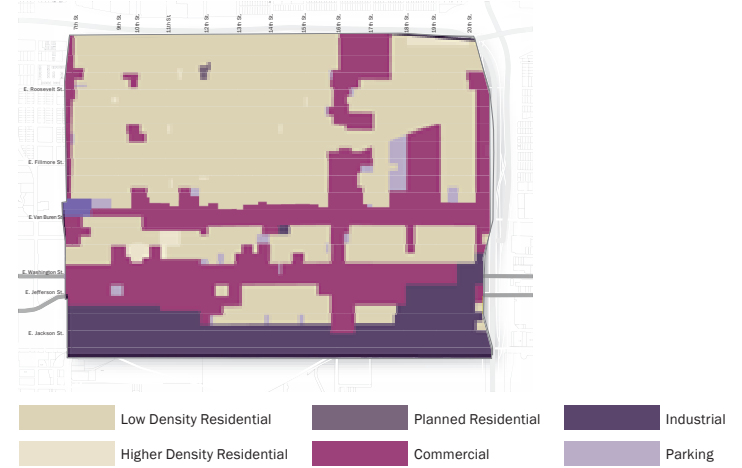
LAND USE ELEMENT

Assessment Maps

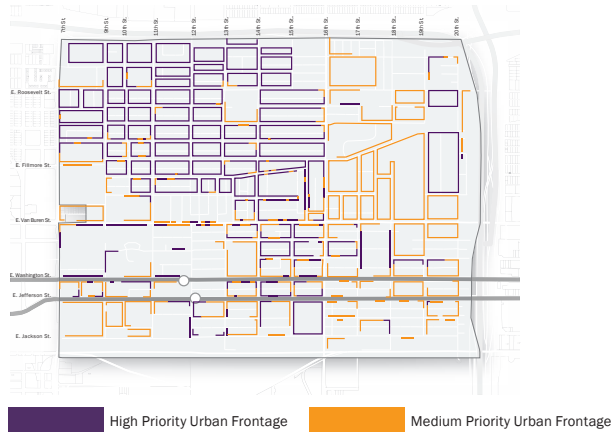
VACANT LAND



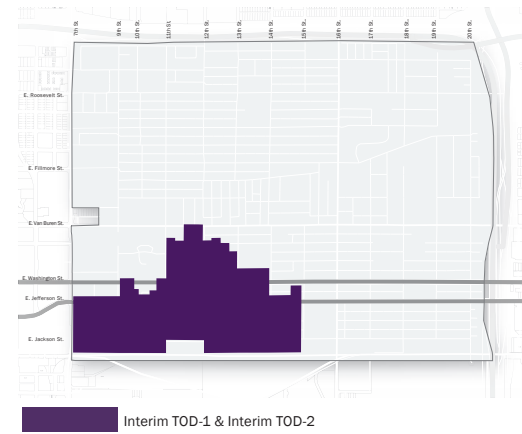
EXISTING ZONING



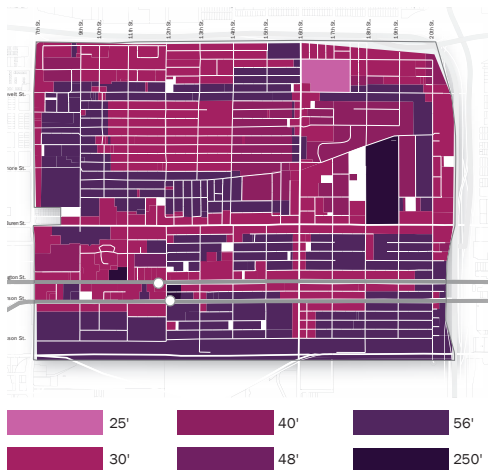
FRONTAGE ANALYSIS



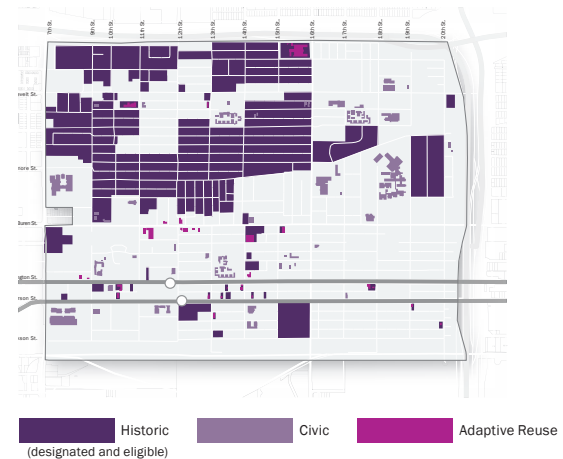
ZONING OVERLAYS



HEIGHT ANALYSIS

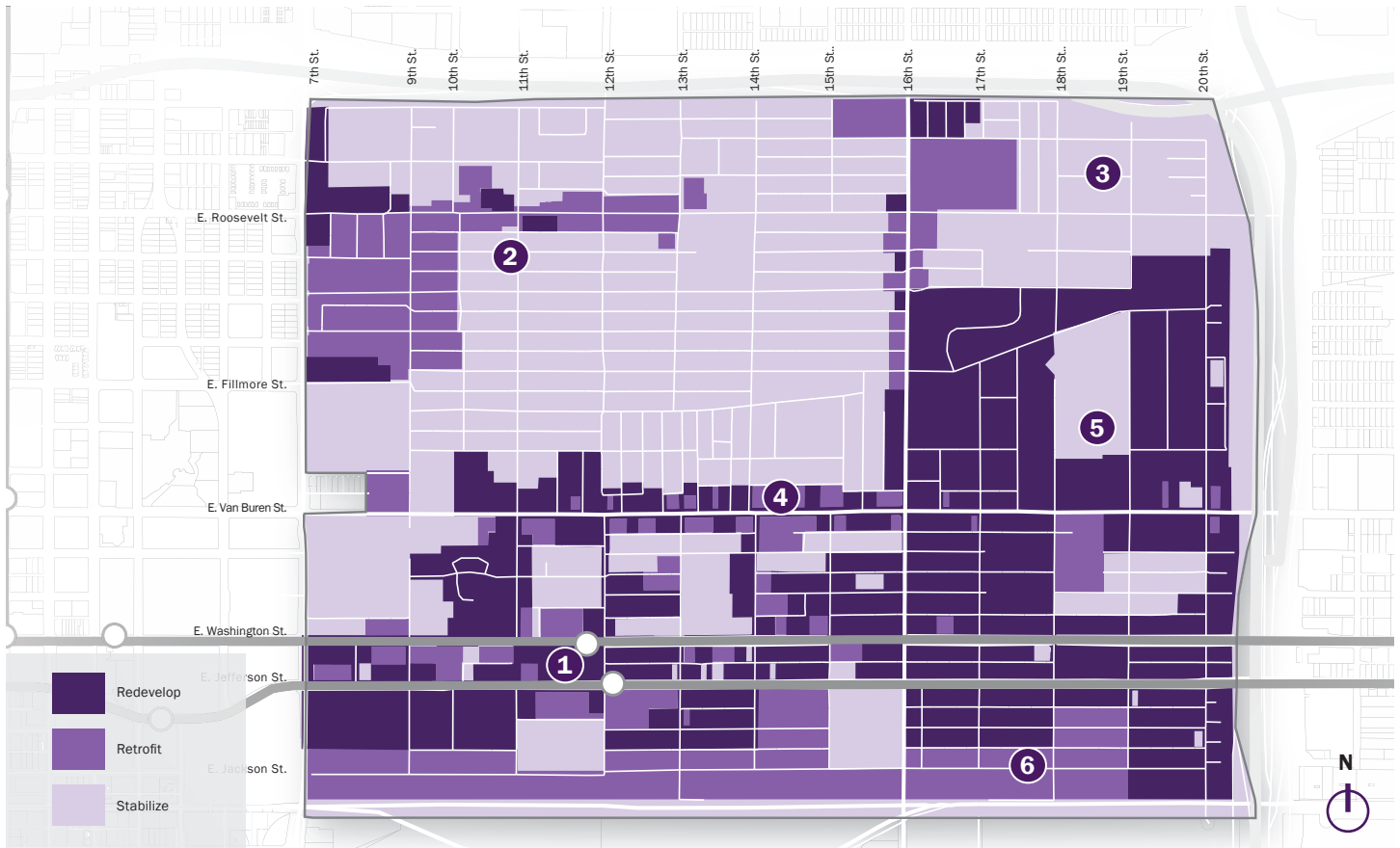


CIVIC, HISTORIC, ADAPTIVE REUSE



LAND USE ELEMENT

Opportunities Map



Best Practices

1



Walkable Urban Center

3



Walkable Suburban Neighborhood

5



Urban Campus

2



Walkable Urban Neighborhood

4



Main Street Corridor

6



Urban Industrial Zone



////////////////////////////////////

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

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HOUSING ELEMENT

Current Conditions



Quality







The Eastlake-Garfield District has some great examples of well maintained housing; however, the District suffers from some buildings that have fallen into poor condition. According to Census data, 2.6% of Eastlake-Garfield’s housing (92 units) lack basic electricity or other energy supply. And, 6% of the District’s housing stock (213 units) are currently in disrepair. In addition, a portion of the District falls within the M52 Superfund area with groundwater contamination that could affect indoor air quality resulting from vapor intrusion. Also, heavy industrial uses along the Union Pacific Railway line (south of Jackson Street) have resulted in hazardous materials fires that have put nearby residential and commercial uses in jeopardy.

Affordability

Currently, the District struggles with several housing affordability challenges. Although 72 % (owner) to 97% (renter) of the housing stock is affordable for a family earning 80% of area median income (AMI), the median income of Eastlake-Garfield residents is much lower, only 28% of AMI. This makes only 31% (owner) to 35% (renter) of housing affordable to the average Eastlake-Garfield resident. There are other high-cost burdens for Eastlake-Garfield residents, who spend over 20% of their income on transportation and 6 to 19% on energy, which is likely due to the prevalence of driving commutes and lack of adequate weatherization in homes. The high cost of living has resulted in overcrowded households, as 10% of units are crowded and 4% are severely overcrowded.

Needs

A market analysis projects a housing shortage of 8,403 units in Eastlake-Garfield by 2035. Currently, the District has a variety of housing types and sizes among its 3,543 units. Single-family detached homes are the predominant type (41%), and about 34% of units are in single-family attached homes and small multi-unit duplexes, triplexes, and quadplexes. Approximately 22% of units have three or more bedrooms, making them suitable for large families. Studios and one-bedrooms, which are more appropriate for singles or couples without children, comprise 39% of total units.

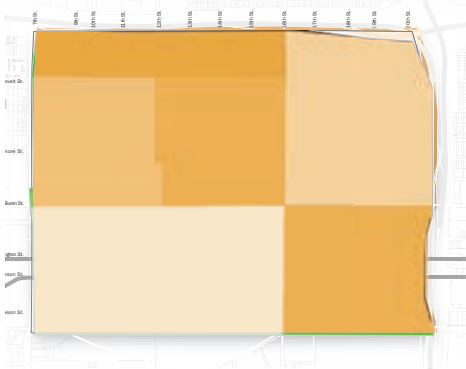
- 82%** Low income households cost burdened 
- 72%** Units affordable for moderate income households – owned 
- 97%** Units affordable for moderate income households – rented 
- 10%** Overcrowding
- .74** Household income diversity
- .49** Housing type diversity
- 31%** Housing units in disrepair 
- 31%** Household making the regional median income spends on housing 
- 22%** Household making the regional median income spends on transportation 



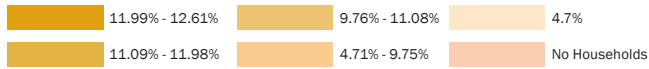
HOUSING ELEMENT

Assessment Maps

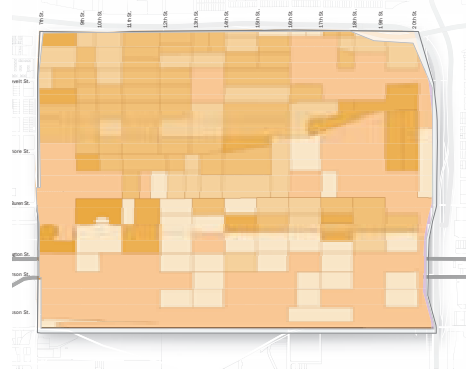
EXTREMELY OVERCROWDED



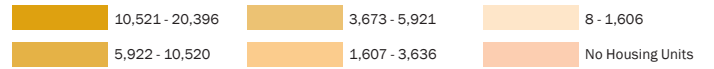
1.5 or More People Per Room



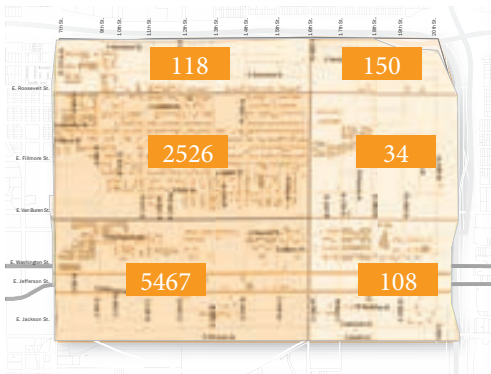
HOUSING DENSITY



Housing Units Per Square Mile



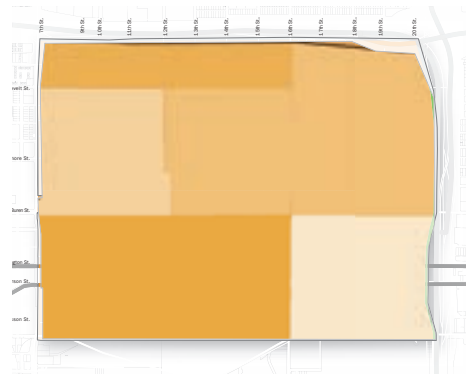
HOUSING NEEDS



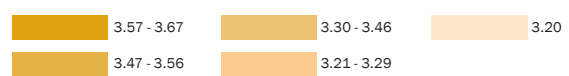
Unit Demand

Housing Units Needed by 2035

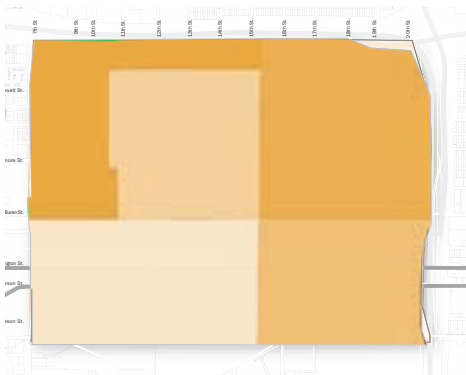
HOUSING STATE OF REPAIR



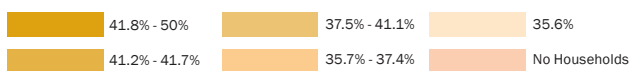
Scale of 1 to 5



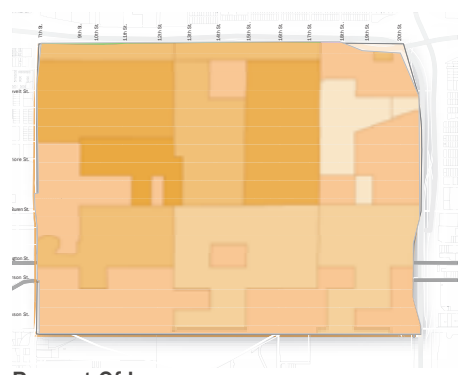
RENT AS % OF INCOME



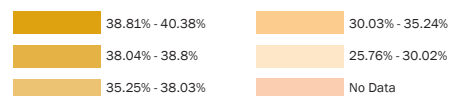
Percent of Income



HOUSING AND TRANSPORTATION COSTS

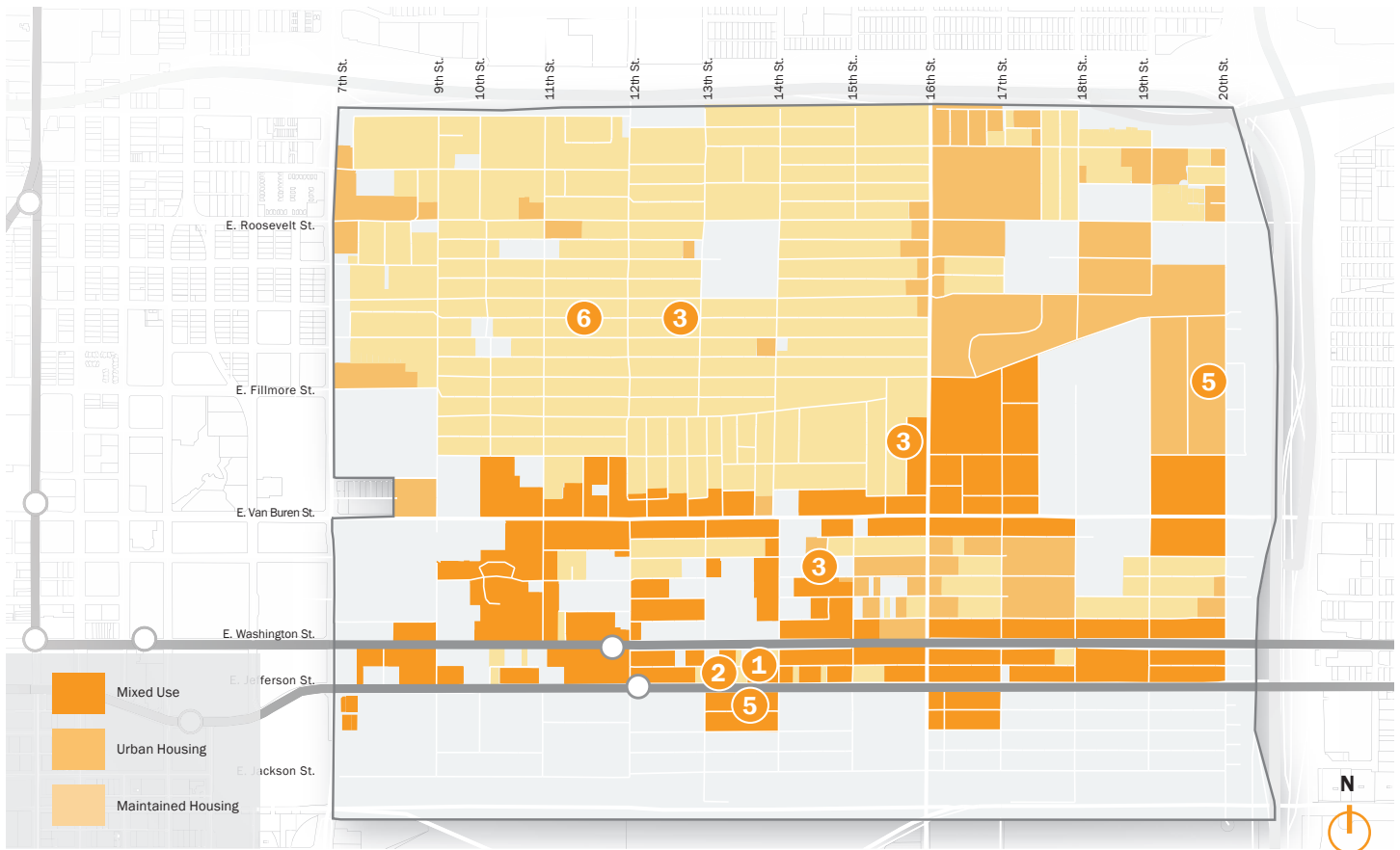


Percent Of Income



HOUSING ELEMENT

Opportunities Map



Best Practices





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

ECONOMIC DEVELOPMENT ELEMENT



Current Conditions

Income

The median household income in Eastlake-Garfield is \$17,991, less than half of the city-wide median of \$47,139. Poverty is very high, as 57% of all households are below the poverty level, 2.5 times higher than the 23% rate for Phoenix as a whole. The prevalence of subsidized housing and lack of density in the District influences the high poverty rate (see Median Household Income map on p. 53.) An estimated 28% of households in the District do not have bank accounts, one of the highest concentrations in Phoenix and twice the city-wide rate of 14%. Families without checking or savings accounts often pay unnecessary fees, are at higher risk of theft, and have more difficulty establishing credit and accessing asset-building financial services such as home mortgages and small business loans.

Workforce

Only 14% of residents over 25 years old have a bachelors or associates degree, less than half of the 33% rate city-wide. 23% of adults have high school diplomas; however, 46% of the work force has less than a high school education, more than twice the city-wide rate of 20%. Of the 5 public schools in the District, just one, Faith North Montessori, has an “A” designation by the Arizona Department of Education. 34% of the District’s population is under 18, much higher than the city-wide rate of 28%. The large number of children in Eastlake-Garfield provides an opportunity to improve education and enhance workforce skills for decades to come. 51% of households speak Spanish in Eastlake-Garfield, an advantage for firms that benefit from a bilingual workforce such as export-oriented transportation and logistics companies.

Jobs

There are 5,978 jobs in Eastlake-Garfield and 2,635 working age adults living in the District. Over half of the District’s jobs are in the health-care, retail/restaurant, logistics, construction, and manufacturing sectors. Numerous assets position the District for job growth in these industries, including St. Luke’s Medical Center, historic Van Buren Street, light rail, the Union Pacific railroad, proximity to the downtown biomedical campus, and major real estate and infrastructure construction opportunities.



20%

Public schools with “A” designation

3,125

Jobs in key industries

28%

Households without checking or savings accounts





14%

Residents with post-secondary degree

23%

Residents with high school diploma/GED





5%

Residents self-employed

13%

Commercial vacancy

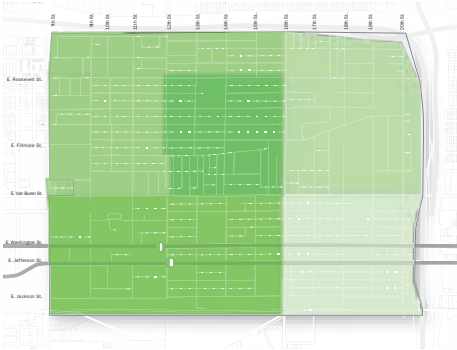




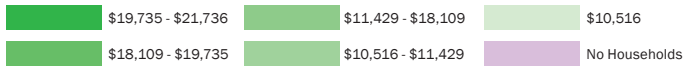
ECONOMIC DEVELOPMENT ELEMENT

Assessment Maps

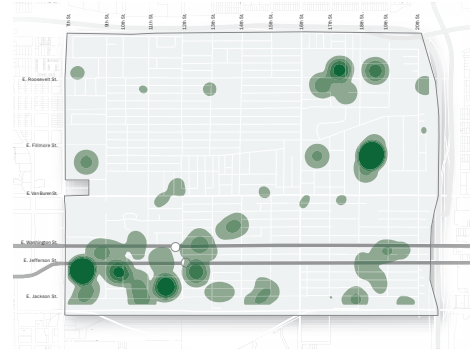
MEDIAN HOUSEHOLD INCOME



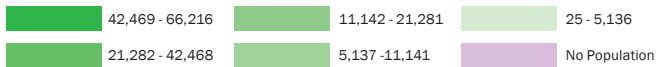
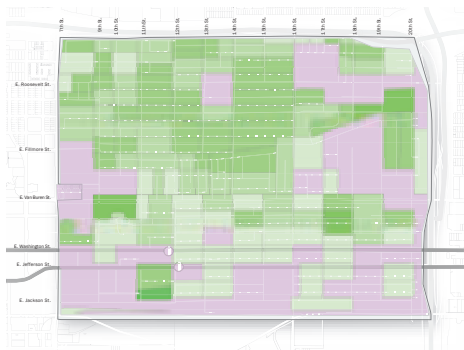
United State Dollars



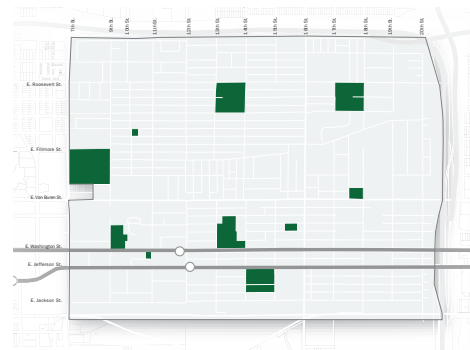
EMPLOYMENT DENSITY



POPULATION DENSITY

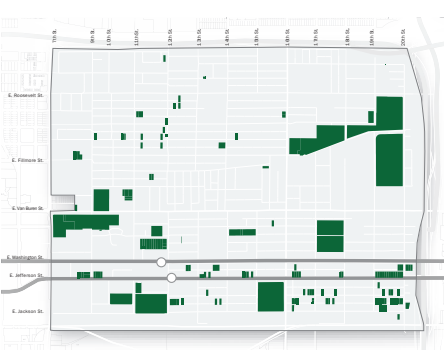


EDUCATION & TRAINING



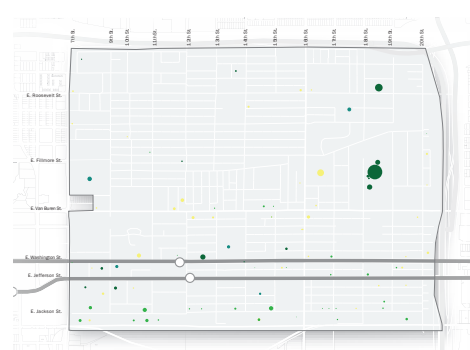
Education and Training

CITY-OWNED PROPERTY



City Owned Properties

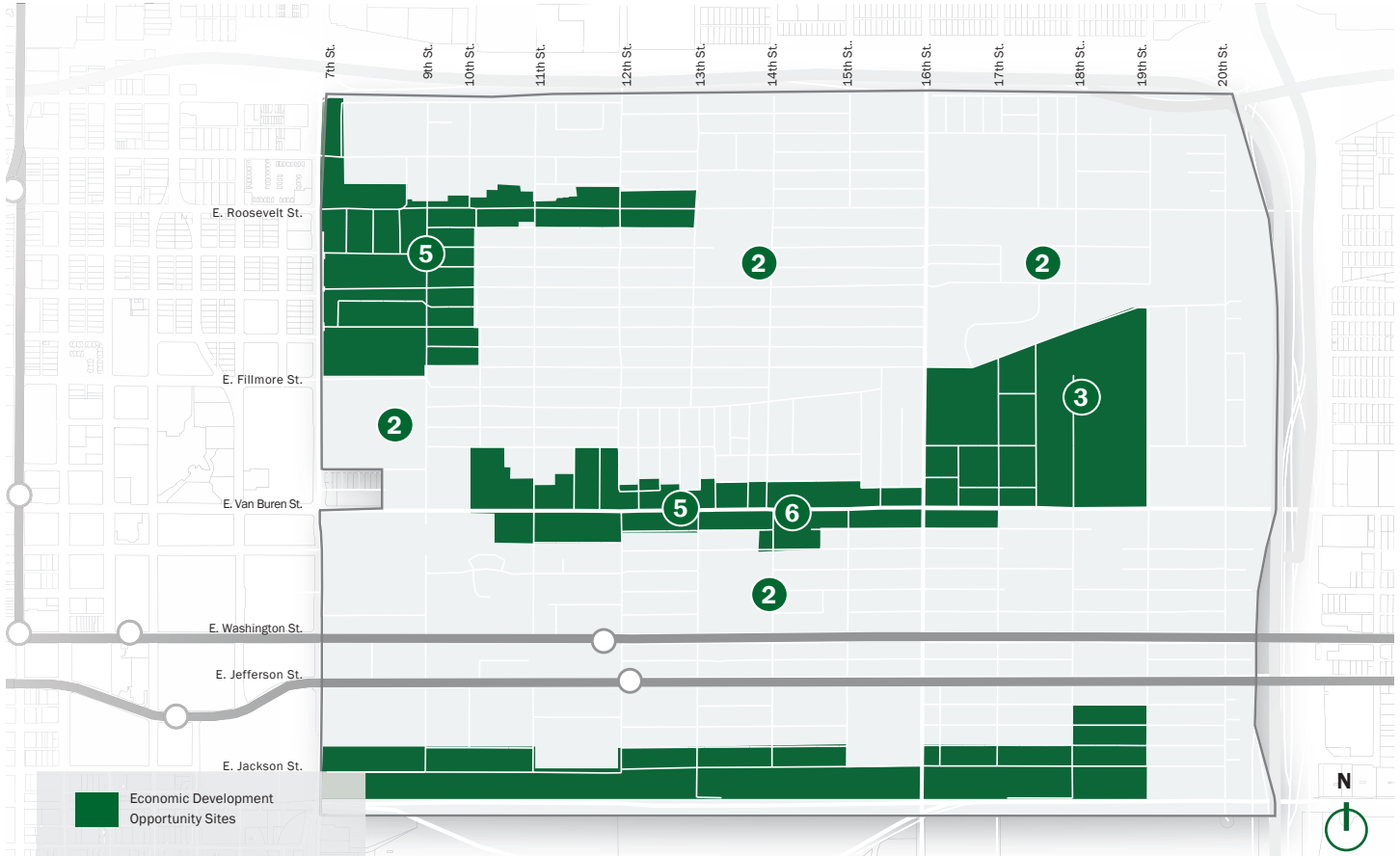
INDUSTRY SECTORS



Healthcare	Retail/Hospitality
Manufacturing	Education

ECONOMIC DEVELOPMENT ELEMENT

Opportunities Map



Best Practices





The Health Element focuses on key aspects of the built environment that impact public health, including the availability of healthy food, public recreational amenities, and safe places to walk and bicycle.



HEALTH ELEMENT

Current Conditions



Food

The Eastlake-Garfield District has one full service grocery store, Ranch Market. The store is a participant in the Women Infant Children (WIC) program which provides food assistance for low income residents. While Ranch Market is a great community asset, only 11% of District residents live within a 5-minute walk of it. There are five additional WIC participants in Eastlake-Garfield, but none of these stores carry a wide variety of healthy and affordably-priced food. Approximately 35% of District residents live within a 5 minute walk of these five stores. Nearly half of the residents surveyed reported that the lack of a nearby grocery store dramatically limits their access to fresh, healthy food. Most Eastlake-Garfield residents report using a car to get to the supermarket; however, many must rely on taxis or friends' cars, as 37% of District households do not own a vehicle.

Recreation

Eastlake-Garfield contains three public parks, Eastlake, Edison, and Verde, providing convenient 5-minute walking access to about a quarter of the District's population. Resident participants generally viewed parks as assets to their community, while identifying some changes that would better meet the needs of families in the District. Edison Park, in particular, was identified as needing repairs and enhancements to encourage use. Residents also reported that a perception of crime and unsafe conditions are barriers to using all parks in the District.

Transportation

Eastlake-Garfield residents have access to light rail, bus routes and bike lanes, which link residents to downtown Phoenix and to downtown Tempe. However, issues such as poor lighting, drinking and loitering near convenience stores, vacant lots and abandoned buildings were reported as barriers to transportation. While crime has lessened significantly over the past several years, especially in the Eastlake Park neighborhood, data indicate that there is a concentration of violent crime along 16th Street near the intersections at Van Buren and Roosevelt Streets (see Crime Density Map, p. 57). In addition, three streets have particularly hazardous traffic conditions for pedestrians and bicyclists — Roosevelt, Van Buren, and 16th Streets. Of particular concern is Roosevelt Street, which is a school zone for two elementary schools. The lack of street lighting is a serious concern and was repeatedly mentioned during the community workshop. Many residents reported that they try to complete all outdoor activities in the day time in order to avoid dark streets.



25%
Households within
1/4 mile walk to
public recreation
facilities

35%

Households within
1/4 mile walk to
healthy food



71
Number of pedestrian
and bicycle injuries
over 5 years
(2007 - 2011)

78

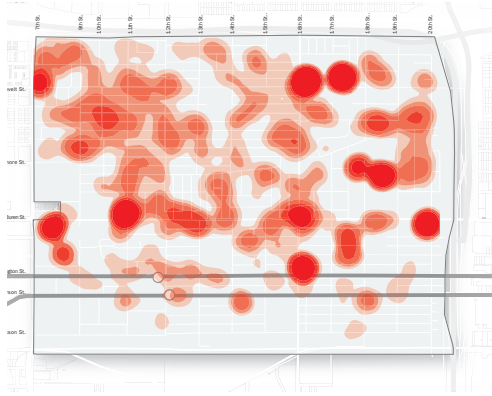
Violent crimes per 1,000
household over 3 years
(2010 - 2012)



HEALTH ELEMENT

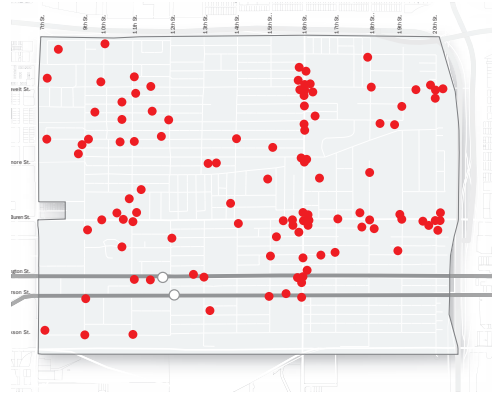
Assessment Maps

CRIME DENSITY



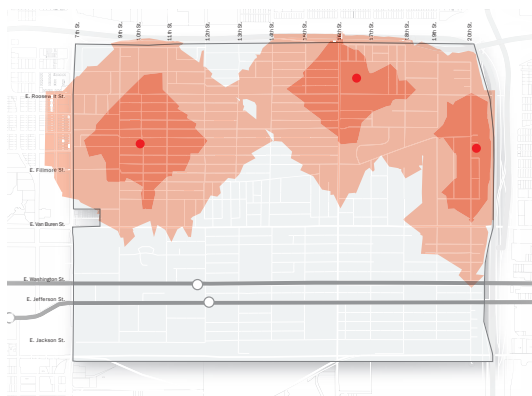
Lower Crime Higher Crime

PED+BIKE INJURIES



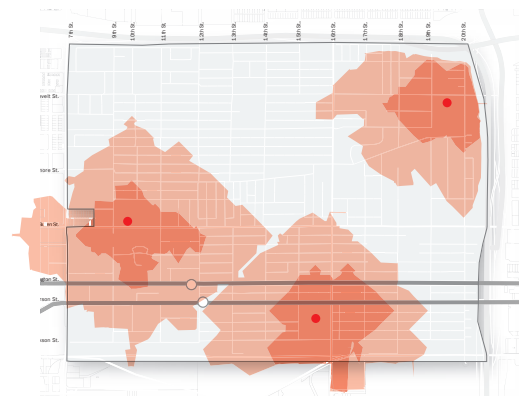
● Pedestrian and Bicycle Injury locations

HEALTHY FOOD ACCESS



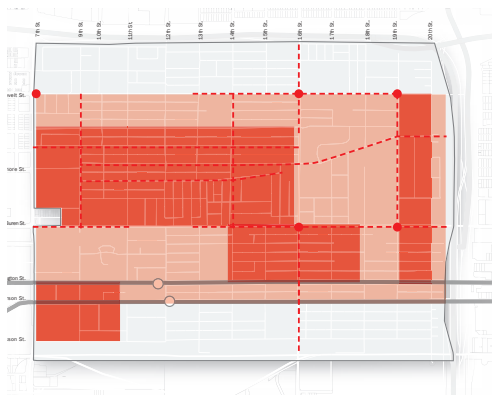
● Grocery Store or Supermarket
 1/4 Mile 5 Minute Walk
 1/2 Mile 10 Minute Walk

RECREATION ACCESS



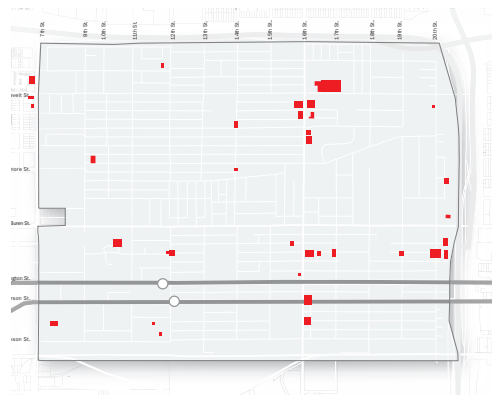
● Community or Neighborhood Park
 1/4 Mile 5 Minute Walk
 1/2 Mile 10 Minute Walk

STREETS HAZARDS



--- High Speed/Heavy Traffic Streets
 ● Dangerous Intersection
 Stray Animals
 Poor Lighting

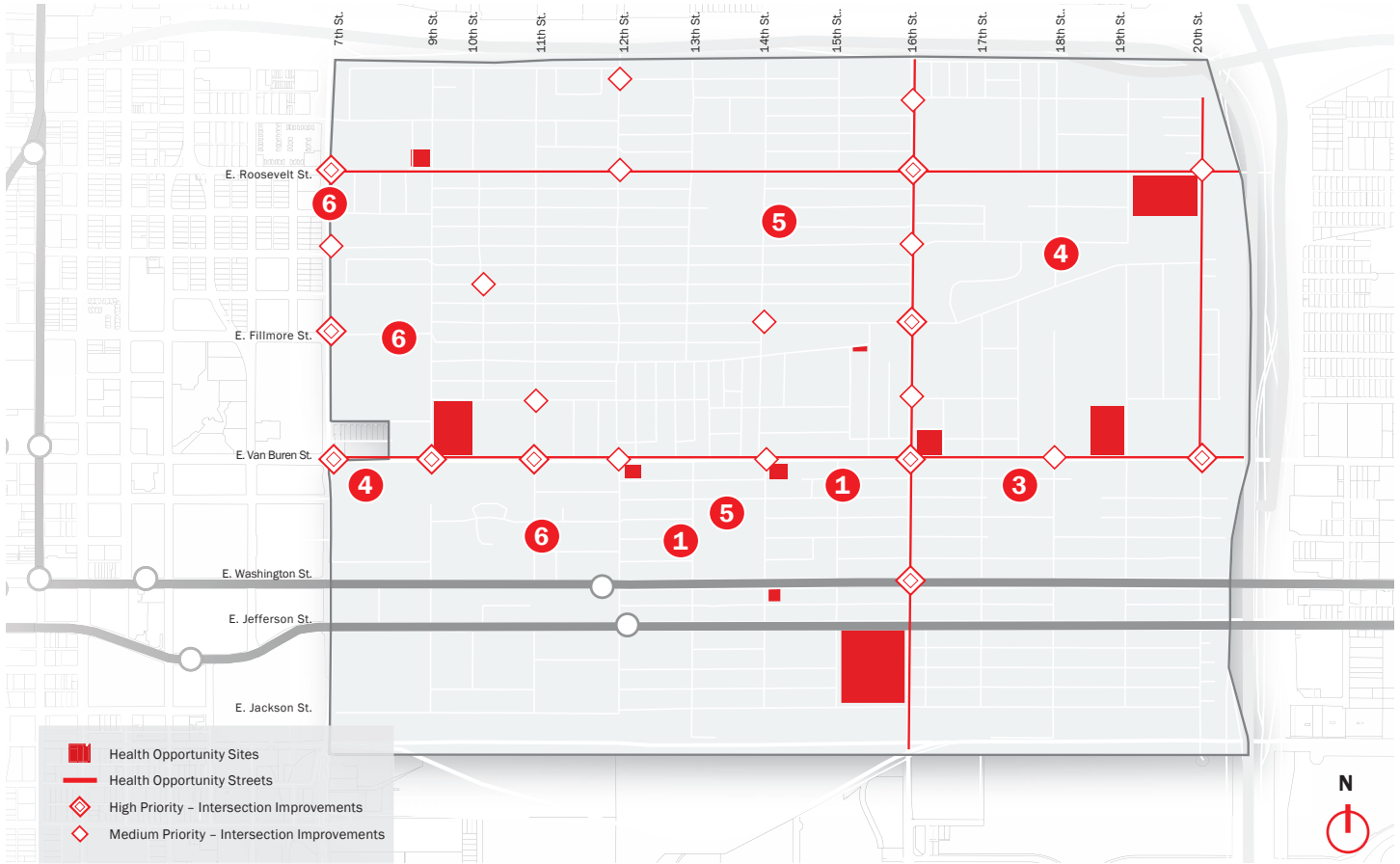
ALL FOOD OUTLETS



Existing Food Outlets

HEALTH ELEMENT

Opportunities Map



Best Practices

1



Corner Grocery Store

3



Community Garden

5



Safe Bike Lane

2



Farmers Market

4



Passive Park

6



Active Frontage



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

MOBILITY ELEMENT

Current Conditions



Pedestrian

Improved mobility is a key objective of ReinventPHX. In this context, mobility applies to all forms of transportation, from pedestrians on sidewalks to passengers on rail. Many streets in Eastlake-Garfield were “improved” in the past without primary consideration for pedestrian comfort and safety, a practice that should not be repeated moving forward. Walkability is also enhanced by smaller block sizes that disperse vehicular traffic and provide greater connectivity for pedestrians. The street grid is relatively intact within Eastlake -Garfield. There are a few interruptions, such as around St. Luke’s Medical Center and suburban-style office development in the southwest quadrant of the District, but these are the exceptions rather than the rule.

Bicycle

As bicycling rates continue to rise, safe facilities will become a more critical component of transportation infrastructure. The bicycle is the natural extension of the light rail system and perhaps the ideal transportation mode within current Phoenix neighborhoods, as daily-living destinations are usually not within a convenient walking distance of under 1/2 mile, but are generally under 2 miles, a reasonable bicycling distance. The relatively narrow neighborhood streets, which are well-connected via the street grid, are generally bike-friendly. Therefore, bike improvements should focus more on collectors and arterials where heavier vehicular traffic necessitates designated bike lanes.

Transit

Eastlake-Garfield is well served by bus routes on Roosevelt, Van Buren, Washington, Jefferson, 16th, 11th, and 7th Streets, although increased frequencies would improve convenience and boost ridership. The 12th Street light rail station is underutilized, as current densities are low, there are no significant destinations, and it is not at a major intersection. Housing and commercial development should significantly increase density and ridership at the 12th Street station. There is an opportunity to add an additional station at 16th Street to improve access to Eastlake Park, St. Luke’s Medical Center, and north/south bus routes.



29%
Residents who walk, bicycle, transit, and carpool to work

18

Average hours of transit services

11,600

Vehicle Miles Traveled per household

111

Intersection density intersections per sq. mile

20 Minutes

Average transit frequencies



336,599

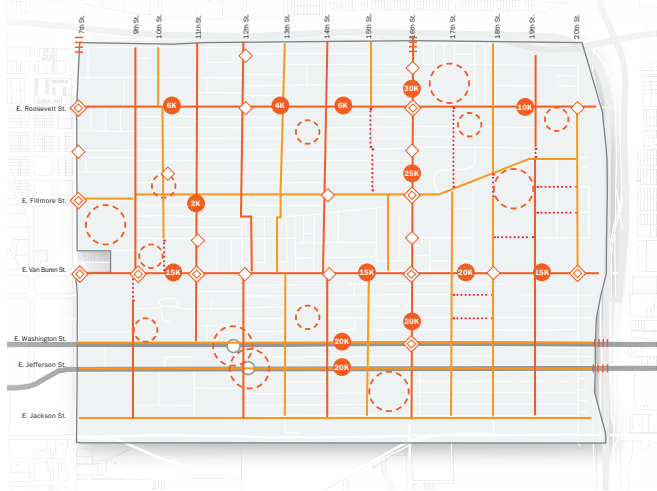
Annual light rail ridership



MOBILITY ELEMENT

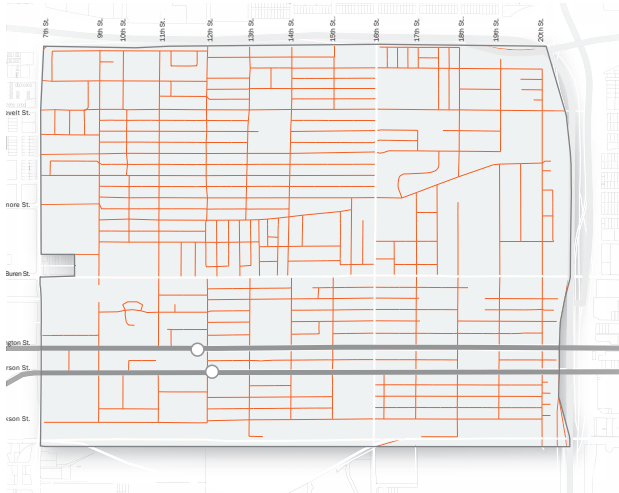
Assessment Maps

PEDESTRIAN ANALYSIS



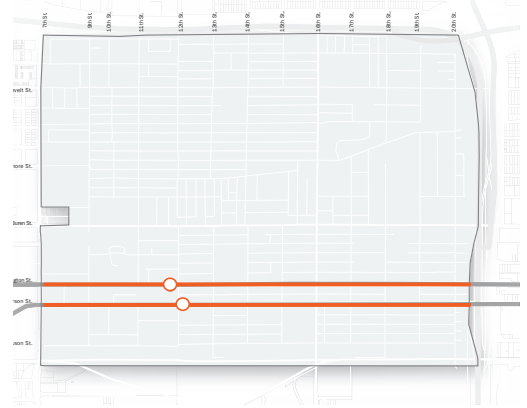
- High Priority
- Medium Priority
- ⋯ Connectivity Barrier
- ⦿ Daily Vehicular Traffic
- ⊙ Pedestrian Destination
- ⦶ Arterial/Freeway Interchange
- ◇ Medium Priority - Intersection Improvements
- ◇ High Priority - Intersection Improvements

STREET NETWORK

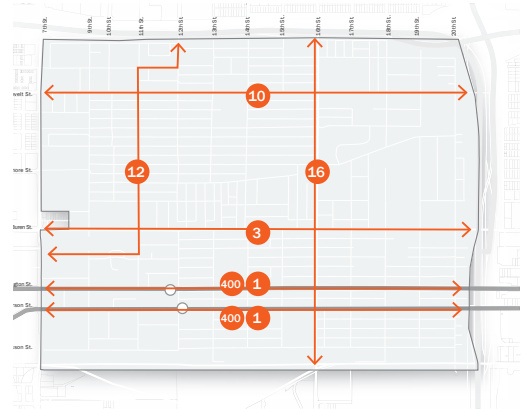


- Existing Streets

RAIL

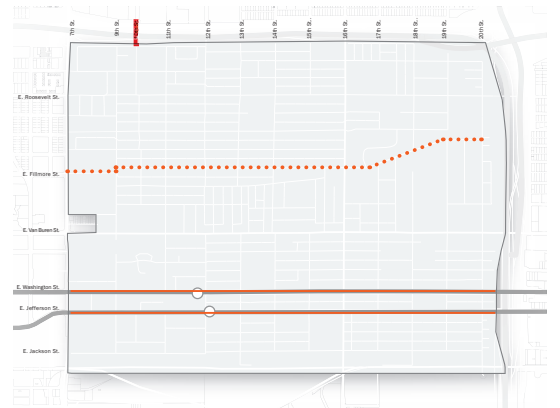


BUS



- ⦿ Existing Bus Route

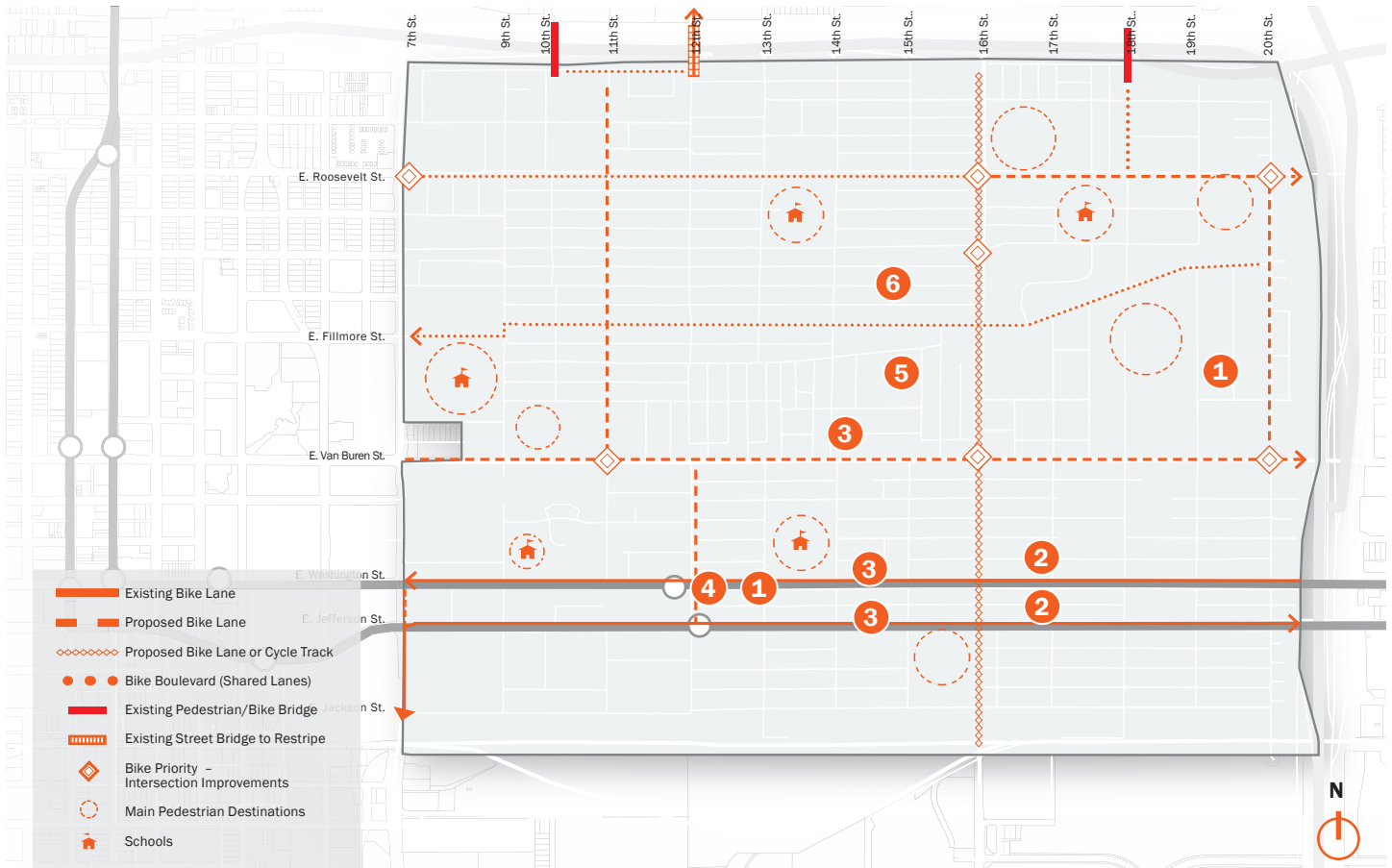
BIKE NETWORK



- Existing Bike Lane
- ⋯ Existing Bike Boulevard (Shared Lane)
- Existing Pedestrian/Bike Bridge

MOBILITY ELEMENT

Opportunities Map



Best Practices





////////////////////////////////////
The Green Systems Element focuses on the design of buildings and infrastructure to improve resource efficiency, environmental protection and climate resilience.
////////////////////////////////////

GREEN SYSTEMS ELEMENT

Current Conditions



Heat

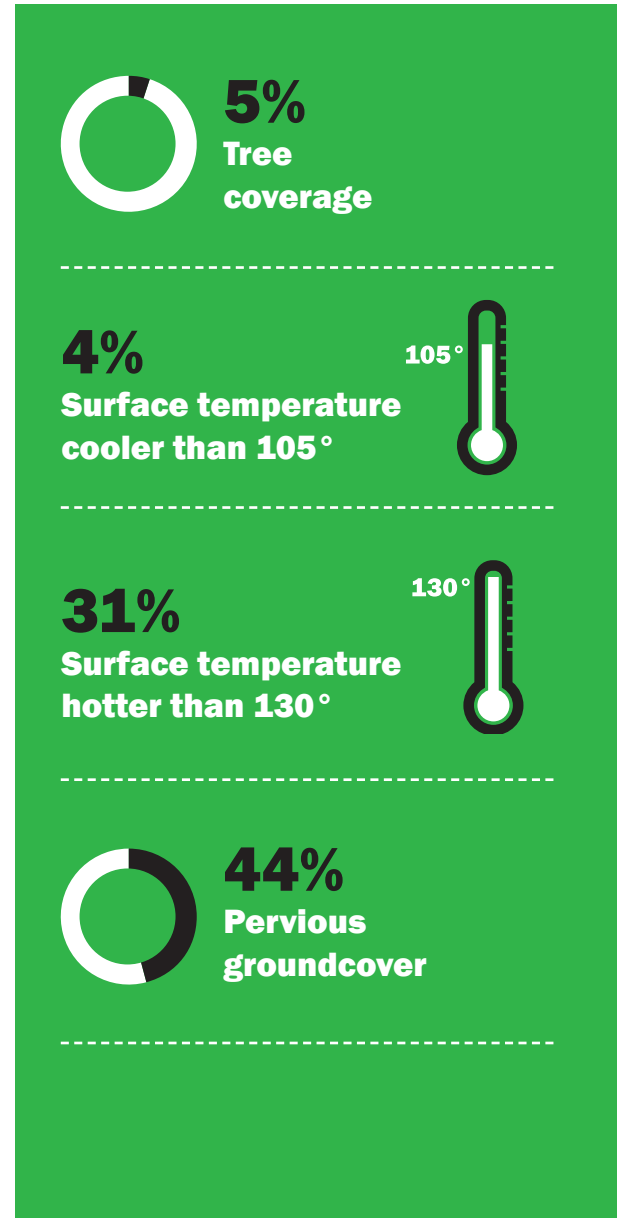
High temperatures in Eastlake-Garfield are in great need of mitigation. Surface and air temperatures have significant effects on thermal comfort, and temperature data reveal that less than 4% of Eastlake-Garfield summer surface temperatures are less than 105 degrees F, the threshold for human health. Most pressing is that nearly a third of the District is experiencing temperatures in excess 130°F. With global warming driving higher temperatures, and increased urban development as the city’s population continues to grow, it will be essential to mitigate climbing temperatures. If these heat issues are not addressed, Eastlake-Garfield could see increases in heat-related illnesses and diseases from declining air quality. In addition, the District will face higher costs to cool buildings as temperatures rise.

Trees

Tree shade is not sufficient, as only 5% of Eastlake-Garfield has tree canopy coverage. In addition, there are no green streets and very little structural shade. Green streets and shade are essential for pedestrian environments that help promote active, healthy lifestyles, support local businesses and increase residents’ sense of community. Eastlake-Garfield will not be economically strong and resilient without providing shade.

Stormwater

During a one-inch storm, Eastlake-Garfield’s buildings and pavement respectively produce around 4.6 and 12.5 million gallons of runoff. Based on the average annual rainfall in Phoenix of 7 inches, the amount of stormwater runoff almost doubles the amount of outdoor irrigation water used in the District. Decades of on-site retention have mitigated the street flooding problems of the 1960’s. And what some still refer to as “flooding” would be more accurately described as “temporary ponding.” It is quite possible that those resources could be re-allocated to green streets and joint use neighborhood parks/retention, with an approach that views rainwater as a resource rather than a waste product.

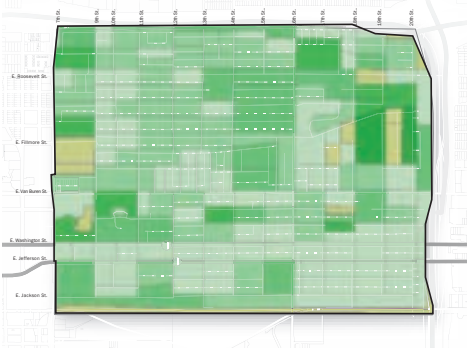




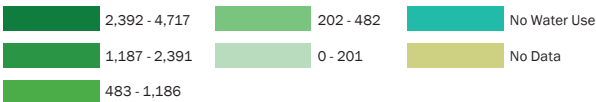
GREEN SYSTEMS ELEMENT

Assessment Maps

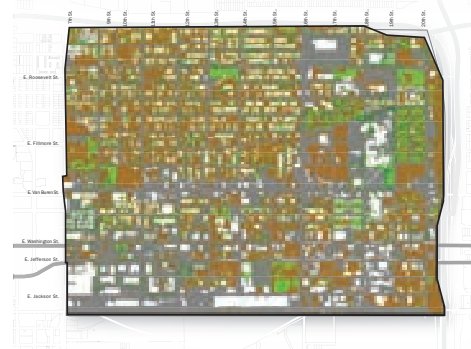
LANDSCAPE WATER USE



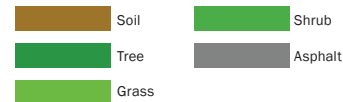
Gallons Per Day



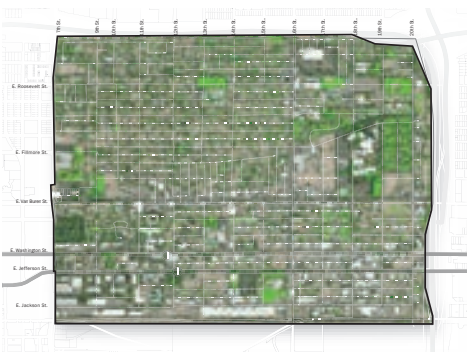
MATERIAL POROSITY



Porous



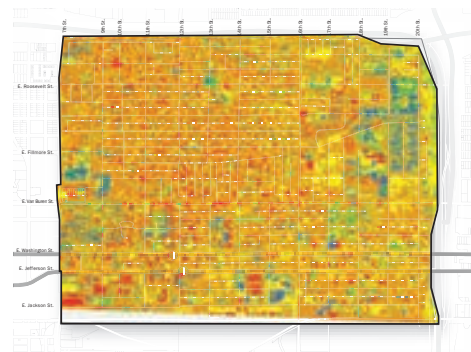
TREES, SHRUBS + GRASS



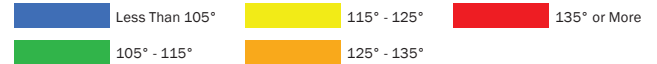
Type



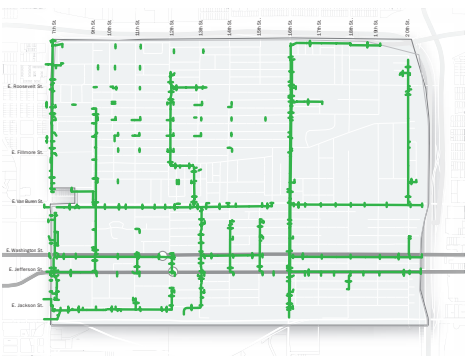
SURFACE TEMPERATURE



Degrees Fahrenheit

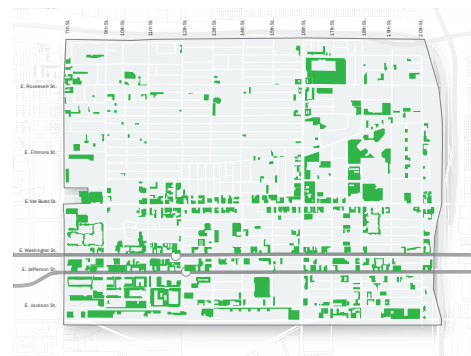


STORMWATER INFRASTRUCTURE



Existing Storm Infrastructure

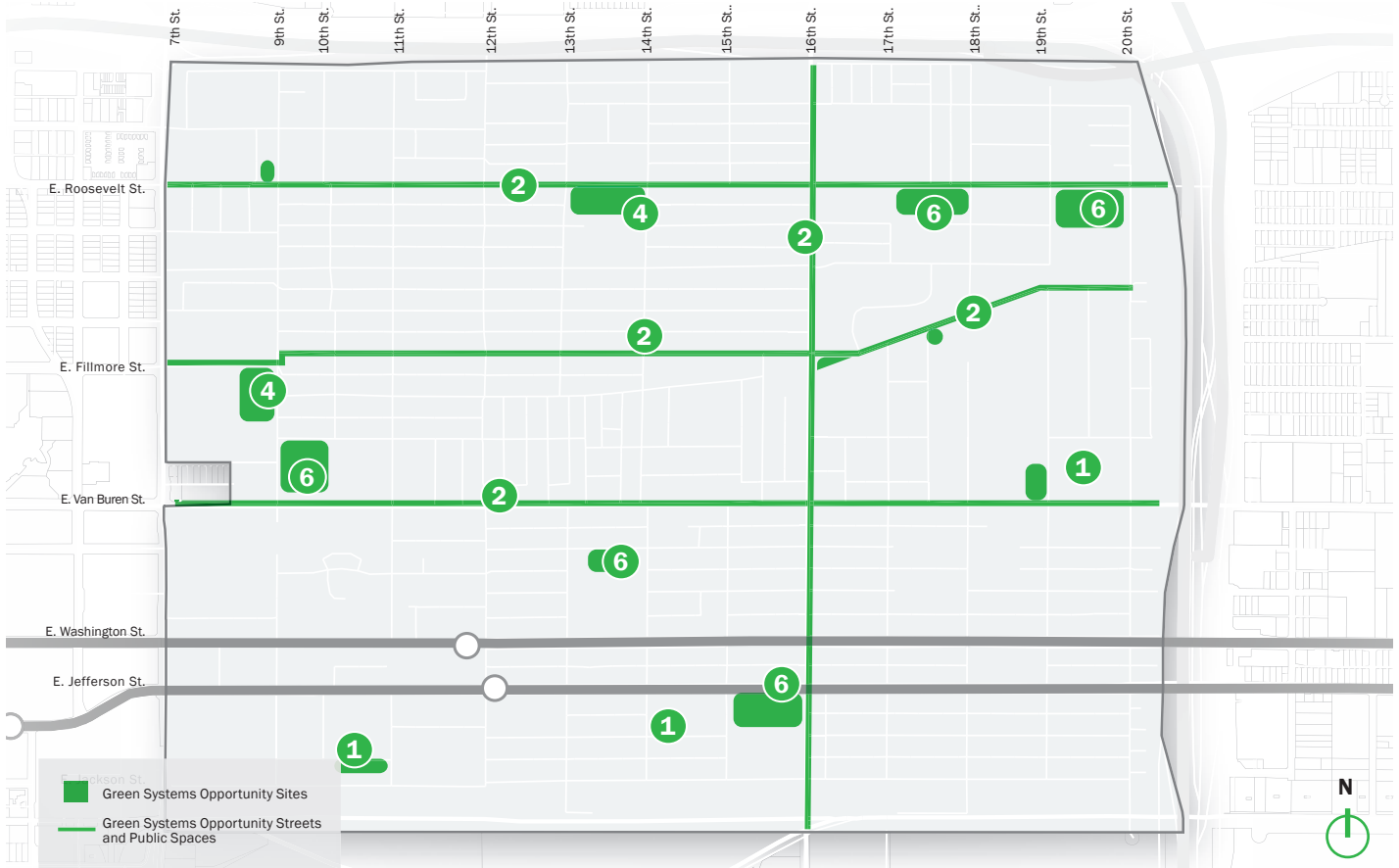
SURFACE PARKING LOTS



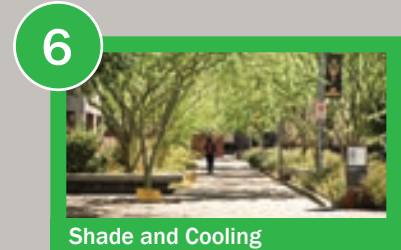
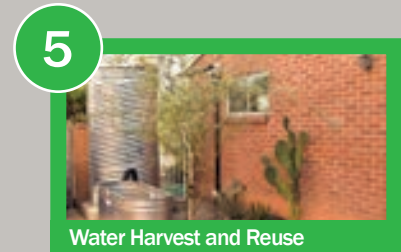
Existing Surface Parking

GREEN SYSTEMS ELEMENT

Opportunities Map



Best Practices



68



EASTLAKE-GARFIELD
TOMORROW

DISTRICT OVERVIEW

Community Vision and Master Plan

The Tomorrow chapter contains a long range plan for the Eastlake-Garfield District with more detailed information for four Priority Development Areas: Eastlake Park, Garfield, Edison Park, and the Van Buren Corridor. Each section includes a Community Vision and Master Plan.

The **Community Vision** is a descriptive story of Eastlake-Garfield as a Walkable Community in the year 2040. Hundreds of residents, business owners, property owners, and other stakeholders informed the Community Vision through a series of small workshops and surveys that were held in multiple locations throughout the District.

The **Master Plan** illustrates the physical form of the District by integrating data across the six Planning Elements and translating the Community Vision into urban design concepts and infrastructure investments, such as street improvements and open spaces. To ensure consistency with community input, technical feasibility, and inclusion of strategic opportunity sites, the Master Plan was produced during a week-long community design workshop that was attended by hundreds of residents, business owners, property owners, and urban development professionals.



Reinvent
Transportation

Applied Research Visioning

The Community Vision integrates input provided by hundreds of District stakeholders to form a description of a broadly shared desirable future. There are parenthetical references throughout that cite the date and location of workshops, forums, surveys, interviews, etc. where the input was provided. This applied research approach enhances the validity of the Vision by providing data evidence that it is legitimately community-based. For a complete documentation of the visioning data and methodology, see Arizona State University’s Eastlake-Garfield Sustainability Vision report cited in the Appendix.

Event	Location	Date	Total Participants
SE1	Neighborhood Solutions, Inc.	01/31/13	13
SE2/SE3	Shaw Elementary School	02/15/13	17
SE4/SE5	Garfield Elementary School	02/22/13	8
SE6	Eastlake Park Neighborhood Association	02/26/13	15
SE7	Edison Elementary School	02/26/13	10
SE8	Garfield Neighborhood Association	02/27/13	7
SE9	Verde Park	03/07/13	7
SE10	Valley Permaculture Alliance	03/20/13	5
W1	Eastlake Park	03/23/13	19
W2	Verde Park	03/28/13	12
W3	Puente Organization HQ	04/26/13	10
SLHI	Edison Park Elementary School	3/26/13	34
Online Survey	Online	06/17/13-07/18/13	27
Total			184

Data Source Code

- IN = Interview
- F1 = Visioning Forum
- F2 = Visioning Forum 2
- FM = Visioning Forum Map
- SE = Satellite Event
- SQ = Question from Visioning Survey
- W1 = Visioning Workshop 1
- W2 = Visioning Workshop 2
- VPS = Visual Preference Survey
- SLHI = St. Luke’s Health Initiatives’ Health Impact Assessment

COMMUNITY VISION

The Eastlake-Garfield District in 2040

In 2040, the Eastlake-Garfield District is economically strong, culturally diverse, and active. Children bike to school, churchgoers walk to brunch, customers stroll to the store, and entrepreneurs hurry to the next meeting. Residents use safe bike lanes and wide, shaded sidewalks to get to local shops, services, and recreational places. Diverse job training, business development, and housing opportunities support a healthy mix of residents and drive local economic stability. Overall, the Eastlake-Garfield District is energetic and vibrant.

Theme: Strong Local Economy

In 2040, Eastlake-Garfield is a hub of locally-grown businesses, built by and employing community members. Job support organizations have built on the work of the Co+Hoots co-working space, focusing on community building by increasing local capacity [W2]. The availability of job training and support for entrepreneurs has motivated neighborhood residents to start their own small businesses [W1; W2; W3]. Interest in local production and consumption sparked the creation of the Eastlake-Garfield Business Association, which stimulates the local economy with events celebrating local products, art, and crafts [W1; W2; W3].



Taller mixed-use buildings on major streets and near light rail stations have reduced transportation and infrastructure costs. Overall, height varies from two to five stories [VPS], and a few blocks with six and seven stories adjacent to the 12th street light rail stop, which preserves and protects existing residential neighborhoods, while taking advantage of the high capacity transit infrastructure. A diversity of businesses provide easily accessible goods and services at affordable prices, and small corner groceries sell fresh produce within walking distance of most District residents [SE2; SE3; SE6; SE7; SE8; SE9; SE10]. A small gym on Van Buren Street holds exercise classes for kids and adults, the local bookstore holds weekly story-time events, and people often gather at outdoor cafés [SE4; SE7; SE9]. Residents enjoy the restaurants, entertainment, groceries, and shopping so close to home, made possible through compact mixed-use development [SE2; SE3; SE4; SE5; SE7; SE8; SE9; SE10; W1; W2, W3].

Theme: Housing Affordability for all Residents

In 2040, diverse housing options welcome residents of varying economic and social backgrounds to the Eastlake-Garfield District [SE7]. Vacant lots have become clean, safe, and efficient housing through a large infill-housing initiative [SE1; SE4; SE6; SE8; SE9; SE10; W1]. Garfield's historic, single-family homes have been restored and preserved as a cultural asset, sustaining community heritage and contributing to housing diversity [SE7; SE9]. Mixed-income apartments offer market-priced and affordable units to ensure equal opportunity for



Multi-Solution Ideas

- **Mixed-Use, Mixed Income Development:** Commercial uses and affordable housing near light rail and bus routes can reduce the cost of living. This can be achieved through lower automobile expenses for individuals and less infrastructure costs for local government because growth is concentrated in areas with existing infrastructure, as opposed to locations on the periphery of the city.
- **Job Training and Live-Work:** Live-work units help entrepreneurs start businesses, incentivizes local purchasing, and keeps money in the neighborhood. Localized business support and job training helps residents find and prepare for jobs, refine their skills and become more competitive. This boosts local economic development, lowers unemployment, and creates a lively neighborhood where people can live, learn, and work.
- **Pedestrian and Bike Friendly Streets** Stakeholders want buffered bike lanes and widened sidewalks, enhanced crosswalks, shade trees, on-street parking, street lights, storefront-lined streets, and quality open space. Together, these would transform the District for walkability, provide events during the day and evening, and encourage healthy, active lifestyles. Restaurants and cafés with outdoor seating, and open and inviting storefronts deter crime, increase safety, and facilitate a bustling atmosphere, improving economic vitality.



people of all income levels have a chance to live in the District [W1; W2; W3; 16/31//VESC]. Units near the 12th Street light rail station are ideal for commuters to the airport and downtown. The taller buildings lining Jefferson and Washington Streets provide live-work spaces for local artists, sculptors, furniture makers, and restaurateurs to combine their living and workspaces, and keep costs down [SE9; W1; W2; W3; 21/32//VESC]. Throughout the District, living and working in close proximity allow residents to spend less on transportation and reduces infrastructure costs for the city of Phoenix, which is critical in times of limited public and private budgets [SE2, SE4, SE5, SE6, SE8, SE9, SE10; W1; W2; W3].

Theme: Walkable Neighborhoods

The active streets and lifestyles in Eastlake-Garfield are indicative of the vitality and good health that characterize the District. In 2040, investments in shade trees, vegetation and sustainable construction materials, have cooled temperatures, and a diverse mix of land uses, and networks of transportation options make Eastlake-Garfield walkable and bikable.

Residents walk and cycle daily because it is affordable, healthy, and efficient. The District's extensive bicycle and pedestrian infrastructure combined with a major increase in vegetation and shade structures have made the District pedestrian friendly throughout the year. After sunset, LED street lamps

and building-mounted lights keep things well illuminated [SE3; SE5; SE7; SE9; SLHI]. Buffered bike lanes have improved safety for school children, commuters, and joggers alike. Sidewalks connect to well marked crosswalks, particularly along Van Buren Street, 7th Street, and 16th Street, and near the 12th Street light rail station. These amenities help residents safely and comfortably walk to nearby schools, parks, and businesses [SE4; SE7; SE10].

In 2040, there are many opportunities for people to gather and enjoy their community. The District's public parks and open spaces are easily reached from the network of wide sidewalks and bicycle lanes. The Sunday Farmers' Market near 12th Street and Jackson is a popular weekend destination, attracting residents from all over Phoenix [W1; W2; 10/26//VPS]. Sales are good for the local merchants in surrounding restaurants and shops due to the increased foot traffic and bustling sidewalks, [W1; W2].

In an effort to cool temperatures, solar-panel covered parking areas keep cars shaded and add energy to the efficient electrical grid [W2; 3/3//VESC]. Major streets are beautiful and lined with low-water, desert trees that shade pedestrians [SE1; SE2; SE8; SE10; W1].

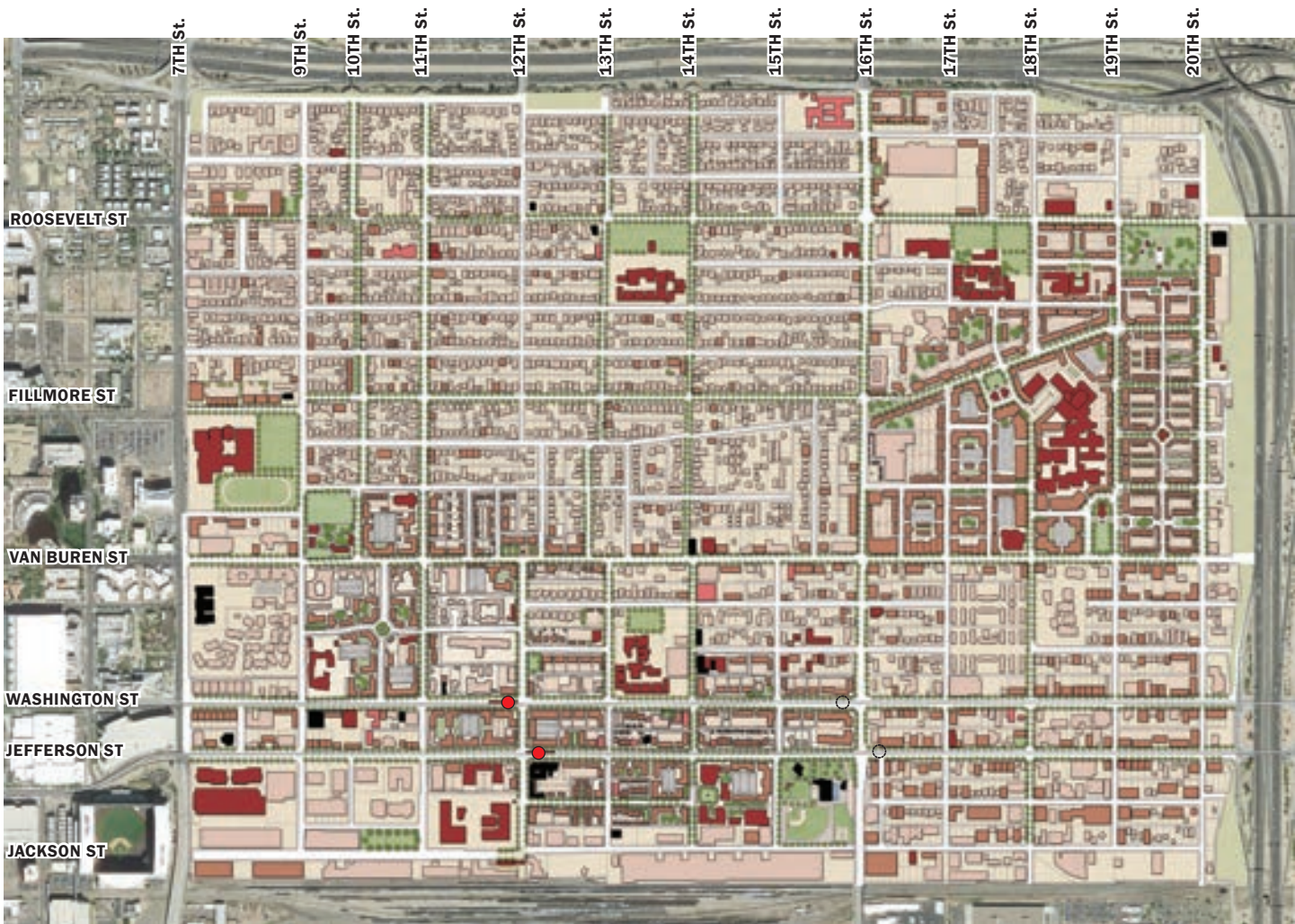


MASTER PLAN | DEVELOPMENT



The Master Plan shows a development scenario that illustrates the Community Vision. Proposed new development is generally shown on vacant properties, or in locations where redevelopment is likely to occur based on future market trends.

The purpose of the Master Plan is not to show development exactly as it will occur, but to help identify opportunity sites, address areas needing urban “repair”, propose a system of open spaces, illustrate the scale and type of development, and to provide guidance for the Walkable Urban form based code.



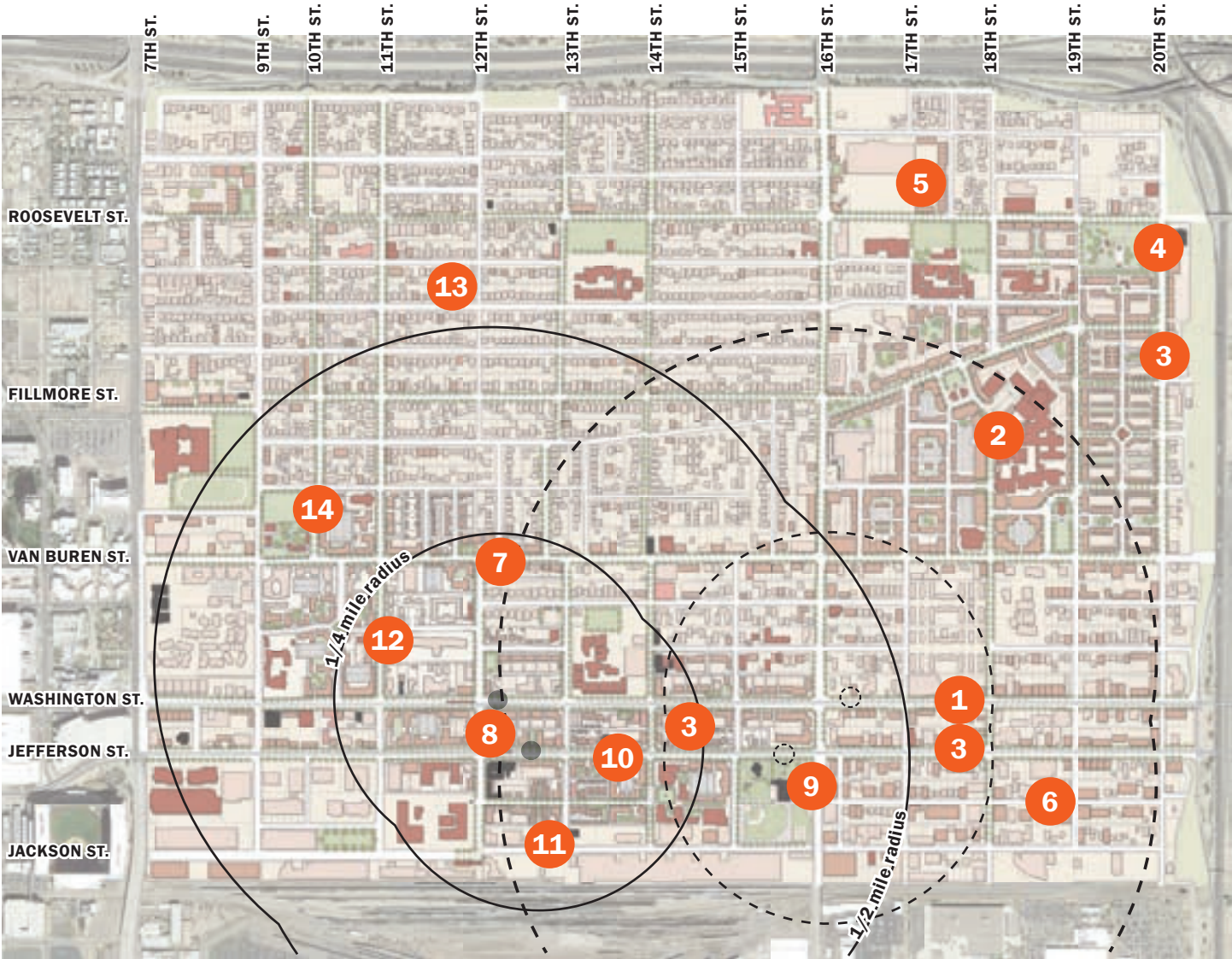
*For more information see Valley Metro Feasibility Study at: http://www.valleymetro.org/metro_projects_planning/feasibility_study



- Civic / Institutional
- Historic Properties
- Adaptive Reuse Opportunity
- Proposed Buildings
- Proposed Parking Garages
- Open Space
- Grand Canal
- Existing Buildings
- Metro Light Rail
- Existing Light Rail Station
- Proposed Light Rail Station*

MASTER PLAN | ANNOTATIONS

-
1. Proposed new light rail stops in the vicinity of 16th Street.
 2. St. Luke's Medical Center Superblock: The plan proposes to transform the existing superblock bounded by the hospital, 16th Street and Van Buren Street into a mixed-use neighborhood featuring health-related office, commercial, and residential space.
 3. Public Housing redevelopment: The Frank Luke, A.L. Krohn and Sidney P. Osborn housing sites are candidates for future redevelopment as part of HUD's "Choice Neighborhoods" program. The plan illustrates a conceptual development proposal that incorporates a variety of mixed-income housing types.
 4. Edison Park: A well-used neighborhood amenity that will help support future development. Residents suggested some upgrades to the park facilities.
 5. Town Center: A commercial node that includes a large market, it functions as the de facto town center for Edison Park and Garfield neighborhoods.
 6. Kana Park: The area south of Washington and east of 16th Street is home to a variety of businesses that benefit from its good location and economical building stock. This area includes several industrial buildings that have been rehabilitated as design studios and offices.
 7. Van Buren Street as Main Street: Van Buren Street, and in particular the stretch from 11th Street to 16th Street is envisioned to be the shared "Main Street" for Eastlake, Garfield and Edison Park neighborhoods. Because of its stock of single-story of masonry buildings built to the sidewalk, it has the potential to become a recognized destination featuring restaurants and small local businesses.
 8. Valley Metro Light Rail stops: The existing light rail stops at 12th Street are already attracting new, higher intensity residential/mixed-use development.
 9. Eastlake Park: An important neighborhood amenity and neighborhood landmark. The park represents the history and pride of the neighborhood.
 10. Eastlake Churches: Eastlake remains the spiritual center of the African-American community with its numerous historic churches that serve the entire metro area.
 11. Jackson Street Produce District: The District provides a unique setting for a mixture of uses from wholesale produce to night clubs and design studios.
 12. New infill housing development: Because of its proximity to downtown, the western portion of Eastlake has already begun to see new housing development.
 13. Garfield Neighborhood: The neighborhood is home to two locally designated historic districts, the Garfield Historic District and the North Garfield Historic District. Because of the historic context, small scale infill on vacant lots and rear yards must be sensitively designed. The neighborhood also includes an Arts and Culture District Overlay that promotes art-oriented live-work uses within existing historic buildings.
 14. Verde Park: The park is one of the primary gathering places for the Garfield community. Some residents also expressed a desire to have access to the recreational fields at the ASU Preparatory Academy.

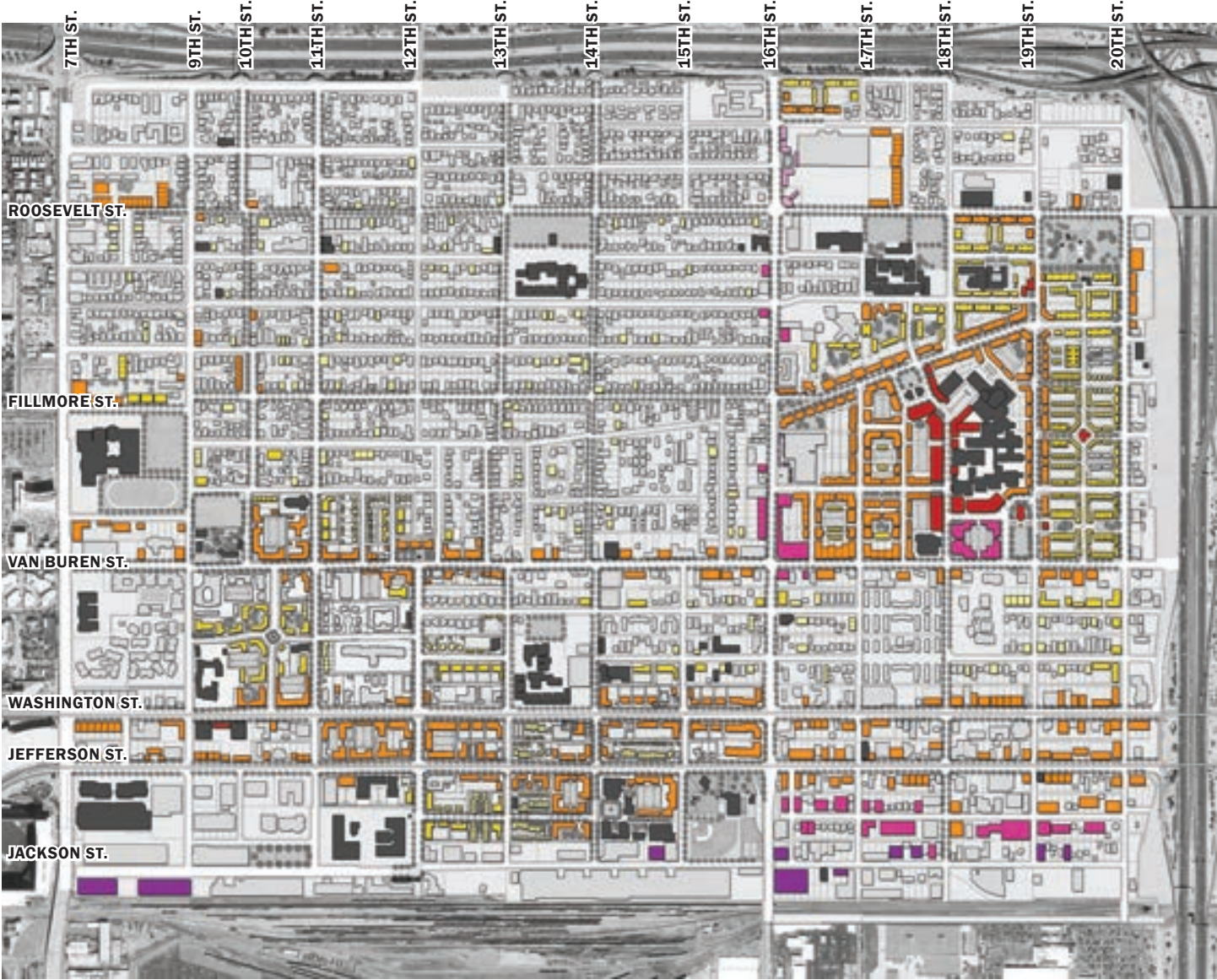


- Light Rail Stops Existing
 - Light Rail Stops Proposed
- N
↑

MASTER PLAN | LAND USE



This is an illustrative diagram only; it shows an example of building use distribution. However, , the Walkable Urban Zoning Code will not prescribe specific uses but allow a more flexible mix based on market conditions. In addition, properties owned by the City of Phoenix Aviation Department are not permitted to be used for residential purposes due to FAA restrictions. The city is in the process of determining the feasibility of lifting some of these restrictions.



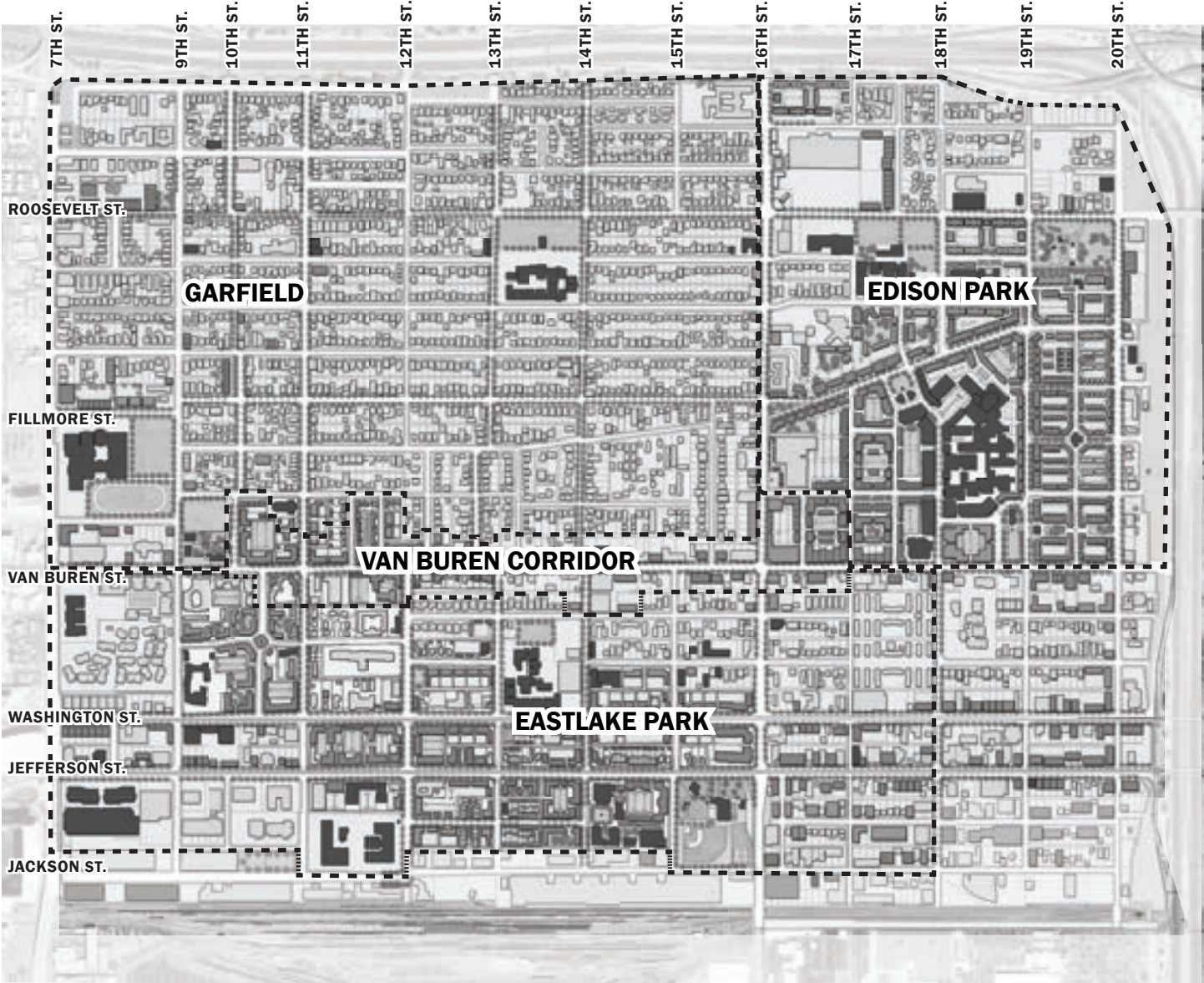
- Industrial
- Civic
- Retail
- Mixed-Use Commercial (Office & Retail)
- Single-Family Residential
- Multi-Family Residential
- Mixed-Use Residential (Office, Residential, & Retail)



MASTER PLAN | PRIORITY DEVELOPMENT AREAS



Priority Development Areas are targeted for additional real estate development, housing, and business investment. They take advantage of key assets, such as light rail stations, established neighborhoods, city owned housing properties, St. Luke's Medical Center, and the iconic vintage character of Van Buren Street. These areas also had the most community support for redevelopment and need for focused investment.



MASTER PLAN | OPEN SPACE

//////////

The Open Space Plan identifies strategic sites for publicly-accessible green space. The proposed locations take advantage of existing assets, vacant lots, and surface parking. They are also located to maximize existing and future resident access, and provide district stormwater management facilities.

Existing and proposed open spaces organized around neighborhood “nodes,” which function as informal gathering places for the community.

Residents of the neighborhoods have identified existing parks and schools as the primary meeting places for the community. To provide more opportunities for community interaction, the plan proposes various small plazas and squares within walking distance of most residential areas. These open spaces are ideal locations to cluster neighborhood-oriented small businesses, such as corner markets, shops, and cafés.

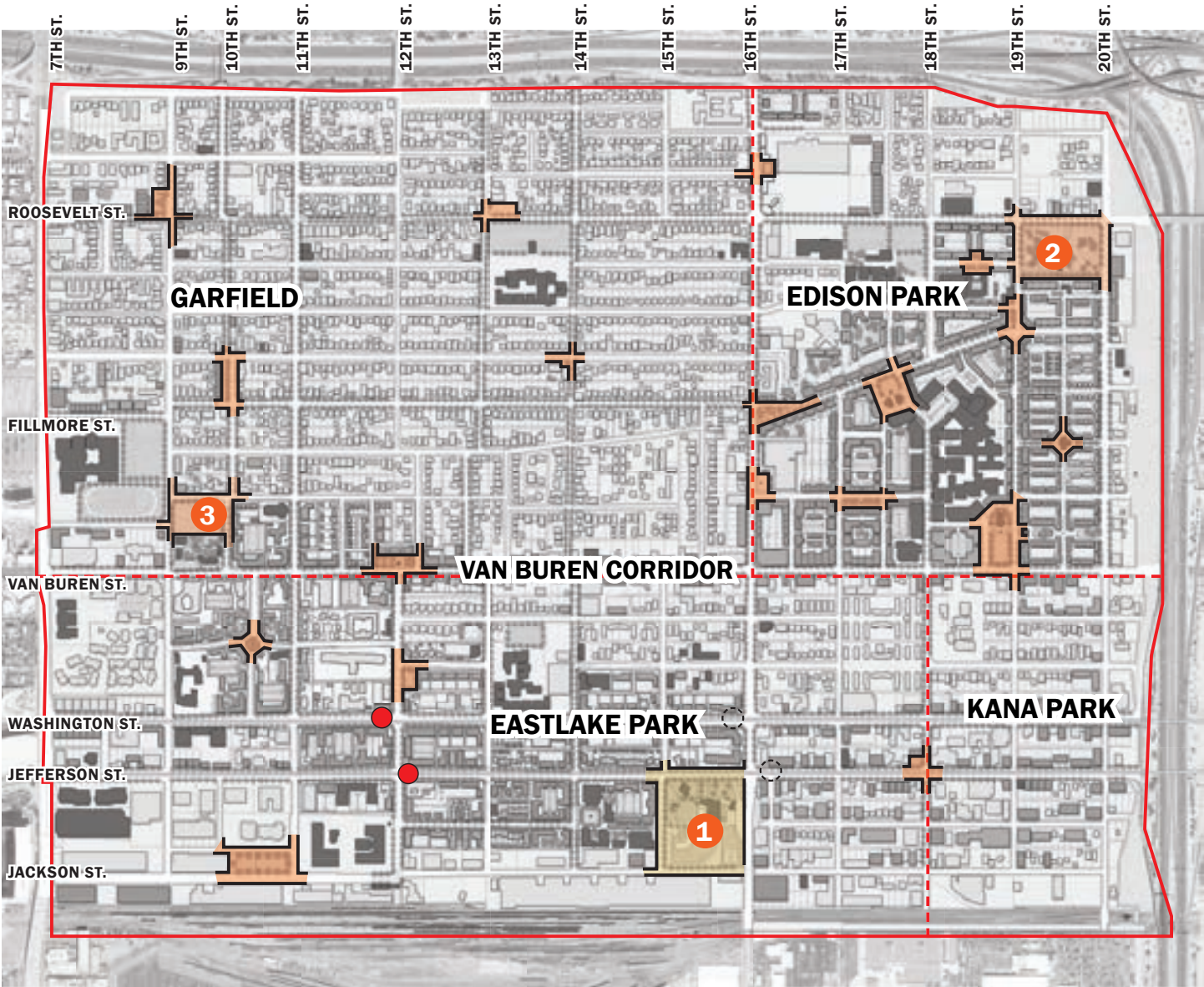
OPEN SPACE INVESTMENT PRIORITIES

//////////

1 EASTLAKE PARK

2 EDISON PARK

3 VERDE PARK



-  Light Rail Stops Proposed
-  Light Rail Stops Existing
-  New Public or Semi-Public Spaces
-  Existing Public Spaces



MASTER PLAN | COMPLETE STREETS

The Complete Streets plan indicates streets and intersections that are prioritized for improvement based on community input, data analysis, and field observations. New conceptual designs for these streets have been included in the Appendix to help improve walking and bicycling conditions. These can be used as replicable tools for street and intersection retrofits in a variety of contexts and to inform new Complete Street design standards.

COMPLETE STREET PRIORITIES

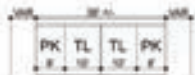
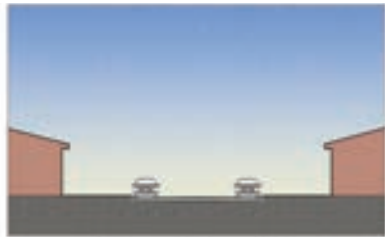
1 VAN BUREN STREET

2 JEFFERSON STREET

3 13TH STREET

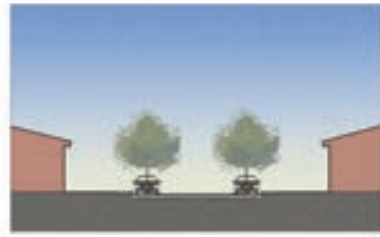
RETROFIT STREET SECTION

Existing

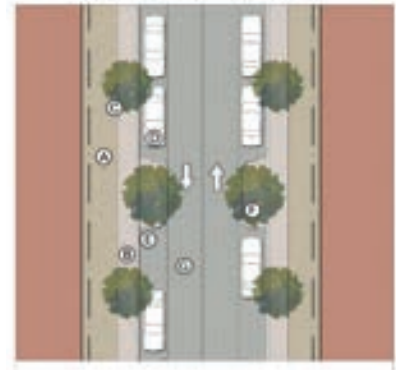
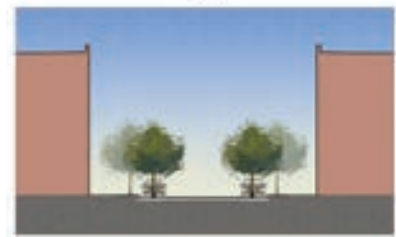


A. Sidewalk missing in most areas

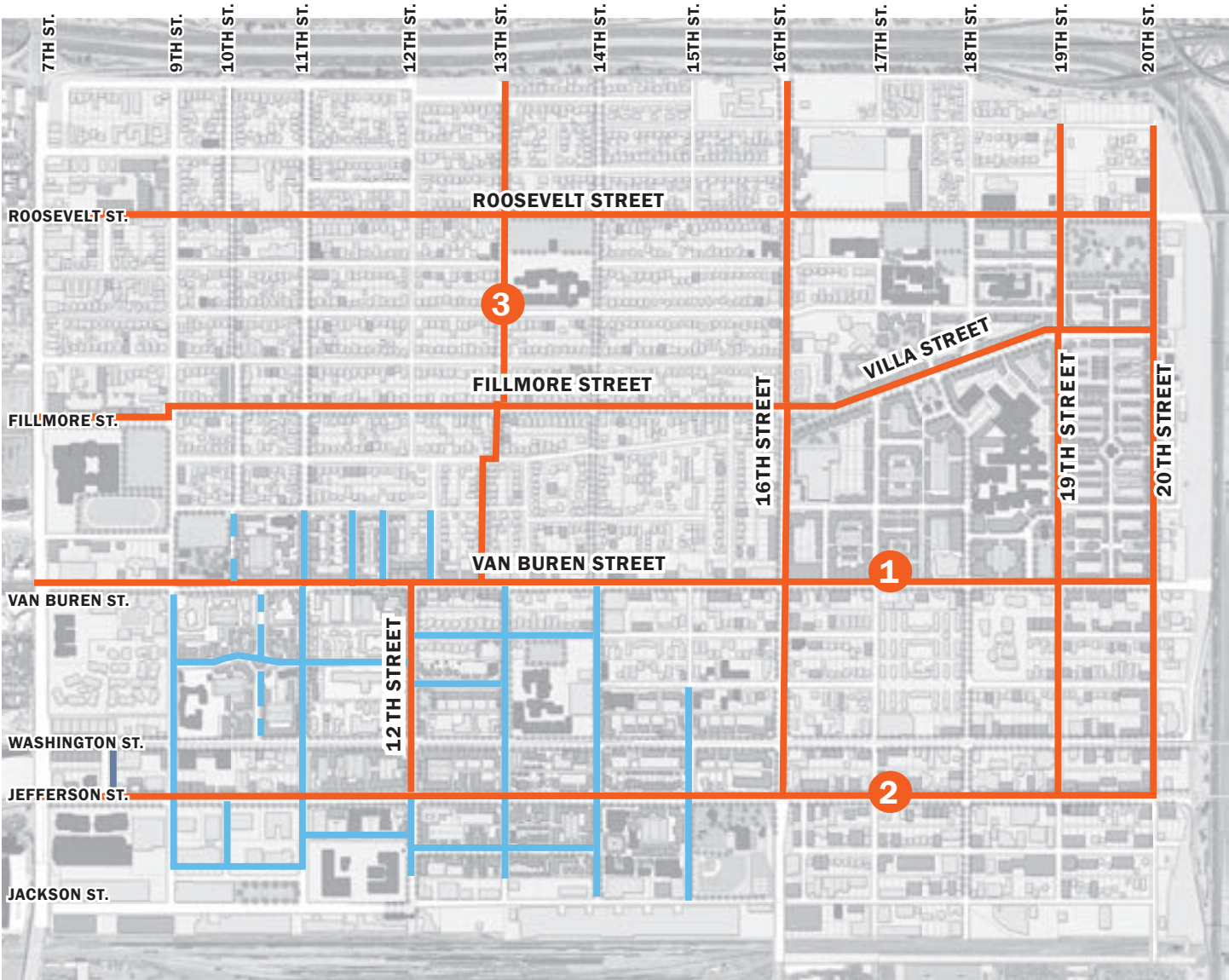
Proposed



A. Add min. 5' sidewalk where missing
B. Add tree pockets
C. Add shrubs



Note: The typical TOD (WUD) section is intended to address issues of discontinuous sidewalks and lack of shade on secondary streets that feed the secondary light rail corridor.



- Existing street
- Existing Walkable Urban Code Street
- - - Proposed new Walkable Urban Code street



Note: Utilize Complete Streets Program on all newly constructed or retrofitted streets, especially 12th and 16th streets.

MASTER PLAN | PUBLIC TRANSIT

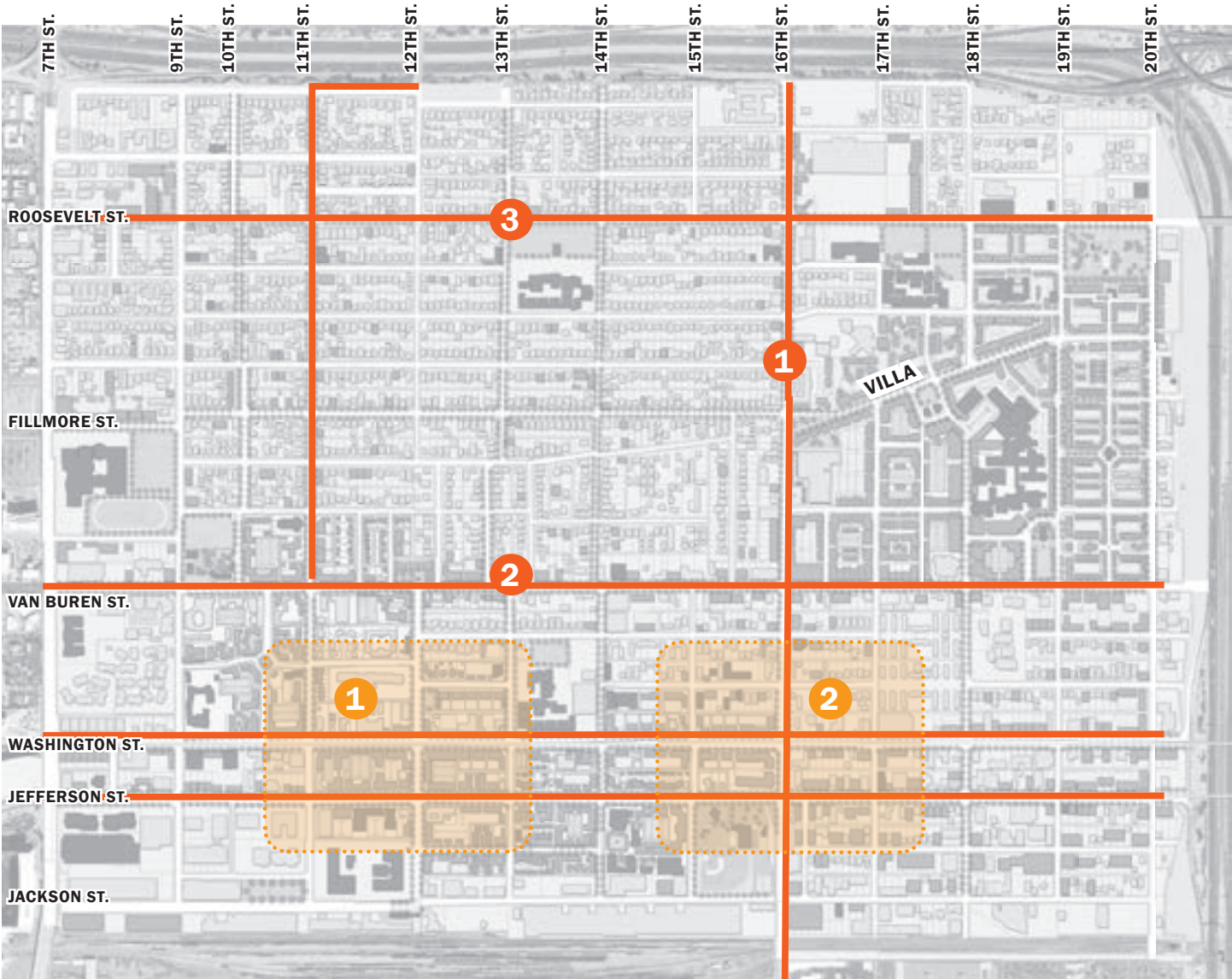
The Public Transit plan indicates routes that are prioritized for new services, increased frequency, and transit-stop improvements based on community input, data analysis, and field observations.



TRANSIT MOBILITY HUB PRIORITIES

- 1 12TH STREET
- 2 NEW LIGHT RAIL STATION AT 16TH STREET

TRANSIT ROUTE PRIORITIES

- 1 16TH STREET
- 2 VAN BUREN STREET
- 3 ROOSEVELT STREET



-  Existing transit routes
-  Transit Mobility Hub*



*Transit Mobility Hubs are clusters of transportation enhancements around major public transit stations.

MASTER PLAN | WALKABLE URBAN CODE

The Walkable Urban Code plan guides rezoning to the new WU Code. The plan identifies the rezoning locations and intensity level Transect sub-districts that are consistent with the Vision and Master Plan.

The plan serves as policy guidance and is not regulatory. Additional outreach and research on underlying entitlements and appropriateness of specific properties will be conducted during the rezoning process.

The first phase of the rezoning to the Walkable Urban Code will be the properties generally within 1/4 mile of the 12th street light rail station.

Future phases will include the Garfield Neighborhood, the Edison Park Neighborhood, the Van Buren corridor, and along Washington and Jefferson Streets between 16th - 18th Streets.

Framework

The Transit Oriented Development Strategic Policy Framework identifies the Place Type for light-rail stops within the District. The Place Types inform the scale and character of the Districts, which is then detailed in the Conceptual Master Plan.

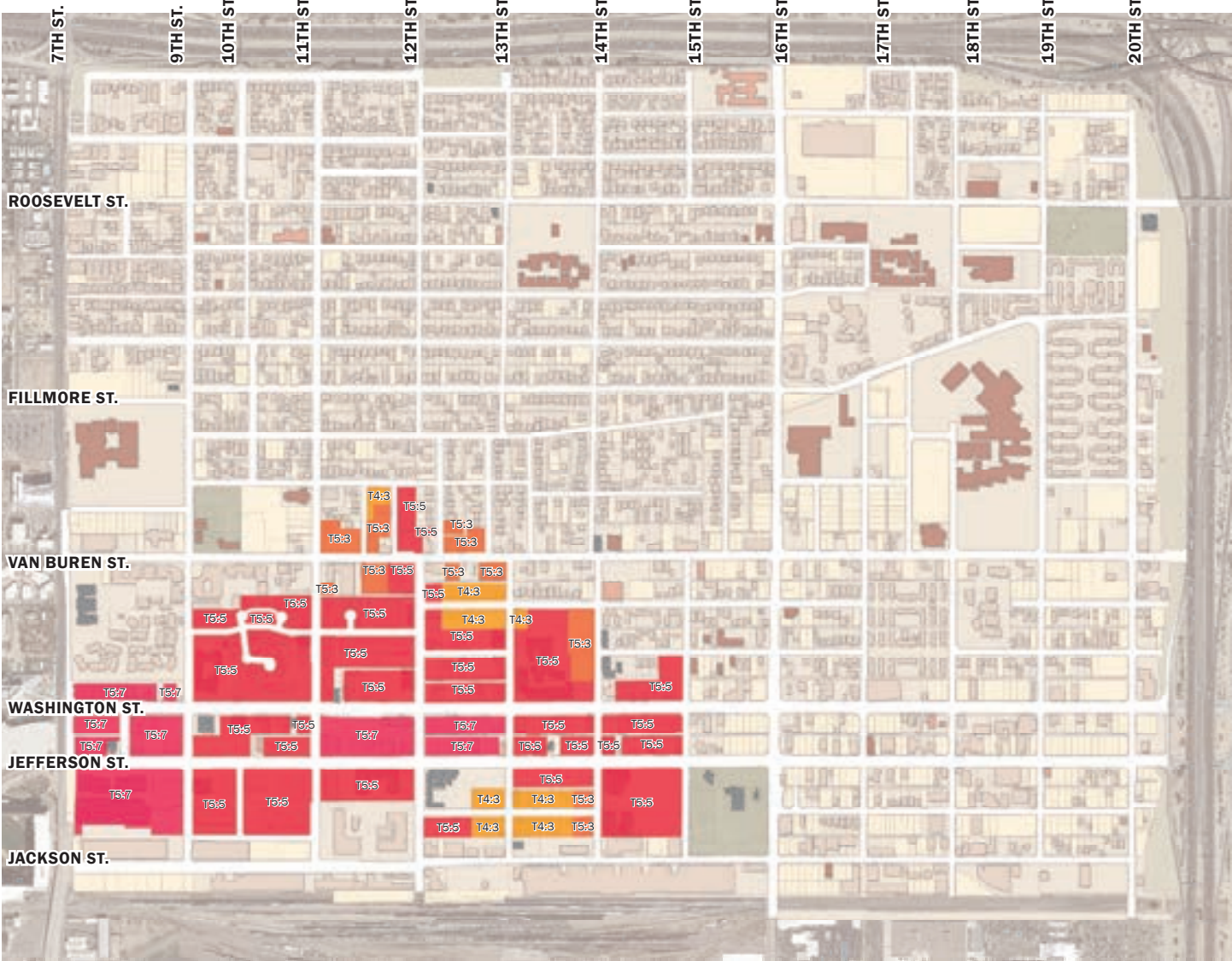


12TH STREET & WASHINGTON STREET

	Minor Urban Center	<ul style="list-style-type: none"> Balanced Commercial & Residential Retail Destination Entertainment Destination Some Employment 	<ul style="list-style-type: none"> Mid Rise Apartment Town house Row house Live/Work 	<ul style="list-style-type: none"> Low-Rise Office Under 40,000 sq. ft. single tenant retail footprint Incentive: 60,000 sq. ft. 	<ul style="list-style-type: none"> Sub-Regional Destination Medium Regional Accessibility 	<ul style="list-style-type: none"> Medium-Low Intensity 2-5 Stories Incentive: 7 Stories
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12TH STREET & JEFFERSON STREET

	Minor Urban Center	<ul style="list-style-type: none"> Balanced Commercial & Residential Retail Destination Entertainment Destination Some Employment 	<ul style="list-style-type: none"> Mid Rise Apartment Town house Row house Live/Work 	<ul style="list-style-type: none"> Low-Rise Office Under 40,000 sq. ft. single tenant retail footprint Incentive: 60,000 sq. ft. 	<ul style="list-style-type: none"> Sub-Regional Destination Medium Regional Accessibility 	<ul style="list-style-type: none"> Medium-Low Intensity 2-5 Stories Incentive: 7 Stories
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ReinventPHX Conceptual Zoning Plan

- T4:3** Residential, maximum building height 40 feet
- T5:3** Mixed use, maximum building height 48 feet
- T5:5** Mixed use, maximum building height 56 feet
- T5:7** Mixed use, maximum building height 100 feet



EASTLAKE PARK NEIGHBORHOOD





Former Councilman Calvin C. Goode, Eastlake-Garfield Steering Committee member and long time community leader



COMMUNITY VISION

Tradition meets Innovation

Overview

In 2040, tradition meets innovation in Eastlake-Park, where people come to live and work in a dynamic neighborhood with convenient access to public transit, retail and services. There are a variety of quality affordable housing options, local businesses, and jobs within convenient walking distance.

Theme: Walkable Neighborhoods and Quality Open Spaces

In 2040, the Eastlake Neighborhood is walkable and bikable. Narrowed traffic lanes on Washington and Jefferson Streets have created safer conditions for pedestrians and cyclists [6/13//VPS]. Buffered bike lanes, wide sidewalks, prominent crosswalks, and street trees protect pedestrians and bicyclists traveling to and from transit services at 12th and 16th Streets

[W1]. There is a successful Sunday farmers' market that sells fresh, local food near the 12th Street light rail station, and small cafes and shops are popping up throughout the neighborhood [SE10].

Eastlake Park continues to provide safe, easy access to open space for active recreation and sports [5/10//VPS]. In 2040, new small parks dot the area, and provide convenient places for additional family recreational activities, like Frisbee and playing catch [W1; W2]. Sports programming and informal pickup games keep Eastlake lively and cultivates a healthy community [W1; W2]. The small plaza at 12th Street and Jackson Street is a popular weekend destination for the Eastlake-Garfield community, and for city-wide residents and church-goers who attend fairs, farmers markets, and festivals there [W1; W2].



LIFE IN EASTLAKE PARK IN 2040

I'm happy that my grandchildren are growing up in the best environment possible. They live walking distance from my Eastlake apartment and I take them to Shaw Elementary everyday. Sometimes after school, we stop at Eastlake Park, where they play with other kids while I read my book in the shade [W1]. I recognize most of the families there from church and the community events that happen in the park on most weekends.

My apartment is about a block from First Institutional Baptist Church, so I can walk there on Sunday mornings. Most folks live nearby, so our congregation is very close. Most Tuesdays, a big group of us go out for dinner at one of the nice family restaurants in the neighborhood. Even though many new businesses have moved into Eastlake, they are very respectful of our community's traditions, and the fiber and personality of the neighborhood has remained intact.

Theme: Strong Local Businesses and Low Cost of Living

In 2040, the Eastlake Park neighborhood helps create and support local businesses in mixed-use buildings, promoting economic development and vibrant streets [W1; W2]. With businesses on the ground floor, and a diversity of housing options above, Eastlake residents can live and work in proximity, reducing commutes for families and encouraging active involvement in the community [W1]. Some buildings have been retrofitted for a mix of new uses, which retained the neighborhood's character, while bringing fresh energy to the area [W1; W2].

Family restaurants, retail, and other services bring people into the streets and residents can meet most of their shopping needs in the neighborhood [W1]. Housing and businesses cater to a range of ages, and because 2040's business owners live near or above their shops, hours are flexible to accommodate the community's needs [W2]. Mixed-use buildings attract new residents and developers to the area, and with more people living in the community, commerce is flourishing [W2].

Buildings along Washington and Jefferson Streets transition from six to four stories as they connect the vibrant commercial corridors with older residential development [W1; 7/12//VPS;]. Taller buildings keep more residents close to services and jobs, encourage interactions with neighbors, and allow members of the neighborhood's many churches to walk to Sunday service [W1; W2]. This reduces transportation costs for residents and helps reduce air pollution city wide [W1].

In 2040, the Eastlake-Park neighborhood strongly supports local business initiatives, products, and services [W2]. Businesses



and community organizations have effectively shepherded buy-local initiatives, which educate neighbors about the benefits of local production and consumption [W2; 8/9//VESC].

Not only do local goods and services reduce environmental and transportation costs, but buying local keeps revenue in the neighborhood and fosters economic vitality. Locally owned and operated businesses are community assets, providing residents with expertise and excellent service for their products and materials. In 2040, buy-local support for goods and services has sparked investment in new local, independent businesses that characterize the Eastlake-Park neighborhood [W1; W2].

The successes of local small-scale production have attracted new businesses to move into the area [W1]. A variety of independent shops and services add vibrancy to once-vacant areas on Washington Street and Jefferson Street between 11th Street and 16th Street [SE6; SE10]. A coalition of advocates represents local business owners' needs and views to city officials [W2].

Theme: Housing Affordability for All Residents

In 2040, the Eastlake Park neighborhood provides a variety of housing options for a diverse community, and attracts the critical mass of customers required for businesses to thrive [W2; 9/13//VESC]. Live-work units occupy some 3 to 5 story mixed-use buildings along Washington and Jefferson Streets, as well as historical buildings that save resources and celebrate the community's past [W1]. Together, the older and newer buildings provide centrally located housing and workspaces for local artists, sculptors, furniture makers, and restaurant owners, among others [8/9//VESC]. These flexible units

conveniently combine living and work space, keep costs down, and allow for more time spent with family and friends [W1]. Live-work units also assist local economic development, keeping investments and spending local [W1].

Mixed-use buildings with live-work options help build relationships, cohesion, and unity because they foster closer interactions with neighbors [W1]. In 2040, live-work housing keeps the Eastlake Park neighborhood bustling with people at all times of day, and the neighborhood feels safe [W1].

Mixed-income apartments are another popular housing option [4/9//VESC]. With a mix of subsidized and market-rate units, these apartments are available to all residents, regardless of income [W1]. In 2040, Eastlake is in high demand because of its quality schools like Shaw Elementary, good city services, and better access to jobs [W1]. Most mixed-income housing is clustered near light rail stations that provide affordable living options for commuters to the airport and downtown employment centers [IN].

A coalition of faith based institutions came together decades ago to form an affordable housing strategy in the neighborhood. What began as a single housing development on Pilgrim Rest's parking lot, spread rapidly along Jackson street, which is now fully developed with family friendly townhouses, cottages and courtyard apartments.

The diversity of residents in 2040 enhances community stability and ensures that lower-income households benefit from the outstanding amenities of the Eastlake Park neighborhood.



 Our Vision for Eastlake

- A sustainable community centered around the light rail comprised of existing residents, church members and those seeking a more pedestrian-oriented urban lifestyle.
- A community offering a variety of housing options including single family, multi-family, infill, live-work units, assisted living, senior housing and affordable housing.
- The spiritual center of the African American community with numerous churches that serve the entire metro area.
- A community with a rich cultural heritage that is recognized through the renovation of historic homes and properties, historical entry markers and interpretive signage.
- A destination for locals and a point of interest for national travelers with unique community-based businesses such as co-working spaces, grocery stores, pharmacies, eateries and entertainment venues.
- A community with the beautifully renovated Eastlake Park as its focal point, hosting a farmers market and historic walking tours on Sundays, the annual Juneteenth Celebration and regular concert performances at the historic band shell.
- A resurgence of a neighborhood that could be used as a model that could be replicated across the country.



MASTER PLAN

Design Overview

A Neighborhood Rich In Heritage

The Eastlake neighborhood has a rich history as the heart of Phoenix’s African-American community. However, the shifting population and proximity to downtown have impacted the area in both positive and negative ways. Today, there is a new optimism that Eastlake can grow and prosper in a way that is compatible with its history and values.

Main Design Elements

TOD Mixed-use development: The existing light rail stop at 12th Street is already having an impact on development, with several proposals for new mixed-use developments under construction or in the design phase. The proximity to Downtown and the University of Arizona medical campus make it a desirable location for students and professionals.

Churches of Eastlake: As the spiritual center of the African-American community in Phoenix, Eastlake has retained many of its historic churches, which bring families back to the area every Sunday. In addition, some churches have schools and other amenities that function all week long. During the design workshop, the community expressed the desire to entice more families back to live in the area, and to extend the amount of time that outside residents spend patronizing the neighborhood’s restaurants, parks and businesses. The

proposed restaurants on Van Buren Street and the produce market on Jackson Street will attract more visitors and potential residents.

Jackson Street Produce District: Jackson Street has historically been a central market place for wholesale produce, and many of the businesses still remain. To capitalize on this, a companion public market is proposed at the end of 12th Street. In addition, its relative separation from residential uses make it suitable for night clubs, shared work spaces and other forms of adaptive reuse.



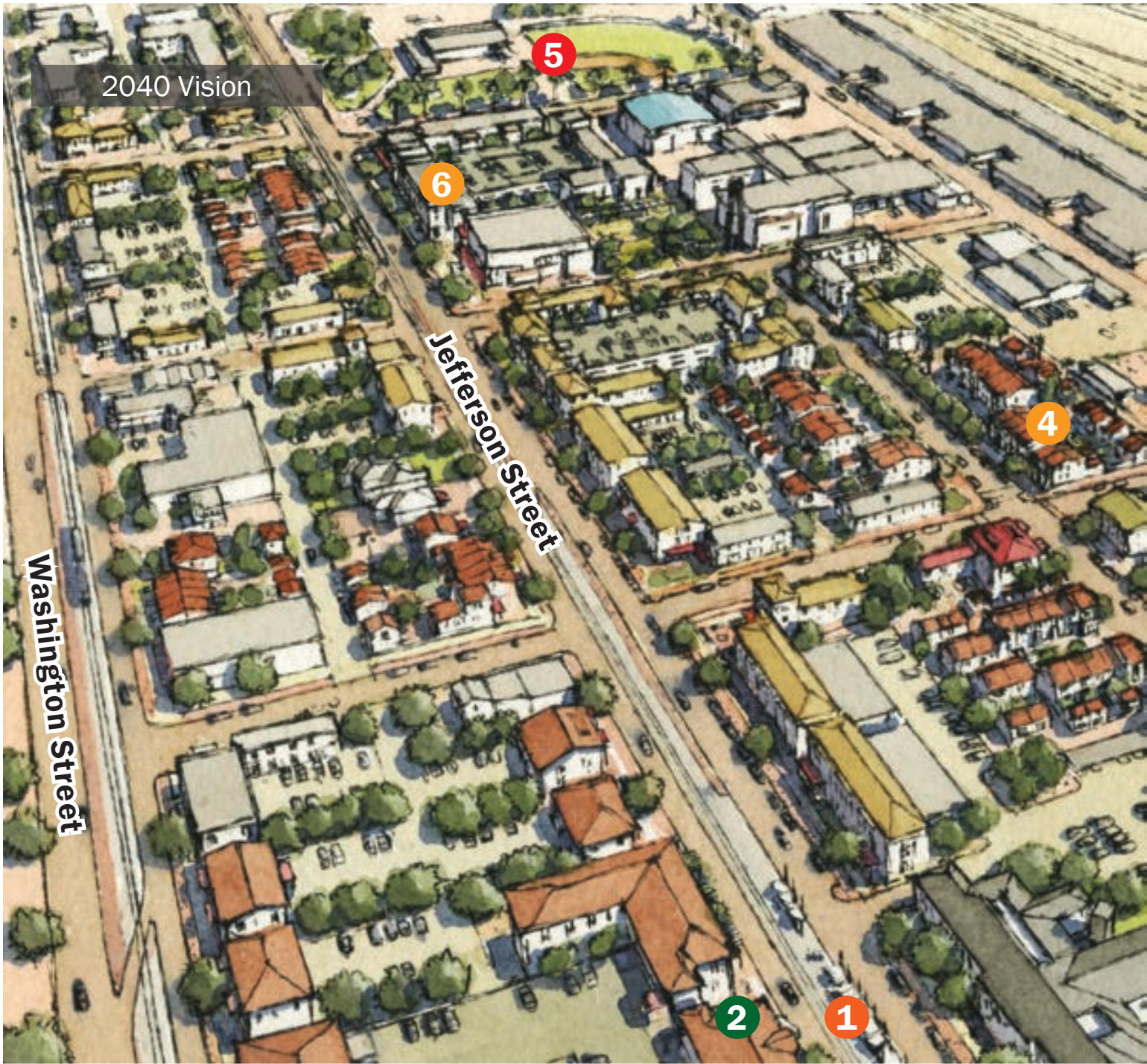


Annotated Master Plan



Legend

- 1. West-bound light rail stop
- 2. East-bound light rail stop
- 3. Shaw Elementary School
- 4. Eastlake Park
- 5. Fire Department
- 6. Proposed new mixed-use development
- 7. Proposed public produce market
- 8. Proposed higher density residential redevelopment with new connecting N/S spine
- 9. East Madison Street redevelopment with connection to Eastlake Park
- 10. Proposed Choice Neighborhoods redevelopment at Sidney P. Osborn public housing



2040 Vision

Vision for New Development

The illustration depicts continued infill development along the Washington and Jefferson Street light rail corridor. Along Madison Street, new townhouses and courtyard buildings create a quiet residential street terminating at Pilgrim Rest church and Eastlake Park beyond. Jackson Street retains its light industrial character while accommodating a mixture of uses, including a proposed public produce market at the termination of 12th Street.

Affordable Housing

Eastlake is currently facing growth pressures brought on by the proximity to downtown and the presence of the light rail stop at 12th Street. While the neighborhood has had many affordable housing options in the past, the new development may put some upward pressure on housing prices in the future. However, the neighborhood has always had a proactive approach to providing affordable units, most recently with the construction of a senior housing facility across from Eastlake Park, and previously with the 14 single family houses constructed on Monroe Street. The redevelopment of the Sidney P. Osborn housing project under the Choice Neighborhoods Program and the development of city-owned property will ensure that affordable housing remains in the neighborhood.



N



- 1** East-bound **Light Rail Station**
- 2** New **Mixed-Use Development**
- 3** Proposed **Farmers Market**
- 4** Proposed **Walkable Urban Low Rise** Housing (brownstones) along Madison Street
- 5** Eastlake Park (**Active Park**)
- 6** Pilgrim Rest Baptist Church **Mixed Income Housing**. *See the "Phoenix Donut" on the next page.





Catalyst Project: TOD Standard Plan

The “Phoenix Donut” incorporates perimeter block housing with structured parking in the center, and some mixed use along the ground level. Because less the of the site is devoted to surface parking, the building type may incorporate shaded courtyards. Architecturally, the buildings incorporate deep shading devices, especially on the south and west sides. This building type is especially suited for Transit Oriented Districts.



GARFIELD NEIGHBORHOOD





Garfield resident Luis Messina with his grandson at Verde Park



COMMUNITY VISION

Historic Preservation and Continued Reinvestment

Overview

In 2040, historic preservation and reinvestment in the Garfield Neighborhood have created one of the most desirable neighborhoods in the city. People come to live and work in a dynamic neighborhood that preserves a single family character while allowing appropriate, high quality, and affordable multi-family development and improvements to commercial properties providing services to the neighborhood.

Theme: A Stable Community that Respects History and Welcomes Reinvestment

In 2040, the Garfield Neighborhood is a stable residential area where new development and land uses have occurred without adversely impacting the historic character. Single

family homes and appropriate multi-family residences have developed on vacant parcels interior to the neighborhood at a scale that respects the vision identified in the Garfield Neighborhood Plan (1992) and the Garfield Redevelopment Plan (1999). The Garfield Neighborhood’s sense of community has been enhanced through a reduction in crime, improvements to streets, investment in historic housing and a renovated Verde Park. Zoning designations that are incompatible with the single family character have been addressed. Retail and service uses desired by the community have located at key nodes within the neighborhood and on the periphery. The Arts, Culture and Small Business Overlay District has enriched the neighborhood with many art spaces, galleries and artist boutique uses in adaptively reused residential structures.





MASTER PLAN

From Vacant to Vibrant

Artists Community in a Historic Setting

The Garfield neighborhood is home to two historic districts, the Garfield Historic District and the North Garfield Historic District. In addition, the neighborhood also includes an Arts and Cultural zoning overlay, which offers greater zoning flexibility for art-related home businesses. The synergy between the historic architecture and arts culture creates a unique identity for Garfield.

Main Design Elements

Context Sensitive Infill: Because the majority of the neighborhood falls within the bounds of the two historic districts, any infill on vacant lots should be compatible in scale and character, and meet the requirements of the historic design guidelines and standards. The conceptual designs depicted in the plans and renderings are of modest scale and simple design.

The “Granny Flat”: While the number of vacant lots is limited, there are numerous opportunities for the addition of “granny flats” within the rear yards that are accessible by an alley. Granny flats, which are already permitted by current zoning, add to the supply of affordable housing in the neighborhood and provide additional income for homeowners.

Reinforcing Neighborhood Nodes: There are several locations within Garfield that can become neighborhood nodes, providing needed neighborhood services within walking distance and becoming a natural place for neighbors to meet.

Arts and Culture: The existing Arts and Culture District is further enhanced by the improved neighborhood nodes, which can function as centers for the arts community, offering additional gallery space and settings for public art.





Annotated Master Plan



Legend

- 1. Verde Park
- 2. Proposed extension of 10th Street with mixed-use development fronting on Verde Park
- 3. ASU Preparatory Academy
- 4. Proposed neighborhood node at 10th Street and Pierce Street
- 5. Pedestrian improvements on 11th Street
- 6. Proposed neighborhood node at 10th Street and 11th Street
- 7. Infill housing – live-work townhouses
- 8. Garfield Elementary
- 9. Garfield Elementary recreation area – proposed to be open for neighborhood use
- 10. 12th Street – pedestrian/bike link to light rail
- 11. 14th Street as major north/south pedestrian corridor
- 12. Proposed neighborhood node at 14th Street and Pierce Street

4

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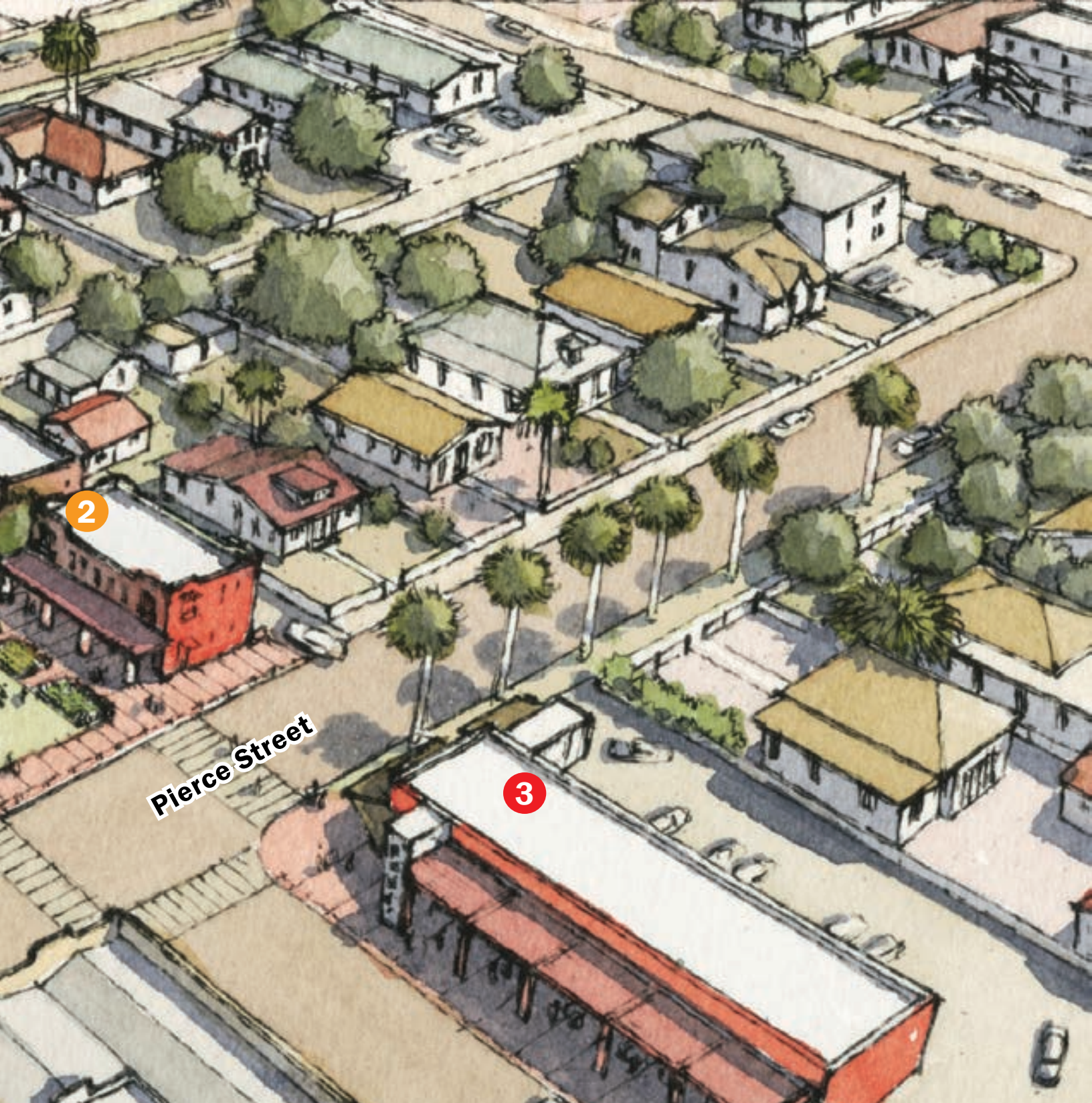
10th Street

////////////////////////////////////

Neighborhood Node - Plaza

This concept takes several vacant parcels in the Garfield neighborhood and transforms them into an active neighborhood node. The new buildings, which could be live-work townhouses, are set back from 10th Street to form a small square. The open space also allows views of the existing chapel when approaching the square from the north on 10th Street. An addition is proposed to the west of the chapel, forming a courtyard for multi-purpose use.

////////////////////////////////////



Pierce Street

2

3

4

5

- 1 Proposed linear square also performs as **Neighborhood Retention**
- 2 Live-work flex buildings with tuck-under parking behind (alley diverted) is great example of **Walkable Urban Low Rise Housing**
- 3 Retrofitted American Way Market becomes a key **Corner Grocery Store**

- 4 Existing building (originally a small church) provides a terminated vista from 10th Street and can be an **Adaptive Reuse Development**
- 5 Proposed 2-story infill housing/live-work units are great example of **Walkable Urban Low Rise Housing**

Garfield Housing - Neighborhood Nodes



Infill Housing - Courtyard Units



Walkup Apartments



Granny Flats in Rear Yards



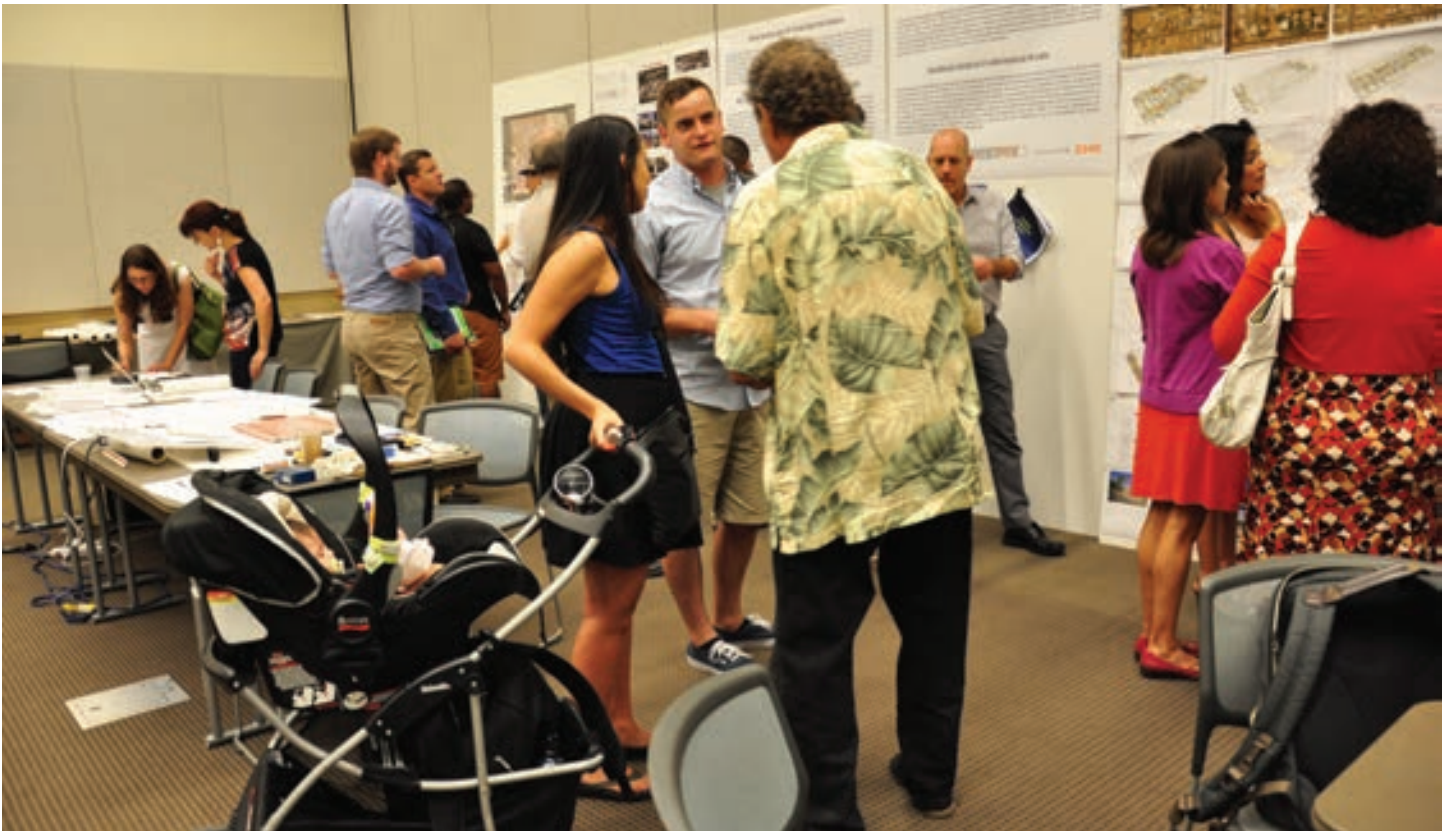
BLOCK STUDIES

Garfield Small Infill Study

Despite its central location, and supply of historic architecture, the Garfield area remains a relatively affordable neighborhood in which to live. But because of these factors, and in particular its proximity to the Light Rail, some gentrification is likely to occur in the future. To mitigate this trend, the design team explored various infill housing options that are compatible with the neighborhood character and offer a variety of housing unit types to meet different price points.

Support for mixed-income development in low density areas such as Garfield relies on infill strategies in keeping with the

neighborhood character, such as apartments over garages (granny flats), corner duplexes, walk-up apartments on side streets, residential mews on alleys, courtyard housing, and apartments and duplexes that can be made to look like single-family homes. The development of accessory units or granny flats is especially important in this area because it relieves pressure to increase density in a way that is compatible with single-family neighborhoods, and also provides a basis for supplemental family income.



VAN BUREN CORRIDOR





1524

OFFICE HOURS

MONDAY - FRIDAY
9:00 am - 5:00 pm

Garfield Organization and Steering Committee Members Jake Akins and Dana Johnson at Van Buren Street and 16th Street.



COMMUNITY VISION

A Unique Neighborhood Main Street

Overview

Located between the Garfield and Eastlake Park neighborhoods, Van Buren Corridor is the “main street” of both historic neighborhoods in 2040. Through innovative revitalization and community engagement, the historic corridor has regained its position as an iconic Phoenix thoroughfare that connects Downtown Phoenix and Downtown Tempe. With mixed-use buildings lining pedestrian and bike friendly streets, residents enjoy access to services, employment, and affordable housing choices. The pedestrian scale of new development allows businesses to thrive while maintaining the historic character of this iconic street.

Theme: Local Businesses and Employment Opportunities

In 2040, the Van Buren Corridor is a bustling section of the Eastlake-Garfield District that encourages local business development by providing job training to local residents [W1; W2; W3//VESC]. Business incubators have popped up in retro-fitted buildings, and are now an integral part of the District’s

success [W2; 4/10//VESC]. The incubators have brought the like-minded together to access economic opportunities [W2]. With a “maker space” for developing creative prototypes, shared office space, professional consultation, and technical assistance, these strategic investments have created economic vitality along Van Buren Street and within the surrounding neighborhoods.

Similarly, a buy-local initiative along Van Buren Street promotes locally-owned small business development [4/10//VESC], and educates the community about the benefits of buying local. As a result, business along the corridor has been steadily increasing.

Co-working spaces are a popular option for start-ups and smaller organizations along Van Buren Street [2/4//VESC]. Many older buildings have been adaptively reused as shared office space. Not only do these spaces decrease rents for smaller organizations, they also expose workers to the knowledge and training of other businesses, stimulating collaboration [W1]. In 2040, a one-stop workforce system along the corridor is targeted at job and skills training [2/4//VESC]. This network



offers critical training services for job retention, skills improvement, and opportunities for new employment, making residents more competitive in the job market [W1].

Together, the incubators, co-working spaces, and workforce system along Van Buren Street prepares people with the training and skills required for a diversity of jobs [W1]. In turn, the spectrum of businesses along Van Buren Street has expanded, and the local economy is thriving.

Most businesses occupy creatively renovated buildings or the ground floor of multi-story residential buildings that allow for convenient live-work opportunities [SE5, SE1, W2]. Two to four story mixed-use developments give more residents access to local services and retail, as well as reduce transportation and infrastructure costs [W1; 9/18//VPS]. Local markets anchor a cohesive retail streetscape that provides plenty of options and places to gather [SE3; SE8].

Theme: A Walkable and Bikable Street

With bike lanes, on-street parking, and wide tree-lined sidewalks [W1; W2; 12/18//VPS], Van Buren Street in 2040 is a city-wide attraction where residents and visitors spend days and evenings, comfortably browsing shops and lingering in cafes. Along the corridor, trees and awnings provide shade during the day, while pleasant on-street lighting makes for safe late-night dining or friendly gatherings at the local pub [SE1; SE3]. Less traffic and more crosswalks have made 2040's Van Buren Street a safe environment for pedestrians and cyclists [SE9; SE3;]. Reasonably priced on-street metered parking offers better access to commercial property while minimizing the need for parking lots. This parking strategy channels revenue back into the corridor for maintenance and beautification [SE9; W2].

LIFE ON VAN BUREN IN 2040

I grew up in Garfield and have been happy to see the reinvention of Van Buren Street. The transformation of old warehouses and car lots into new uses has been great for the neighborhood. Some of my old friends have moved back and used local business incubators to start successful ventures. We often get together on the weekends and walk down the streets we knew as kids. Many places are familiar, and we like to see the new things that have appeared. It's nice to have little cafés and coffee shops in our old neighborhood. It makes us proud.

The best thing about living on Van Buren Street is being close to work [W1]. My commute is from the fourth floor to the first, where I opened my software business. Van Buren Street has lots of people walking and biking, so foot traffic is good [W1; W2; W3]. My repeat customers use on-street parking, and some take the bus or light rail, which is just two blocks over.



Theme: Affordable Housing Options

In 2040, Van Buren Street offers a variety of housing options in mixed-use buildings that cater to a wide spectrum of incomes, provides a vibrant street presence, and lower transportation and infrastructure costs. Live-work housing in adaptively reused buildings supports affordable lifestyles and provide entrepreneurs with the space they need to start businesses [W1; W2; 8/12//VPS;].

By combining comfortable living with functional workspace, residents have urban living options with a zero-commute lifestyle [W1, W2, W3;] while also providing retail and services for the area. Live-work space and Van Buren Street's buy-local initiative draw attention to small businesses, and help build a community identity among local residents and business owners [W1; W2; W3; 4/10//VESC;].

Mixed-income apartment buildings help maintain a residential

community along Van Buren Street in 2040 [W2; 7/12//VPS]. Affordable units in many buildings have helped avoid displacement of long-time residents [W2]. Housing options for differing income levels maintains price stability [W2; W3], and residents of all income levels can afford to live in well-maintained, high quality residences. [W2; W3]. Local jobs in ground floor businesses give residents the chance to participate in the Van Buren community and find employment. [W1]. Mixed-use buildings, combined with local business development efforts and ample job training opportunities, allow some businesses to hire and train residents living in the same building. This provides live-work opportunities for low-income residents, and helps lower the cost of living [W1]. At two to four stories, the buildings maintain a neighborhood skyline that avoids an urban canyon effect, while increasing the corridor's population and customer base for businesses [W1; W2].



Theme: Open Spaces

In 2040, the Van Buren Corridor provides open space where residents relax, attend community events, and build a unique sense of place [W1; 6/9//VPS;]. Small plazas and pocket parks dot the street. These spaces invite both residents and visitors to relax and linger [W2]. Family friendly Verde Park provides a safe space for picnics, barbecues, movies in the park, or sunrise yoga classes [W1; W2; 5/9//VPS; health]. New open spaces near well-maintained mixed-use buildings have helped increased foot traffic, which supports local businesses, keeps people on the street, and creates a safe atmosphere [SE1; SE3; SE7; W2;]. On Saturdays in 2040, many people dine at street side cafés and walk through the parks, as they enjoy the weather on their way home.





MASTER PLAN

Design Overview

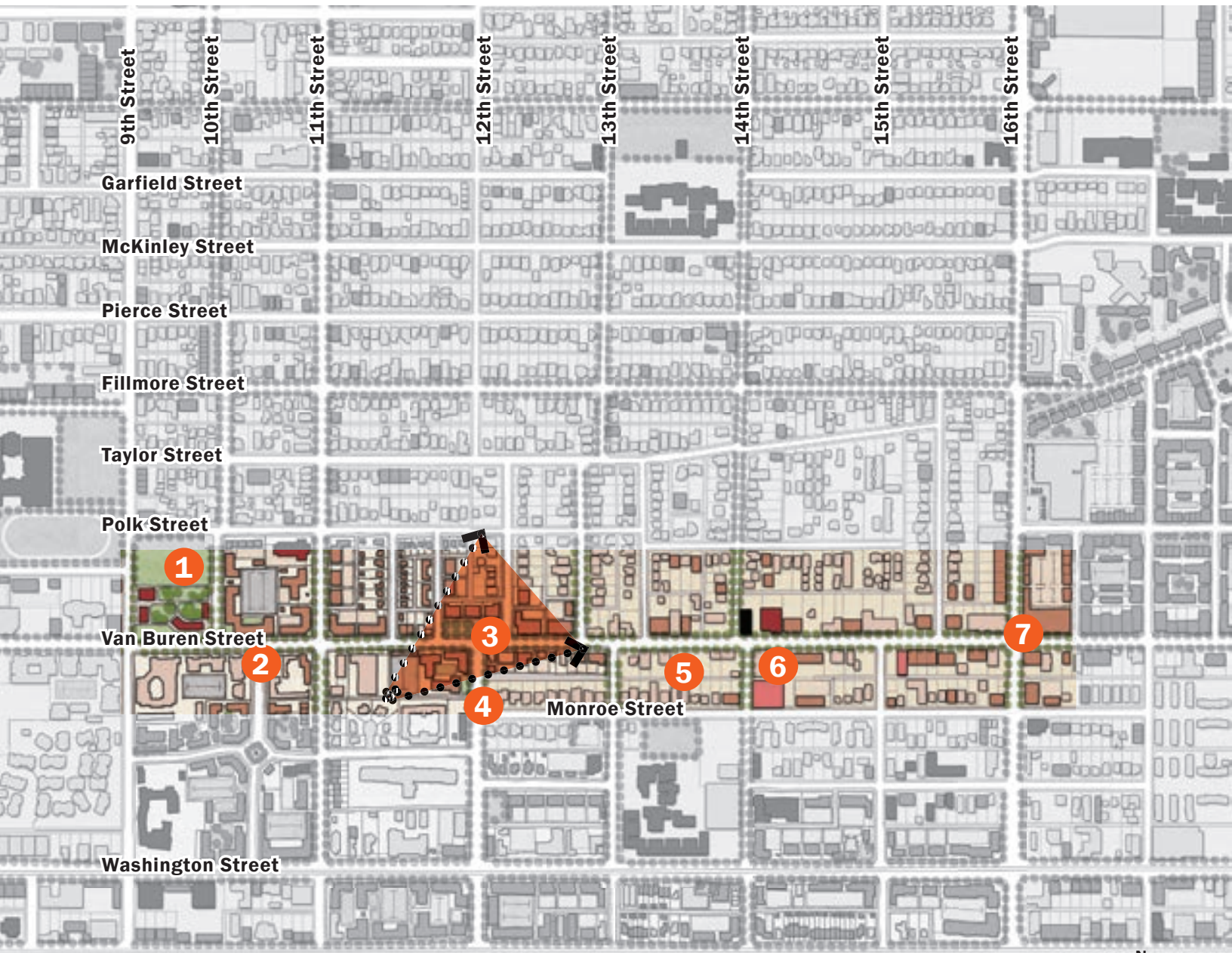
Main Design Elements

TOD Mixed-use development: The existing light rail stop at 12th Street is already having an impact on development, with several proposals for new mixed-use projects being developed. The proximity to Downtown and the University of Arizona medical campus make it a desirable location for students and professionals.

The Van Buren Corridor parallels the light rail corridors of Washington Street and Jefferson Street. It has a viable inventory of pre-World War II buildings which embrace the street at or near property lines. Additionally, there are numerous underutilized parcels which have historically been used for automobile sales businesses. These lots provide the opportunity for complementary infill investment along the corridor, creating a Main Street with restaurants and small businesses.

Intersection improvements at 16th Street will enhance the safety, bikeability and walkability of the corridor.



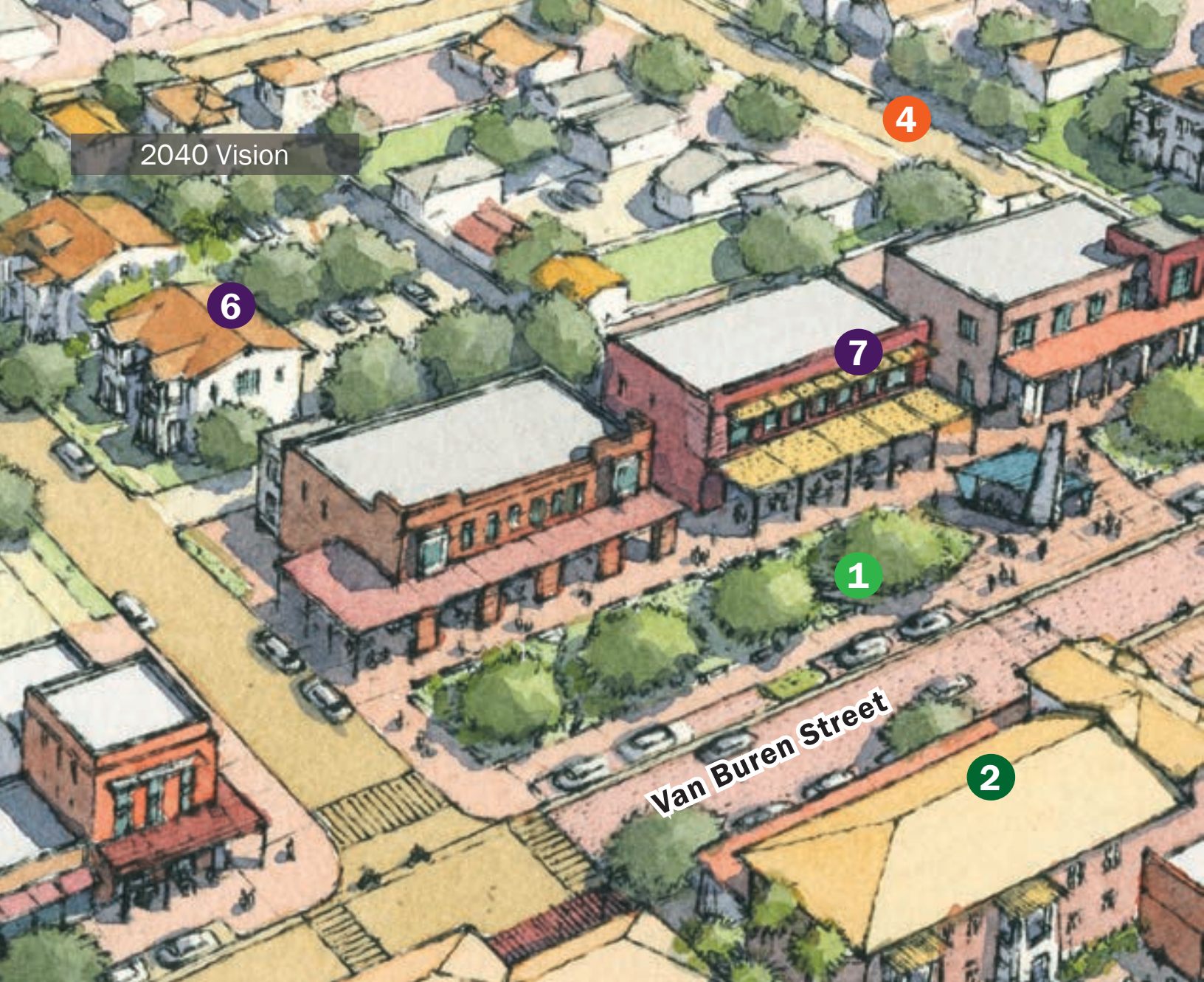


Annotated Master Plan



Legend

- 1. Verde Park
- 2. Proposed extension of 10th Street with new development on large parcel fronting Verde Park
- 3. Proposed plaza at the offset of 12th Street and Van Buren Street
- 4. 12th Street, an important pedestrian connection to the light rail stop
- 5. Potential shared “Main Street” featuring restaurants and small businesses that would generally extend from Verde Park on the west end to 16th Street to the east. Future phases would extend the streetscape further to the east and west.
- 6. Arnold’s Pickle House, local landmark, potential retrofit
- 7. Proposed intersection improvements at 16th and Van Buren Streets- see Mobility section



Integration with the Community

The 12th Street and Van Buren Street intersection has significant opportunity for change. The north side of the street shows a proposed Green Civic Space at the 12th Street offset. This civic space is faced by flex buildings which can accommodate both commercial and residential uses as a transition to the more residential character of the Garfield Neighborhood. The southwest corner could develop with mixed use buildings surrounding a rear courtyard. The restaurant at the southeast corner could be enhanced for its existing use or adaptively reused with shade canopies provided for the sidewalks on 12th and Van Buren Streets. Provision of safe sidewalks on 12th Street are an important connection to the Garfield Neighborhood to the north, as well as to the light rail stop to the south and down into the Produce District. Existing buildings on Van Buren Street could provide parking to the rear to facilitate conversions for restaurant uses.



1 Proposed **Green Civic Space** at the offset of 12th Street

2 **New Mixed Use Development** with rear courtyard

3 **Adaptive Reuse Development** of existing buildings

4 12th Street **Safe Sidewalks** as important connection to Garfield to the north, and Eastlake light rail stop to the south, and down to the Produce District

5 Existing buildings with **Green Parking** are conducive to restaurant conversions

6 Small-scale apartment buildings provide transition from the **Main Street Corridor** to single family residential

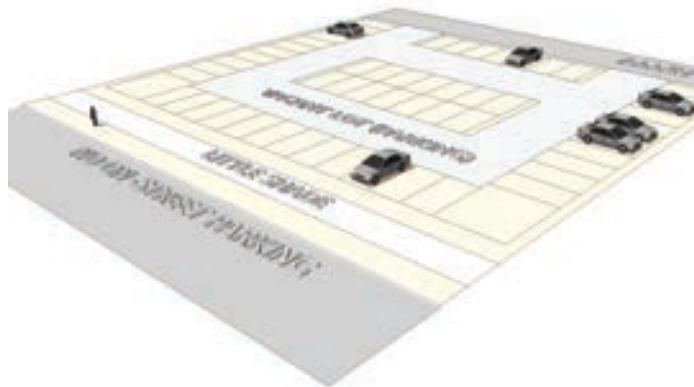
7 Flex buildings which can accommodate both residential and commercial uses and promote transition to more **Walkable Urban Neighborhoods**

CATALYST PROJECT: STANDARD PLAN

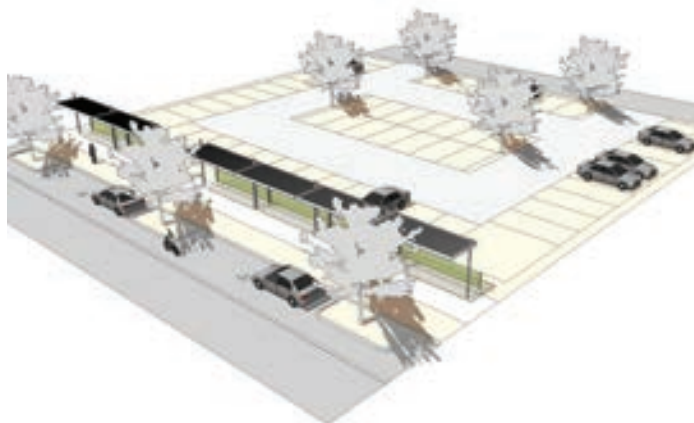
Flex Building Incremental Infill

A standard flexible building type that could be economically constructed, house a variety of uses, and fit the narrow lots along Van Buren would help encourage infilling of vacant and underutilized properties. The series of images shows the evolution of a vacant lot, from surface parking to mixed use 3-story building. The building module is based on a 20' x 32' deep structural bay, which can accommodate a loft apartment, workspace or small retail store. The modules may be combined to accommodate restaurants and larger offices.

The building type was developed for Van Buren Street but is suitable for a number of streets including Washington and Jefferson Streets.



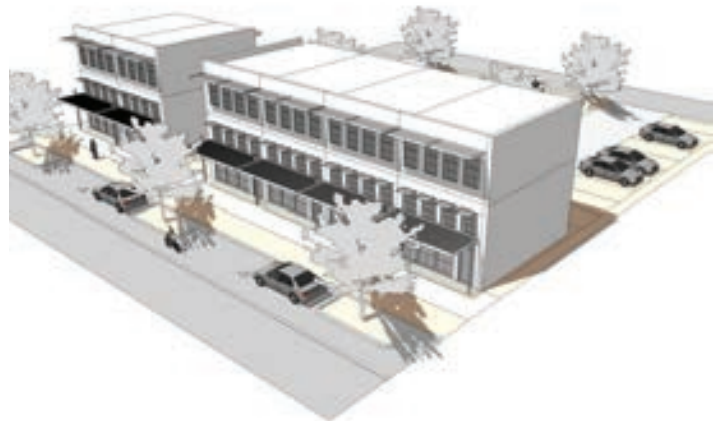
1 A vacant lot with parking



2 Street improvements provide shade and screen parking



3 A 2-story Flex Building is constructed with parking in the rear



4 A Third story is added



5 The interior view shows a double-height space on the ground floor with a mezzanine level

CATAYLST PROJECT: ADAPTIVE REUSE



Arnold's Pickle House - Existing Condition



Arnold's Pickle House - Adaptive Reuse





Existing Conditions

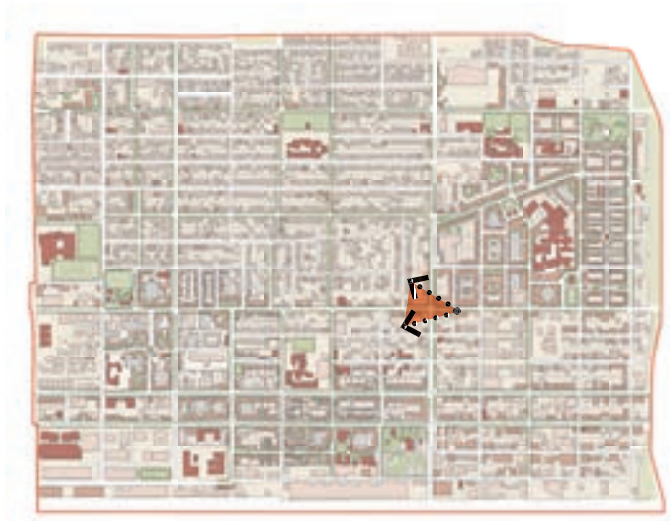
CATALYST PROJECT: COMPLETE STREET

Van Buren Street & 16th Street Transformation

Incremental Investments

A survey of existing intersections in the study area identifies a set of reoccurring design deficiencies that can be corrected over time. For many years, intersections were designed for the efficient movement of vehicular traffic, but unfortunately, this came at the expense of the pedestrian and cyclist.

The images here illustrate a transformation of the intersection of East Van Buren Street and North 16th Street. The transformation begins with roadway re-striping, followed by more intensive streetscape improvements in later phases. Redevelopment begins to occur as pedestrian and bike conditions become more comfortable and safe.



2



Shade structures are added at the corners, bicycle lanes and medians are striped on Van Buren Street

3



Median, sidewalks and bike parking are installed

4



Redevelopment begins to occur as pedestrian and bike traffic rise



Van Buren Street Revitalization

Infrastructure investments, rezoning and economic development strategies pay off with a vibrant “main street” corridor. Van Buren Street becomes a city-wide destination for shopping, dining and entertainment, while also providing daily-living retail for nearby residents. Day and night activity, lighting, sidewalk patios and large windows contribute to a large drop in crime. An enhanced bike lane connects Grand Avenue, Downtown Phoenix and Downtown Tempe.





- 1 Structural Shade:** Canopies at intersections provide relief from the sun and encourages pedestrian activity
- 2 Safe Bike Lanes:** Fully painted lanes provide a clear separation from vehicular lanes
- 3 Safe Intersections:** Ladder-style crosswalks and median islands provide clearly demarcated walkways for pedestrians.

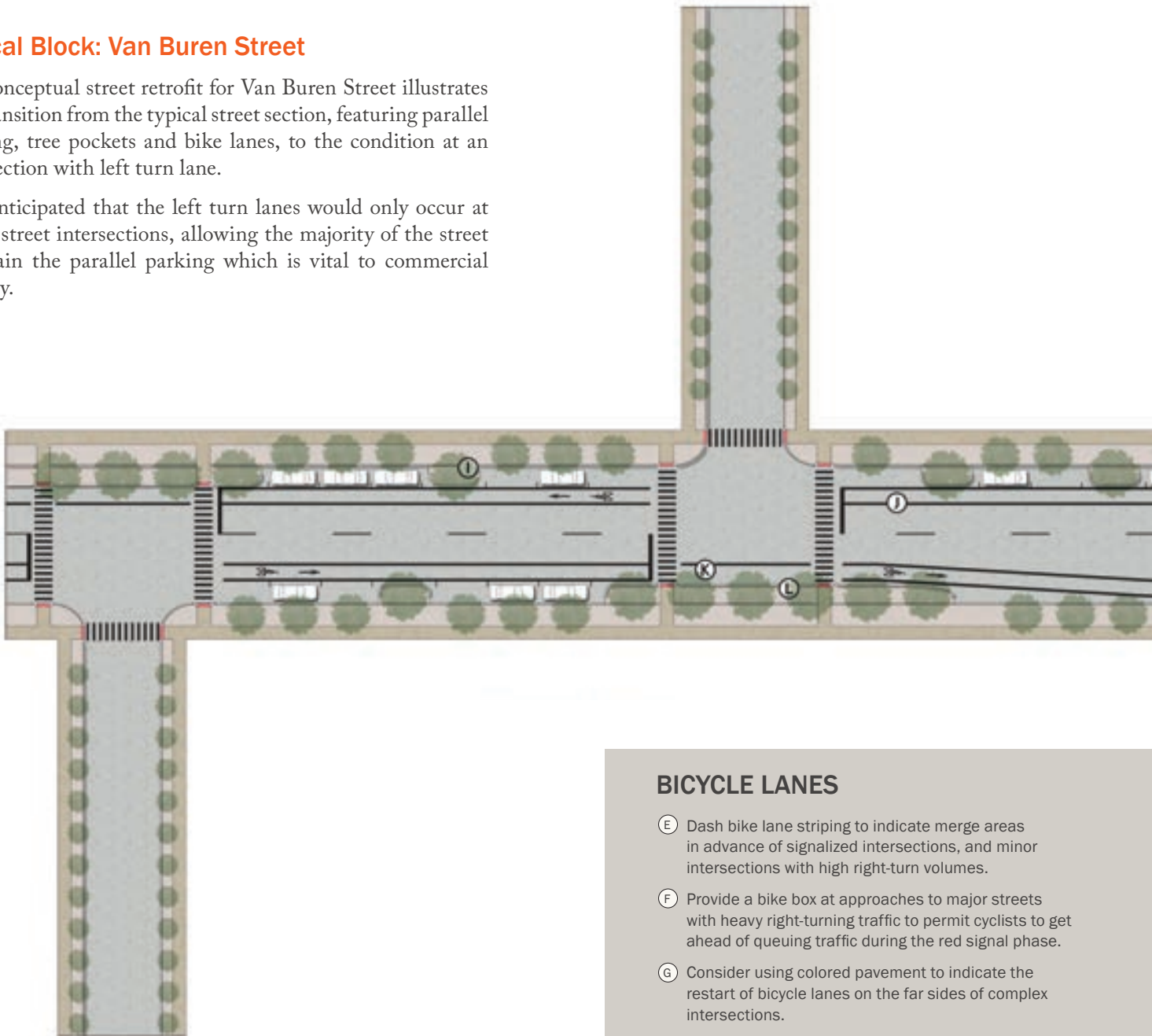
- 4 Active Frontages** Buildings front onto the sidewalk and provide large clear windows that allow community surveillance of the street.
- 5 Mixed Use Development** creates more foot traffic, business customers and reduce distances to services for residents

CATALYST PROJECT: COMPLETE STREET

Typical Block: Van Buren Street

The conceptual street retrofit for Van Buren Street illustrates the transition from the typical street section, featuring parallel parking, tree pockets and bike lanes, to the condition at an intersection with left turn lane.

It is anticipated that the left turn lanes would only occur at major street intersections, allowing the majority of the street to retain the parallel parking which is vital to commercial activity.

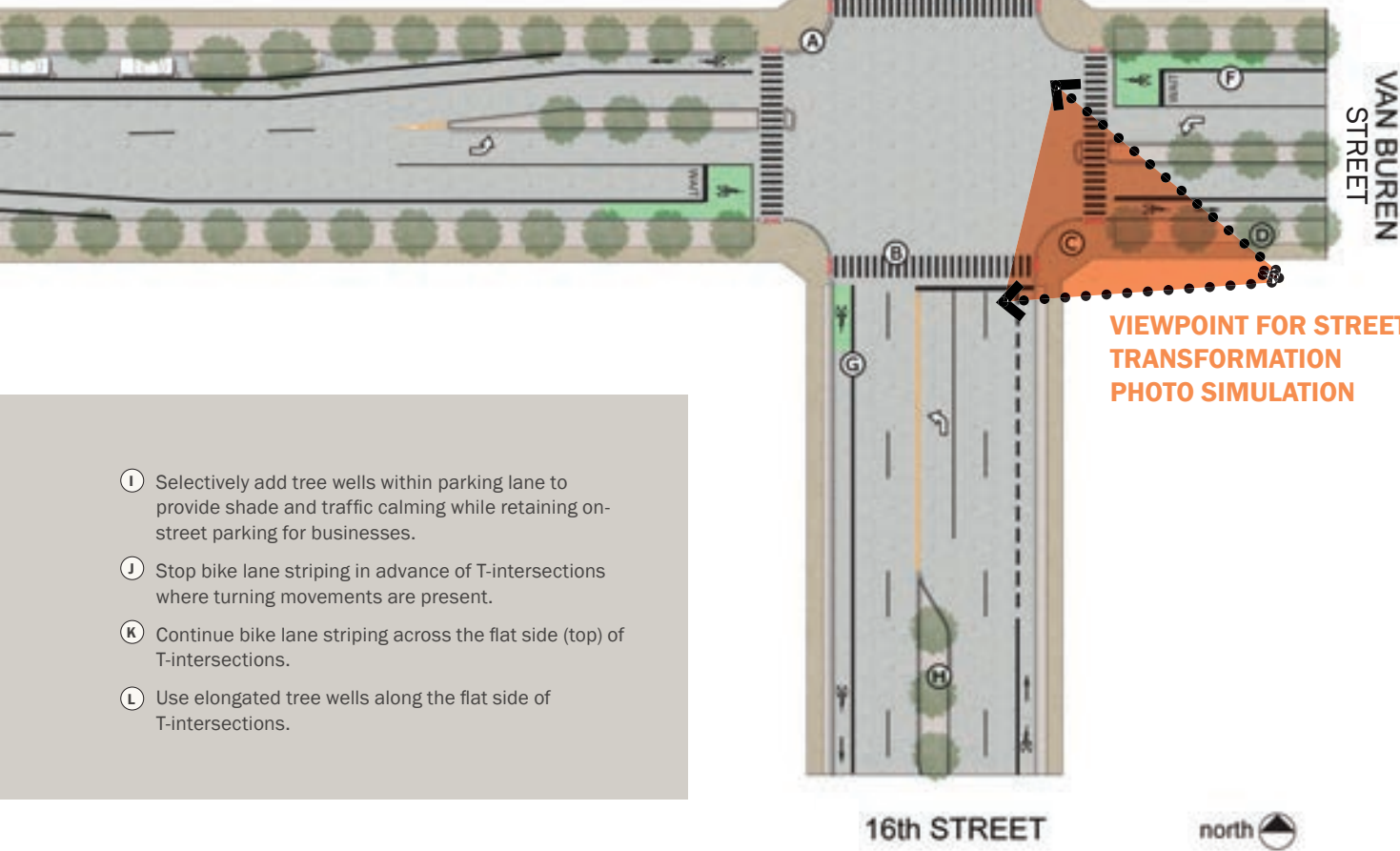


BICYCLE LANES

- Ⓔ Dash bike lane striping to indicate merge areas in advance of signalized intersections, and minor intersections with high right-turn volumes.
- Ⓕ Provide a bike box at approaches to major streets with heavy right-turning traffic to permit cyclists to get ahead of queuing traffic during the red signal phase.
- Ⓖ Consider using colored pavement to indicate the restart of bicycle lanes on the far sides of complex intersections.
- Ⓗ Add median islands planted with street trees.

Pedestrian Enhancements

- Ⓐ Reduce curb radii at intersections.
- Ⓑ Use highly-visible ladder-style pedestrian crosswalk markings
- Ⓒ Provide a pair of perpendicular ADA pedestrian curb ramps leading to crosswalks at all corners.
- Ⓓ Plant trees between street and detached sidewalks wherever possible, or at back of sidewalk if space is limited.



- Ⓘ Selectively add tree wells within parking lane to provide shade and traffic calming while retaining on-street parking for businesses.
- Ⓝ Stop bike lane striping in advance of T-intersections where turning movements are present.
- Ⓚ Continue bike lane striping across the flat side (top) of T-intersections.
- Ⓛ Use elongated tree wells along the flat side of T-intersections.

EDISON PARK





Community

Rick Nevels, Eastlake-Garfield Steering Committee Member, with his neighbors at Luke-Krohn public housing



COMMUNITY VISION

A Diverse and Thriving Neighborhood

Overview

In 2040, Edison Park has been redeveloped to provide a diversity of housing options and local economic vibrancy. New housing has brought businesses to the compact, dense, and pedestrian friendly area. Close proximity and strong connectivity between residential and commercial land-uses has reduced transportation costs, and established a sense of community.

Theme: A Walkable Community with Quality Recreation Facilities

People bustle around 2040's Edison Park, headed to an array of services in proximity to residents' homes. A lane of Van Buren Street in each direction has become buffered bike lanes and widened sidewalks, connected by prominent crosswalks [10/13//VPS; mobility]. In 2040, residents and visitors enjoy beautiful, shaded sidewalks and lower temperatures while they walk and bike to their favorite restaurants and shops [SE

2; SE 4; SE 5; SE 7; SE 9; W1; W2; W3; health, mobility; economic development, green infrastructure]. A variety of open spaces dot the community and host popular family friendly events [2/3//VPS], like concerts in the park, outdoor movie nights, and afternoon scavenger hunts. These activities, among others, have augmented a strong sense of place and community.

Theme: Low Cost of Living

In 2040, a variety of affordable housing options are available near 16th Street and Van Buren Street. Infill development has covered the gaps, saved valuable space, and brought vibrancy back to the area [W1]. A committee of community leaders and local activists has worked to ensure that residents are involved in decision-making for new developments [W3], and have priority for new, affordable units [W3]. A variety of mixed-income apartments now surround 16th Street and Van Buren Street, with long-time residents in over half of the units [5/9//VESC]. With balanced numbers of subsidized and



market-rate units in the same development, people of all income levels have the opportunity to live in the area [W3], keeping the area integrated and dynamic [W1; W3].

In 2040, affordable, live-work units around 16th Street and Van Buren Street [4/9//VESC] increase community cohesion and inclusion [W3]. With these flexible units, residents work close to home, which has built strong relationships, a rooted community [W3; economic development], and saved on commute times and transportation costs [W3]. With home and work located in the same building, resources such as gas, time, and energy are saved everyday, allowing for more time for relaxation with family [W3]. Because live-work units provide services, they are close to other shops and major services, including fresh food markets and childcare, thus reducing traffic and parking concerns [SE2; SE3; SE5; SE7; SE8; SE9; W1; W3; mobility]. The immediacy of major services improves accessibility for residents while further reducing transportation costs [SE 9; W1; W2].

The mixed-income apartments, live-work units, and other commercial and mixed-use buildings that line Edison Park respect the historical character of the neighborhood by retaining two to three stories along the street frontage, and step back from the street at four to five stories [W1; W3; 4/12//VPS; 5/12//VPS; land use]. As a result, a human-scale streetscape provides pedestrian comfort, while higher population reduces transportation and infrastructure costs, and drives development of once vacant areas.

LIFE IN EDISON PARK IN 2040

“Many of my co-workers mentioned the wider sidewalks and protected bike lanes before we moved here a few years ago. I wanted to be close to my work in a biomedical lab next to St Luke’s Health Center. Now, every morning after walking my dogs, I bike to my favorite coffee shop at 16th and Van Buren Street, then head to work. I particularly enjoy the ride because of the public art on display, which is mainly supported by local organizations. I am so glad the traffic lanes were replaced so it’s safe to walk and bike [W3]!”

We live in a new mixed-income apartment complex, and have really enjoyed getting to know our neighbors. Food served at barbecues in the grill area is always different, with such diverse backgrounds all living in one place [W3]. Our building community has weekly events at the park around the corner, so we all know each other pretty well. We feel really safe, because everyone helps each other out, and there is a strong sense of community.”



Theme: Strong Local Businesses

In 2040, Edison Park is a vibrant commercial center with retail shops, and restaurants inhabiting once-vacant lots. Infill development, taller buildings, and a more comfortable pedestrian environment have encouraged stores and services to move to the area [SE 2; SE 3; SE 4; SE 5; SE 8; SE 9; W1; economic development]. A buy-local initiative supporting independent local businesses has provided diversity and cultural richness, and invested money back into the community [W1; W3; 4/9//VESC]. This coalition of local business owners and non-profits has supported struggling, older businesses to retain the area's assets, and leveraged them to revitalize local economic activity [W3]. Inspired by Ranch Market's local buying, the coalition promotes local production and consumption of goods, which are more relevant to the community [W1]. Community members feel connected to their food and culture, and the local economy has never been stronger. The emphasis on buying local has spurred cooperatives, including hardware stores and pharmacies, as well as a community-based food co-op [W3].

Business incubators have followed Co+Hoots to 16th and Van Buren Streets, building out the corner's entrepreneurial credentials [5/9//VESC]. In 2040, guidance, mentorship, collaboration, and shared costs provide an environment for diverse, innovative ideas to grow and mature into tangible independent ventures [W3; Spinuzzi, 2012]. This model is inclusive and successful due to a variety of incentives for community involvement [W3]. Business incubators finance outreach campaigns together, to attract new members with passion and

exciting new ideas [W3]. Training workshops, volunteer opportunities, and internships make the business community permeable to the neighborhood, and help transfer knowledge [W3]. St. Luke's Medical Center provides financing and training for start ups in the healthcare, bioscience, and technology fields.

As a result of this business environment, there are a diversity of jobs available near 16th Street and Van Buren Street, which is a beacon of productivity and opportunity in the Eastlake-Garfield District [W1; W3; economic development].







Existing Conditions

MASTER PLAN

Design Overview



Integrating Neighborhood & Institution

The Edison Park neighborhood is dominated by two large land uses, St. Luke’s Medical Center and the Frank Luke and A.L. Krohn public housing complexes. While currently there is little interaction between the two entities, there is an opportunity for better integration on a neighborhood scale.

neighborhoods are well-served by the 12th Street light rail stop, the Medical Center and Edison Park neighborhood are not well-connected. To remedy this, a new light rail stop is being considered in the vicinity of 16th Street, or possibly as far east as 19th Street. The exact location warrants further study.

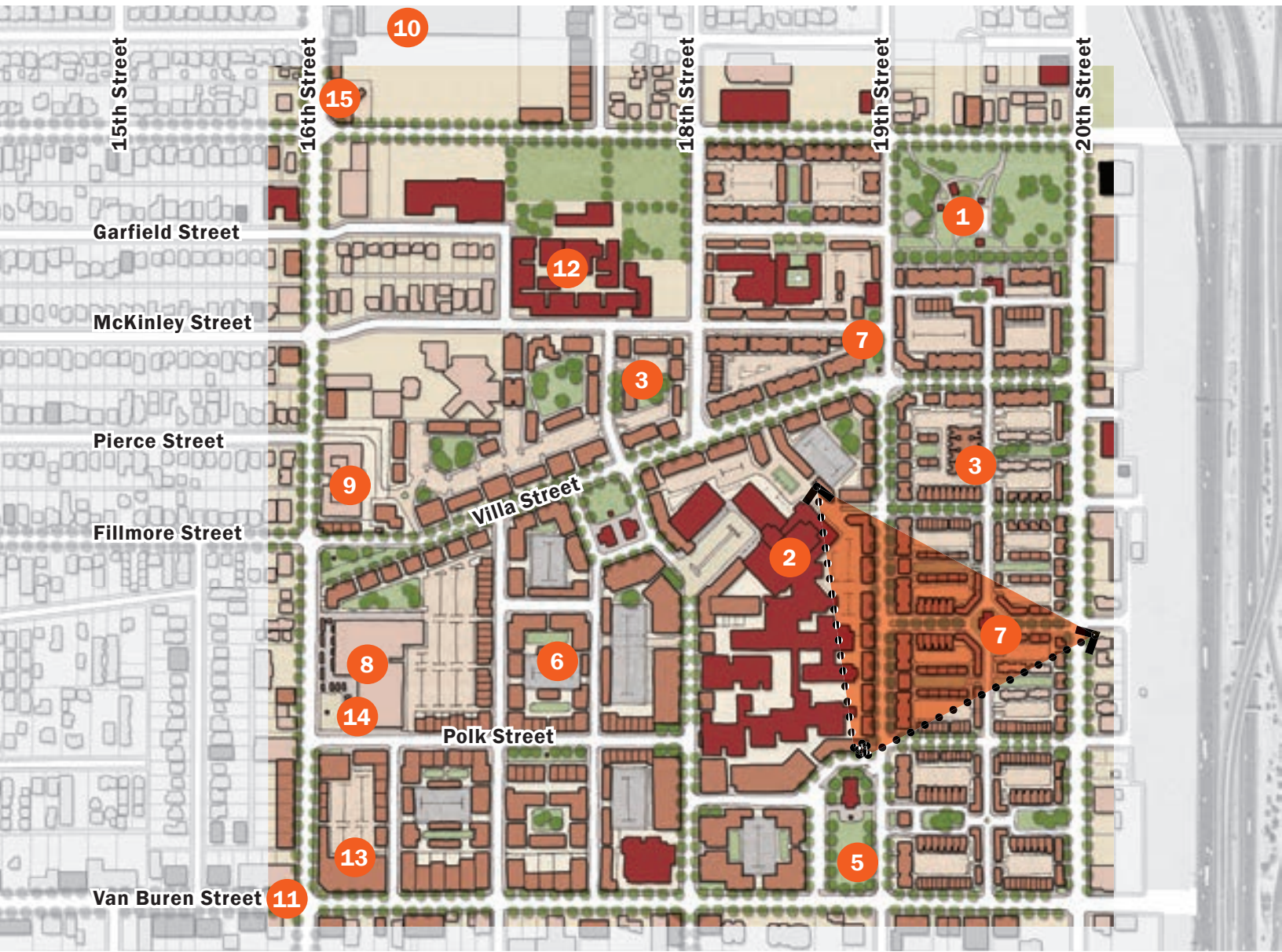
Main Design Elements

Mixed-income neighborhood: The existing public housing is designed as a true neighborhood with a diverse selection of housing types that accommodate a mixed income population. Traditional plazas and squares provide places for the residential and hospital-related communities to gather. Neighborhood streets connect to Edison Park, schools and retail areas.

St. Luke’s Medical Center Superblock: The mostly vacant properties southwest of the Medical Center are illustrated as a mixed-use neighborhood with residential, health-related retail, commercial and office space supporting the hospital.

Proposed new light rail stop: While the Eastlake and Garfield



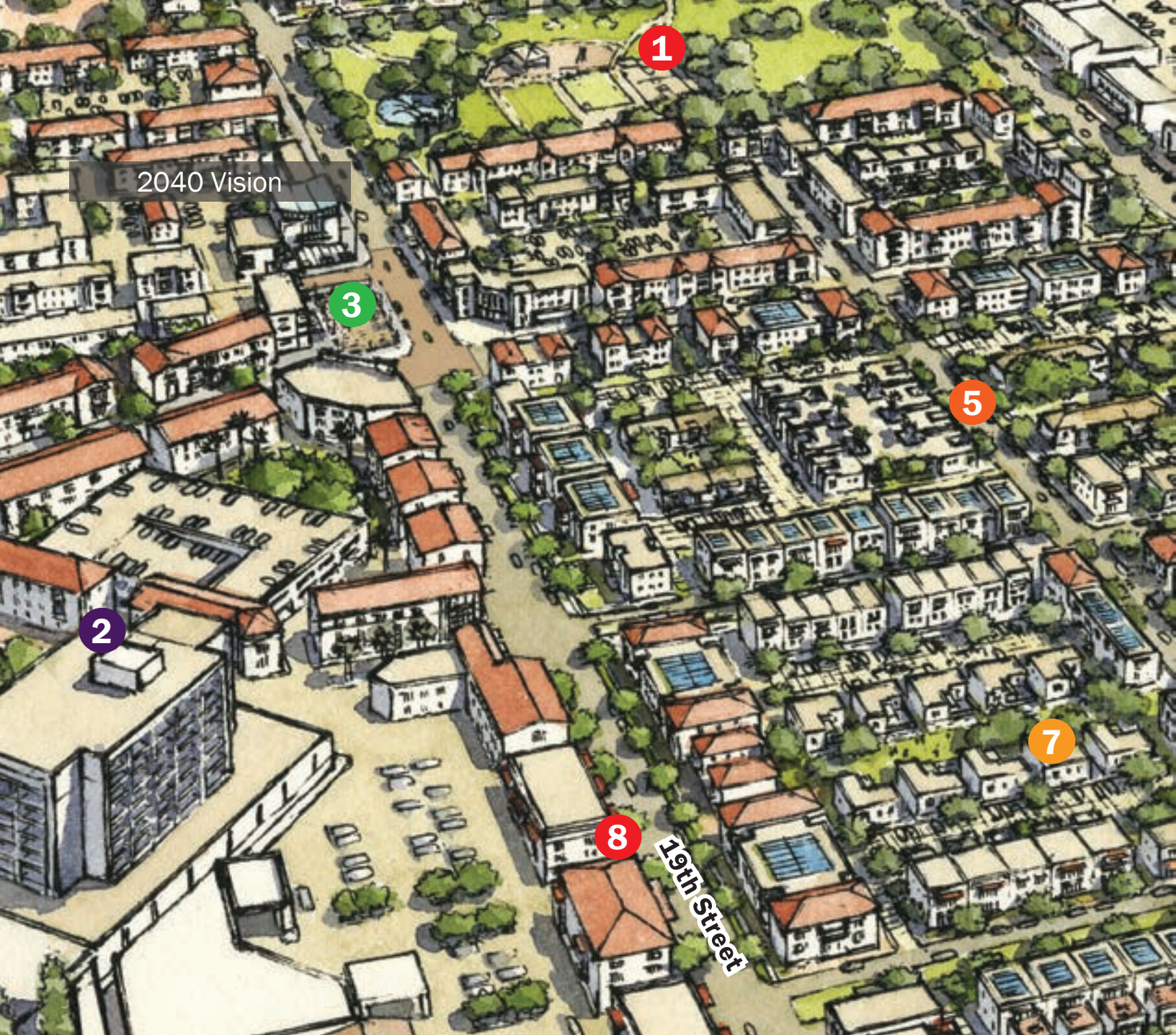


Annotated Master Plan



Legend

- 1. Edison Park
- 2. St. Luke’s Medical Center
- 3. Proposed redevelopment of Frank Luke and Krohn Housing complex.
- 4. Proposed new light rail stop in the vicinity of 16th to 18th Streets (not shown on map).
- 5. Proposed square with civic structure
- 6. Mixed use development with emphasis on health related businesses and institutions as well as residential use.
- 7. New Neighborhood plaza/square.
- 8. Former Goodwill building site. Proposed use as a small business incubator.
- 9. Newly constructed senior housing
- 10. Existing market / “town center”
- 11. Proposed intersection improvements
- 12. Edison Elementary School
- 13. Proposed corner market
- 14. Shipping containers - “micro” businesses
- 15. Corner store / new entry plaza to “town center”



2040 Vision

1

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7

8

19th Street

Neighborhood Redevelopment

The rendering to the right illustrates a vision for the redevelopment of the public housing complex and hospital site. The design balances the Housing Department’s objective of adding more mixed housing units, with the desire to preserve existing green space. In addition, the design provides new types of open spaces in the form of plazas, squares, and semi-private patios that are currently lacking in the site. The hospital site is envisioned as an integral part of the neighborhood featuring “liner” buildings that encompass the property and help define the streets.



20th Street

6

4

1

Edison Park (**Active Park**)

2

St. Luke's Medical Center (**Urban Campus**)

3

A proposed **Green Civic Space** unites the neighborhood, hospital campus and park beyond.

4

The existing trees and lawns are retained to the greatest extent possible to continue to provide **Natural Shade and Cooling**.

5

A central neighborhood **Multi-modal street** extends to Edison Park.

6

A central square accommodates a **Community Facility**.

7

A variety of housing types work together to support a **Mixed Income Housing** market.

8

"Liner Buildings" define the street frontage and screen parking while providing **Active Frontages**.

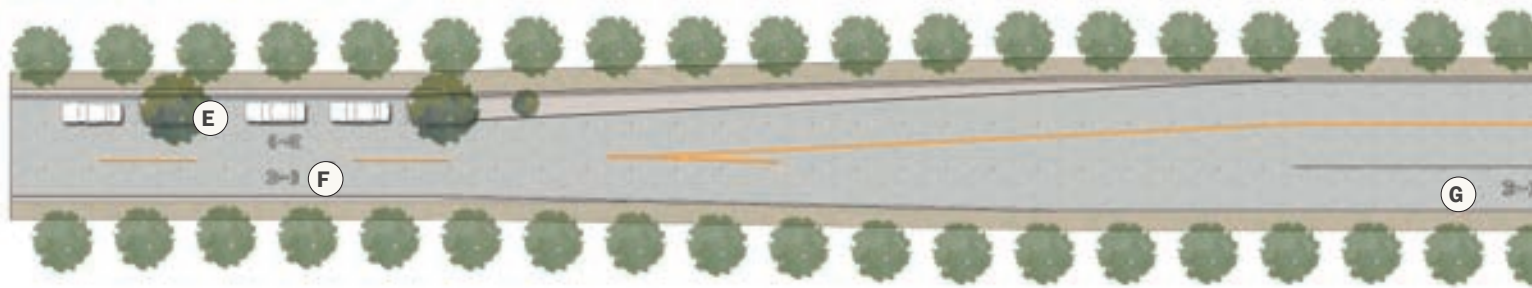
INTERSECTION SAFETY IMPROVEMENT

Pedestrian Enhancements

- Ⓐ Reduce curb radii at intersections
- Ⓑ Use highly-visible ladder-style pedestrian crosswalk markings.
- Ⓒ Provide a pair of perpendicular ADA pedestrian curb ramps leading to crosswalks at all corners.
- Ⓓ Plant trees between the street and detached sidewalks whenever possible, or at back of sidewalk if space is limited.

Bicycle Boulevards

- Ⓔ Add tree wells within parking lane to provide shade and traffic calming.
- Ⓕ Place “sharrow” pavement markings within center of shared travel lane.
- Ⓖ Designate shared turn lanes for bicycle use.

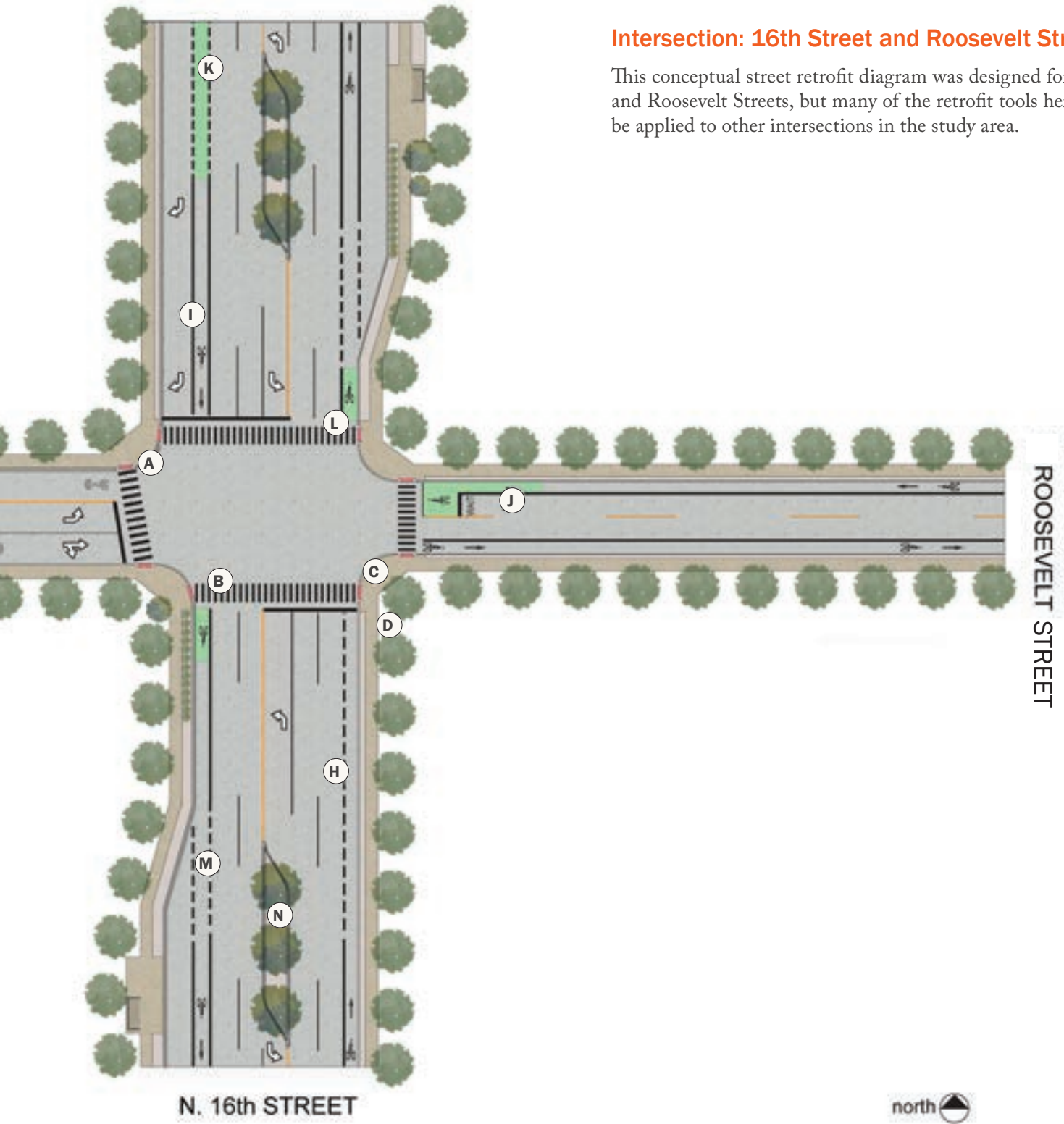


Bicycle Lanes

- Ⓗ Dash bike lane striping to indicate merge areas in advance of signalized intersections, and minor intersections with high right-turn volumes.
- Ⓘ Provide through bike lane on left side of designated right-turn lanes.
- Ⓙ Provide a bike box at approaches to major streets with heavy right-turning traffic to permit cyclists to get ahead of queuing during the red signal phase.
- Ⓚ Use dashed bike lane striping and colored pavement marking through areas where high-conflict merging maneuvers are present.
- Ⓛ Consider using colored pavement to indicate the restart of bicycle lanes on the far sides of complex intersections.
- Ⓜ Dash bike lane striping across merge areas at bus bays.
- Ⓝ Add median islands planted with street trees.

Intersection: 16th Street and Roosevelt Street

This conceptual street retrofit diagram was designed for 16th and Roosevelt Streets, but many of the retrofit tools here can be applied to other intersections in the study area.



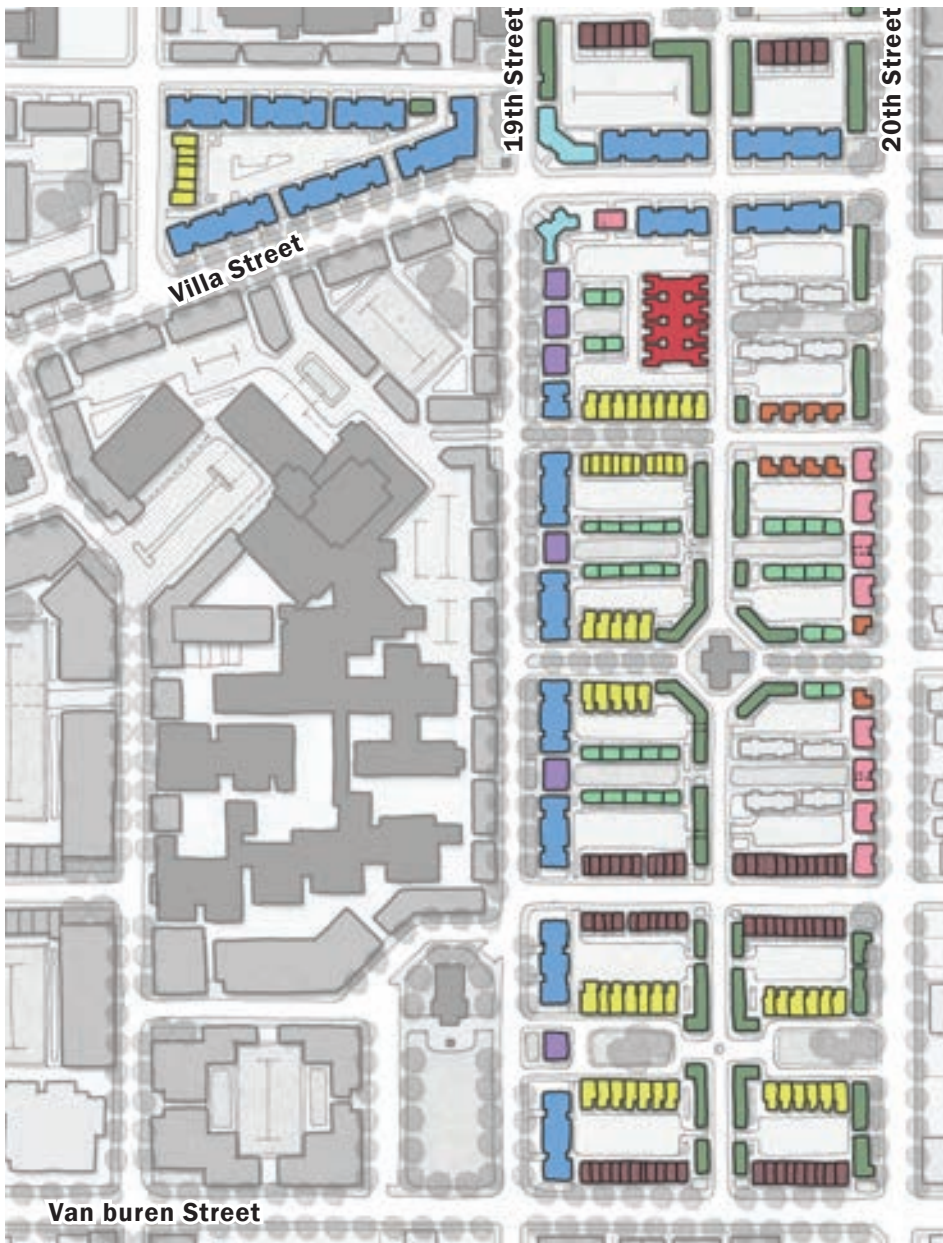
CATALYST PROJECT: CHOICE NEIGHBORHOODS

Edison Park is home to the Frank Luke /A.L. Krohn Homes maintained by the City of Phoenix Housing Department, which provides more than 600 subsidized housing units in the neighborhood. Many of the original buildings are substandard and have reached the end of their practical life cycle. Because of this, the Phoenix Housing Department is pursuing plans to redevelop a large portion of the area as a mixed-income neighborhood according to the principles of the federal “Choice Neighborhoods” program. This plan includes a diverse housing concept consistent with the goals of this program. The strategies support the existing housing and help

to integrate it within the fabric of transit-based neighborhood design.

The conceptual redevelopment plan, includes a range of housing types, from standard apartment buildings, to patio homes and live-work townhouses, provides a diverse mix of housing options that can appeal to a wide range of demographics and include both market rate and subsidized units.

The plan arranges these housing types in a manner that creates defined streets and squares. The site becomes less of an “enclave” and more of a neighborhood that is well-connected to parks, schools, commerce, and the rest of the community.

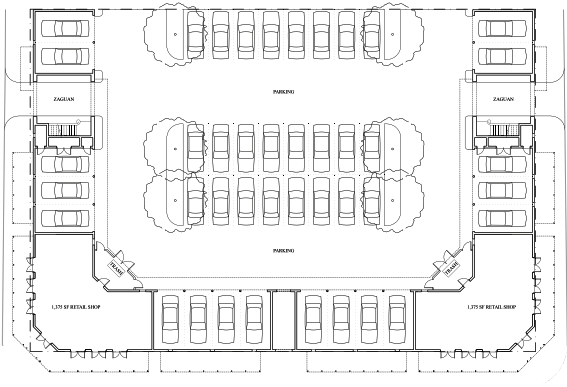


The renderings and photos on the following pages show examples from other places that can be adapted to the climates and context of Phoenix.

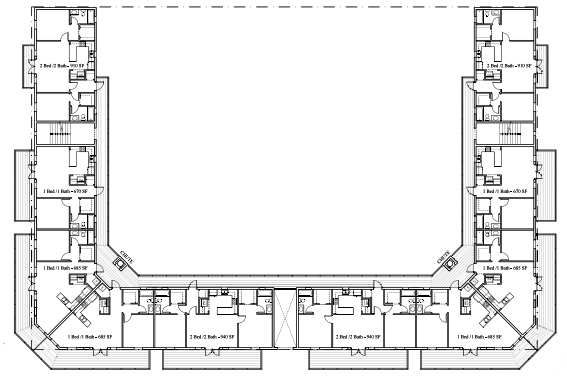
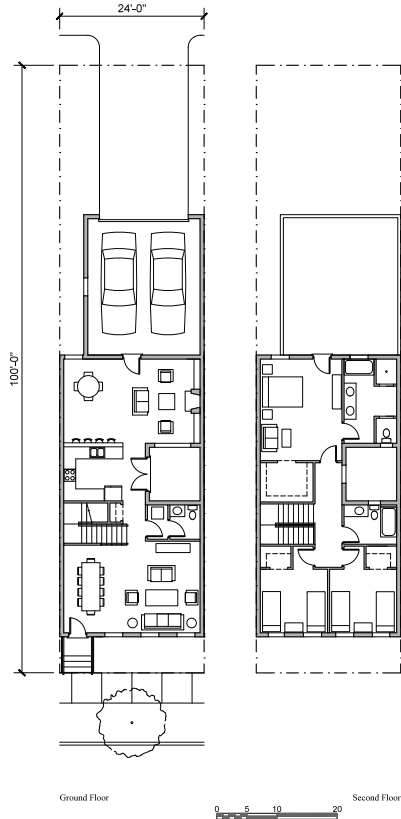
- Cottage
- Townhouse
- Live-Work Unit
- Liner Building
- Apartment Villa - 4 plex
- Corner Apartment Building
- Apartment Villa - 4 or 6 plex
- Carpet Housing
- Apartment Building
- Mews Cottage



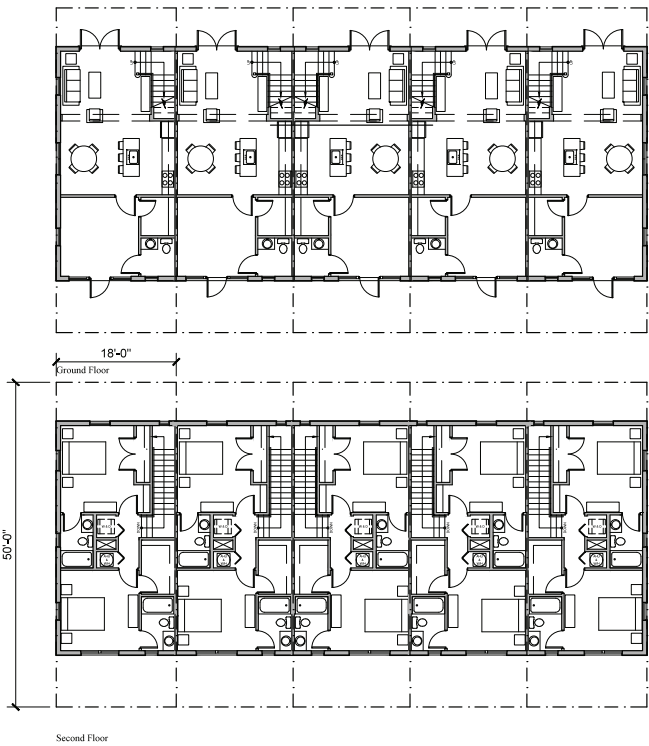
● **Liner Building**



● **Townhouse**

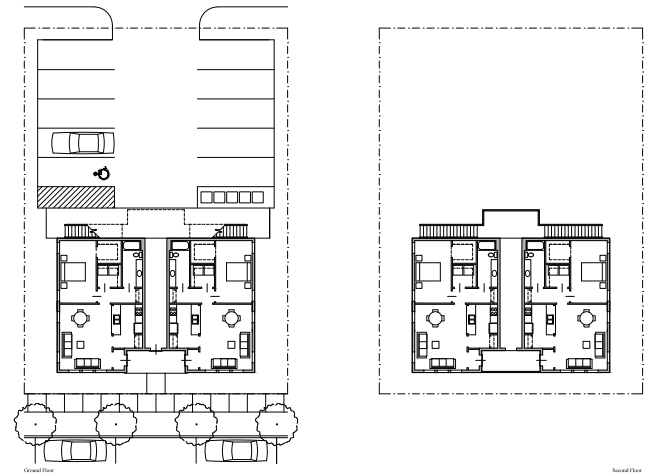
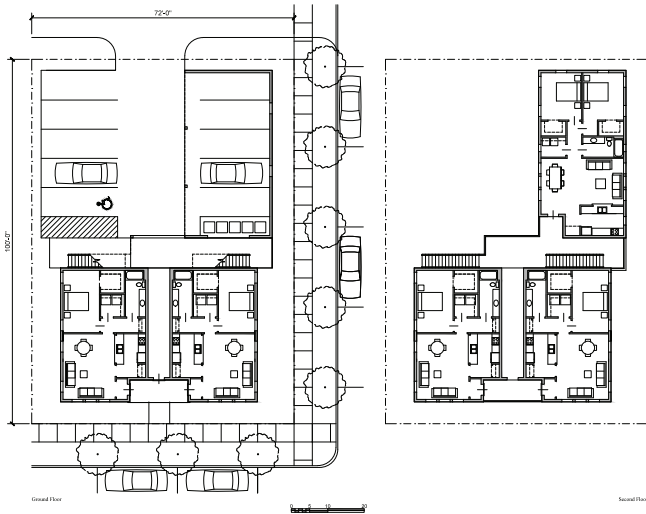


● **Live-Work Unit**

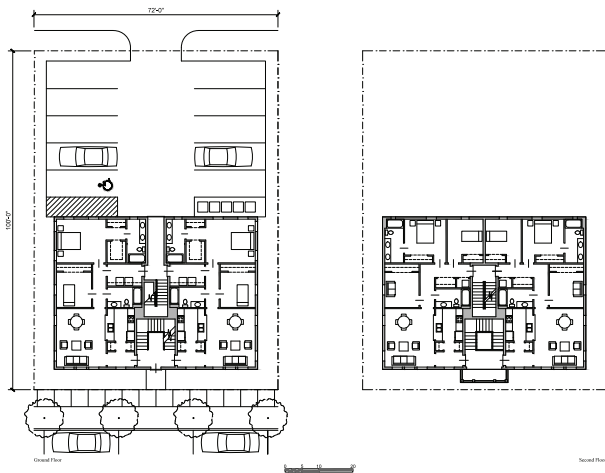


● **Corner Apartment Building**

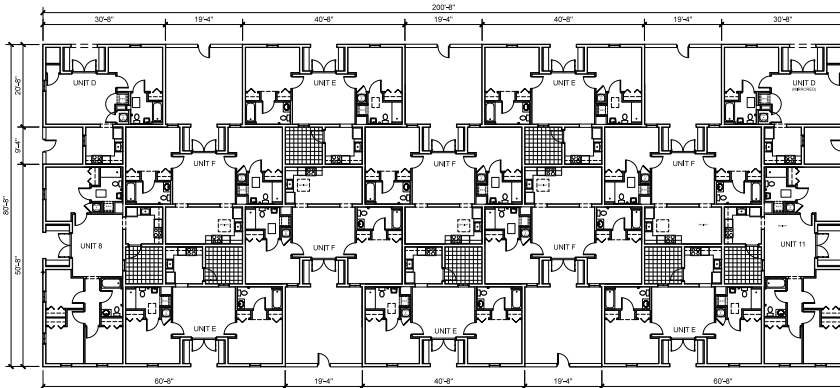
● **Apartment Villa - 4 plex**



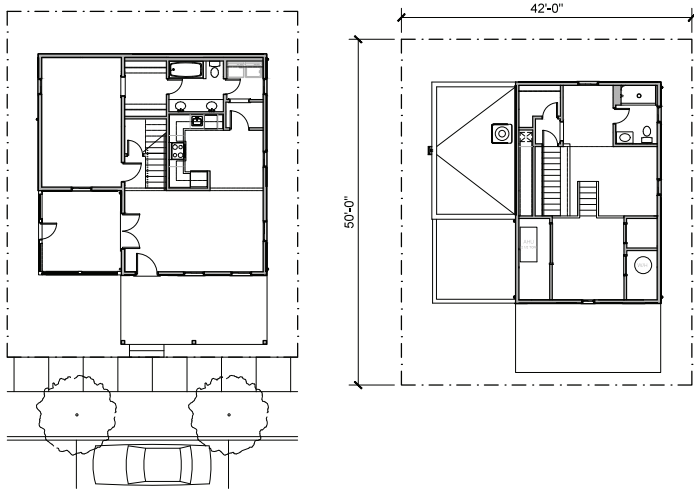
● **Apartment Villa - 4 or 6 plex**



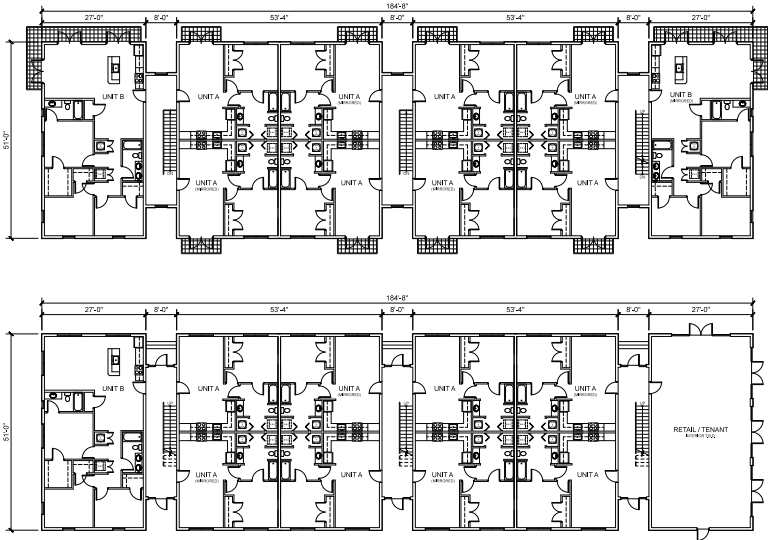
● **Carpet Housing**



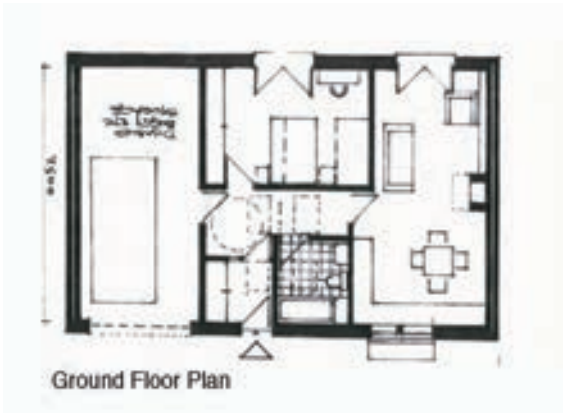
● Cottage



● Apartment Villa - 4 or 6 plex



● Mews Cottage



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EASTLAKE-GARFIELD
HOW WE GET THERE



Steering Committee Members engage in discussion of potential action items towards the District Vision.

ACHIEVING THE VISION

Collective Impact

The Eastlake-Garfield 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 as a tool for facilitating collaboration, aligning policies, and coordinating action across a multi-sector coalition of public, private, and non-profit investors - including government agencies, businesses, foundations, schools, neighborhood associations, and individual residents. The data-driven analysis of the current conditions, coupled with the community-driven vision for long term sustainability, provides a guide for making strategic, collective investment decisions that maximize impact.

Civic Leadership

Successful implementation of long range plans require leaders who are committed to the vision and champion strategies to achieve it. The coalition of ReinventPHX partners, including the Eastlake-Garfield Steering Committee, provides a foundation for multi-sector and place-based leadership. It is essential, however, that this leadership strengthens over the coming years and persists through multiple political and economic cycles. The ongoing engagement of the Steering Committee and a concerted effort to increase its capacity, organize additional partnerships, and retain direct, meaningful representation from Eastlake-Garfield residents is critical for successful implementation.



Measurable Outcomes

The first step in the strategy-building process is operationalizing the vision with measurable outcomes. Creating these performance benchmarks helps focus execution and provides an evaluation mechanism for accountability and ongoing policy adjustments.

Evidence-Based and Innovative Strategies

Twenty-seven strategies derived from national best practices and engagement with both community development professionals and Eastlake-Garfield residents have been developed to accomplish the plan's Outcomes. ReinventPHX community partner research provides the evidence basis for many of the Strategies and are referenced in the Appendix section.

Policies and Actions

Policies are included to guide more specific Actions that are needed to effectively implement each Strategy. Five-Year Action Plans outline steps for jump-starting the implementation of the community's priorities, as recommended by the Eastlake-Garfield Steering Committee.

The Policies and Actions enhance the Eastlake-Garfield District Plan's effectiveness as a tool for achieving the plan's Outcomes; however, implementation partners are encouraged to frequently refer back to the Vision for a more complete and nuanced understanding of the community's hopes for the future of Eastlake-Garfield.

MEASURABLE OUTCOMES

Elements	Measures	Current	Benchmark
Land Use	Outcome 1: Efficient Infrastructure and Public Services		
	Development Intensity (Housing Units + Jobs per acre)	8	over 28
	Acres of Vacant Land	84	under 10
	% of District covered in asphalt surface parking	14%	under 5%
	Outcome 2: Convenient Neighborhood Amenities		
	Walkscore	59	over 90
	Outcome 3: High Quality Urban Development		
	% of projects built in general conformance with the Master Plan after adoption of the WU Code	-	over 70%
	% of projects approved for variances after adoption of the WU Code	-	under 10%
	Outcome 4: Authentic Culture and Character		
Number of historic buildings	1,098	over 1,098	
Number of publicly accessible open spaces	3	over 7	
Housing	Outcome 1: Access to Affordable Housing		
	% of low income households with housing cost burden	82%	under 50%
	% of units affordable for moderate income households - Owned	72%	over 67%
	% of units affordable for moderate income households - Rented	97%	over 67%
	Overcrowding	10%	under 2%
	Outcome 2: Diverse Neighborhoods		
	Household Income Diversity	0.7	over 0.7
	Housing Type Diversity (bedrooms, MF, SF, etc)	0.5	over 0.7
	Household Diversity (family, single, married, etc)	0.4	over 0.7
	Outcome 3: High Quality Housing		
	% of housing units in disrepair	6%	under 2%
	Outcome 4: Low Cost of Living		
	% a household making the regional median income spends on housing	31%	under 30%
% a household making the regional median income spends on transportation	22%	under 15%	
Health	Outcome 1: Safe Walking and Bicycling Environment		
	# of Pedestrian and Bicycle Injuries per 1,000 residents over 5 years (2007 - 2011)	9	under 19
	# of Violent Crimes per 1,000 households over 3 years (2010 - 2012)	78	under 35
	Outcome 2: Access to Recreation		
	% of households within 1/4 mile walk to public recreation facilities	25%	over 70%
	Outcome 3: Access to Healthy Food		
% of households within a 1/4 mile walk to Healthy Food	35%	over 70%	

* Note: The City of Phoenix does not regularly track many of these indicators. Researchers and community partners should lead future evaluations in collaboration with the City.

Elements	Measures	Current	Benchmark
Economic Development	Outcome 1: Strong Local Businesses		
	Commercial vacancy	13%	under 10%
	Outcome 2: Access to Quality Education		
	% Public Schools with "A" designation	20%	100%
	% of residents with post-secondary degree	14%	Over 40%
	Outcome 3: Financially Stable Residents		
	% of households without checking or savings accounts	28%	under 8%
	Unemployment rate	11%	under 6%
	Outcome 4: Access to Quality Careers		
	Jobs in key sectors (healthcare, construction, retail, restaurants, manufacturing, logistics)	3,125	over 7,000
% of residents self-employed	5%	over 15%	
Mobility	Outcome 1: Quality Transportation Choices		
	% of residents who walk, bicycle, transit, and carpool to work	29%	over 50%
	Average hours of transit services	17	over 22
	Average transit frequencies (bus + lrt)	25 min.	under 15 min.
	Annual light rail ridership (boardings/deboardings)	895,225	over 1,700,000
	Outcome 2: Efficient and Compatible Parking		
	Number of District parking facilities	0	2
	% of arterial and collector streets with parking	1	3
	Outcome 3: Reduced Automobile Dependence		
	Vehicle Miles Traveled (VMT) per Household	11,600	under 7,000
Outcome 4: Convenient and Safe Block Pattern			
Intersections per square mile	112	over 90	
Green Systems	Outcome 1: Clean and Efficient Stormwater Management		
	% Pervious groundcover	44%	over 65%
	Number of District stormwater management facilities	0	over 3
	Outcome 2: Efficient Water Use		
	Properties with Installed Smart Irrigation Systems	0	over 80%
	Outcome 3: Lower Outdoor Temperatures		
	% Surface Temperature under 105 degrees F in July	4%	over 10%
% Surface Temperature over 130 degrees F in July	31%	under 5%	
Tree Coverage	5%	over 24%	

IMPLEMENTATION STRATEGIES





HOW TO READ A STRATEGY

Policies guide the resource decisions needed to implement the Strategy.

The **Lead Partner** icon indicates the type of organization that is most suitable to lead the implementation of a Strategy.

LAND USE

STRATEGY 1

LEAD PARTNER GOVERNMENT

Adopt a Best Practice Form Based Code
Eastlake-Garfield's zoning regulations are outdated. The current codes were written for the conventional suburban development patterns envisioned in the 1950's and have resulted in an automobile-dependent District. Implementing the vision requires the establishment of a new code that removes unnecessary barriers and ensures quality development. In suburban neighborhoods, individual house amenities, such as number of bedrooms and lot sizes, drive demand; in urban neighborhoods, however, property values are dependent on a quality public realm, such as shaded sidewalks and plazas, and daily-living retail within a convenient walk. A code that helps ensure high quality walkable urbanism is an essential first step for attracting investment to Eastlake-Garfield.

POLICIES	TOOLS
L1.1	Require pedestrian oriented street frontages. Codes
L1.2	Prohibit new parking lots to be located between the building and the sidewalk. Codes
L1.3	Require parking garages to be wrapped with liner buildings when adjacent to street frontages. Codes
L1.4	Limit surface parking as a conditional primary use for a maximum of 10 years. Codes
L1.5	Minimize driveways along streets to encourage pedestrian and bicycle safety and sufficient shade. Codes
L1.6	Encourage public space improvements, such as sidewalks, paseos, Complete Streets, and plazas in general conformance with the Master Plan. Codes
L1.7	Support reductions in permitted development intensity or "down zoning" to encourage preservation of historic buildings or to better align with the Master Plan, unless the City determines that a reduction in property value would result under Prop 207. Codes
L1.8	Require sensitive height transitions adjacent to single family neighborhoods. Codes
L1.9	Reduce vehicular parking requirements to ensure an efficient use of land and discourage excessive vehicular traffic and surface parking. Codes
L1.10	Require a minimum amount of bicycle parking in all development. Codes
L1.11	Use the Conceptual Master Plan as a guide when rezoning properties to the Walkable Urban Code, unless the City determines that a reduction in property value would result under Prop 207. Codes
L1.12	Create incentives such as height bonuses, parking reductions, reduction in street widths, and other flexibility for projects that provide enhanced amenities or best practices, such as green construction, Universal Design, historic preservation, affordable housing, open space, district parking, district storm water retention, or district energy. Codes

OUTCOMES	IMPACT
1	Efficient Infrastructure and Public Services <input type="checkbox"/>
2	Convenient Neighborhood Amenities <input type="checkbox"/>
3	High Quality Urban Development <input type="checkbox"/>
4	Authentic Culture and Character <input type="checkbox"/>

STRATEGY 2

LEAD PARTNER GOVERNMENT

Improve Predictability and Transparency in the Development Review Process
The administration of the permitting process can either encourage investment or act as a barrier. In order to attract investment, the development review process must balance predictability and flexibility. Both the real estate industry and neighborhoods need to have a clear understanding of development outcomes or the process often becomes confrontational, risky, and expensive. Codes that are administered too rigidly can be cost-prohibitive and unreasonable, while those that are too flexible can discourage investors who want quality assurances and predictable long term values.

POLICIES	TOOLS
L2.1	Increase development intensity and a mix of uses at a level consistent with the Master Plan. Codes
L2.2	Minimize approval processes that require "case-by-case" decisions and numerous negotiations. Codes
L2.3	Utilize the city's Design Review Committee (DRC) to overcome Design Guidelines if approval is unable to be granted by staff. Codes
L2.4	Approve Planning Hearing Officer (PHO) requests that are generally consistent with the Master Plan and deny requests that are not generally consistent with the Master Plan. Operations
L2.5	Engage SRP, APS, Cox, Southwest Gas and other public utilities on providing coordination services early in the development process. Operations
L2.6	Inform Eastlake-Garfield Steering Committee Chair or designee about all requests for rezoning, zoning adjustments (Use Permits/Variances), PHO hearings, DRC appeals, technical appeals, abandonments, and all site plan preliminary review meetings. Operations

OUTCOMES	IMPACT
1	Efficient Infrastructure and Public Services <input type="checkbox"/>
2	Convenient Neighborhood Amenities <input type="checkbox"/>
3	High Quality Urban Development <input type="checkbox"/>
4	Authentic Culture and Character <input type="checkbox"/>

STRATEGY 3

LEAD PARTNER GOVERNMENT

Create Standard Plans
Standard plans encourage investment by lowering the cost of development with pre-approved designs that increase the speed and efficiency of the permitting process.

POLICIES	TOOLS
L3.1	Develop standard plans for building types that align with the Walkable Urban code, including accessory buildings. Plans
L3.2	Develop standard construction details for compact driveway entrances. Plans
L3.3	Develop standard site plans for common lot sizes that align with the Walkable Urban Code. Plans
L3.4	Encourage sharing of development information such as preforms, pre-development costs, and financing methods. Knowledge

OUTCOMES	IMPACT
1	Efficient Infrastructure and Public Services <input type="checkbox"/>
2	Convenient Neighborhood Amenities <input type="checkbox"/>
3	High Quality Urban Development <input type="checkbox"/>
4	Authentic Culture and Character <input type="checkbox"/>

What Type of **Investment Partner** is your Organization?



Business Investors are banks, real estate developers, and other private companies, ranging from large corporations to small mom n' pop shops.
General Motivators: Profit & Economically vital community.



Community Investors are non-profits, foundations, schools, neighborhood associations and individual residents.
General Motivators: Poverty reduction & Improved quality of life.



Government Investors include local, state and federal agencies.
General Motivators: Fiscal responsibility & Political support.

What **Impact** is Desired from your Organization's Investment?



Outcomes indicate the measurable community benefits that the Strategy is intended to help accomplish.

Which **Planning Element(s)** is your Organization's Mission Associated With?



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



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



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



The Health Element focuses on key aspects of the built environment that impact public health, including the availability of healthy food, public recreational amenities, and safe places to walk and bicycle.



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



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

Actions describe specific near term steps to begin executing Strategies and are organized into an Action Plan to facilitate management and coordination.

EASTLAKE PARK Action Plan 2015-2020

Elements	Actions	TOOL(S)	GOVERNMENT	BUSINESS	COMMUNITY
Land Use	1 Hold a property owner forum on the Walkable Urban Code and the Infill Development Area	Knowledge	■		
	2 Create regulating plan and rezone properties to the Walkable Urban Code	Plan	■		
	3 Expand Infill Development Area to rezoned properties	Plan	■		
	4 Complete a study on potential land use conflicts between heavy industrial and residential uses	Knowledge	■		
	5 Determine process for developing airport owned properties as residential uses	Knowledge	■		
	6 Provide transit passes at neighborhood churches, the Black Theatre Troupe and other destinations	Operations			■
	7 Identify code violations and issue notices to property owners	Codes	■		
	8 Add Eastlake-Garfield Steering Committee Chair to zoning notification system	Operations	■		
	9 Monitor all zoning hearings	Partnership			■
	10 Create a fact sheet and procedural guide on establishing Special Taxing Districts	Knowledge	■		
	11 Hold a property owner forum on Special Taxing Districts for financing enhanced infrastructure and services, including a light rail station in the vicinity of 16th - 18th Streets	Knowledge	■		
	12 Complete 3 beautification projects, such as murals, colorful building repainting and tree planting	Partnership			■
	13 Complete a Water / Sewer infrastructure needs assessment	Plans	■		
	14 Create marketing materials for development sites	Knowledge	■		
Mobility	15 Present Public Transit Recommendations to the Citizens Committee on Transportation Needs	Plan	■		
	16 Complete a study on the most efficient methods for increasing bus service on 16th Street. Consider an urban circulator	Plan	■		
	17 Organize a coalition to support public transit service on 16th Street, including neighborhood associations, property owners, St. Luke's Medical Center, Ranch Market and Maricopa Public Health	Partnership			■
	18 Improve a City of Phoenix owned property to provide an interim use as a public parking lot for a maximum of 10 years	Financing	■		
	19 Add creative wayfinding signage at the 12th Street light rail station	Financing			■
	20 Provide transit passes at Ranch Market and Maricopa Public Health	Operations	■		
Housing	21 Identify a multi-family housing investment within the area to include within the City's Consolidated Housing Plan	Financing			■
	22 Engage Arizona State University on plans for student housing appropriate for the Eastlake Park neighborhood	Knowledge			■
	23 Hold a forum with faith based institutions in the district to develop a strategy to increase the supply of high quality affordable housing and affordable day care services	Financing			■
	24 Develop a Mixed Income housing demonstration project on Madison Street	Financing			■
	25 Develop a "Phoenix Donut" mid rise housing demonstration project at Pilgrim Rest Church	Financing			■
	26 Develop two Mixed Use housing demonstration projects on 11th Street and 12th Street	Financing			■
	27 Hold a capacity building forum on Community Development Corporations and identify a lead non-profit to focus on affordable housing in the Eastlake Park neighborhood	Knowledge			■
	28 Engage Arizona Department of Environmental Quality and EPA on indoor air quality measurement and vapor intrusion mitigation assistance	Knowledge			■
	29 Partner with a non-profit organization to renovate 3 houses	Partnership			■

Elements	Actions	TOOL(S)	GOVERNMENT	BUSINESS	COMMUNITY
Health	30 Present Public Transit Recommendations to the Citizens Committee on Transportation Needs	Plan	■		
	31 Complete a study on the most efficient methods for increasing bus service on 16th Street. Consider an urban circulator	Plan			■
	32 Organize a coalition to support public transit service on 16th Street, including neighborhood associations, property owners, St. Luke's Medical Center, Ranch Market and Maricopa Public Health	Partnership			■
	33 Improve a City of Phoenix owned property to provide an interim use as a public parking lot for a maximum of 10 years	Financing	■		
	34 Add creative wayfinding signage at the 12th Street light rail station	Financing			■
	35 Provide transit passes at Ranch Market and Maricopa Public Health	Operations	■		
Green Sys.	36 Modify utility spacing standards to allow planting of shade trees that grow to full size	Codes	■		
	37 Reform stormwater regulations to allow on-site retention to be provided within adjacent right of way	Codes	■		
	38 Determine feasibility of a Shade Easement that allows structural shade over the public sidewalk without the need for a revocable permit	Codes	■		
Economic Development	39 Hold a community tree planting event	Partnership			■
	40 Identify fiscal impacts of Government Property Lease Excise Tax and present the findings to the Eastlake-Garfield Steering Committee	Knowledge	■		
	41 Sponsor an Adopt a Street for Jefferson Street	Financing			■
	42 Assess all City owned land and rezone developable properties to the Walkable Urban Code	Codes	■		
	43 Issue Requests For Proposals to build on developable city owned properties. Invite the Eastlake-Garfield Steering Committee Chair, or designee, to serve on the selection panel	Operations	■		
	44 Renovate Phillips Memorial Church into a multi-purpose congregation hall	Financing			■
	45 Write two grants for enhanced school enrichment activities and community improvement projects at Shaw Elementary	Financing			■
	46 Pursue partnerships with banks, credit unions and nonprofits on financial education classes for parents at Shaw Elementary, Eastlake Park Community Center or other institution	Partnership			■
	47 Organize 3 graffiti and neighborhood clean ups	Partnership			■
	48 Engage Co-Hoots on methods for increasing access to entrepreneurship services for district residents	Codes	■		
	49 Complete 10 community events at Eastlake Park Community Center, such as education tax credit drives, tax return assistance, and voter registration drives	Partnership			■
	50 Pursue partnerships with district employers to provide information about jobs, internships, and apprenticeships at Eastlake Park Community Center	Partnership			■
	51 Pursue partnerships with workforce development agencies to provide information about training opportunities, and resume writing and interview classes at Eastlake Park Community Center	Partnership			■
	52 Write a federal grant to improve economic conditions, including the Promise Zone program	Financing	■		
	53 Pursue partnerships to provide Shaw students with free access to three educational destinations, such as the Children's Museum, the Arizona Science Center and the Phoenix Zoo	Partnership			■
54 Hold a forum with the Eastlake-Garfield Steering Committee and Downtown Phoenix Inc. on ideas for mutually beneficial partnerships	Knowledge			■	



What Type of **Tool(s)** does your organization use?

Code Tools are regulations, such as the zoning ordinance, that can encourage or discourage different types of investment.

Financing Tools are grants, loans, bonds, fees, and taxes.

Knowledge Tools are capacity building activities, such as professional training, workshops and seminars to improve technical skills and understanding.

Plan Tools are engineering studies, best practices research, 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, and corporate sponsorships.

Which Type of **Investment Partner** is your Organization?



Business Investors are banks, real estate developers, and other private companies, ranging from large corporations to small locally owned shops.

General Motivators: Profit; Economically vital communities.



Community Investors are non-profits, foundations, schools, neighborhood associations, and individual residents.

General Motivators: Poverty reduction; Improved quality of life.



Government Investors include local, state, and federal agencies.

General Motivators: Fiscal responsibility; Political support.

LAND USE

STRATEGY 1



Adopt a Best Practice Form Based Code

Eastlake-Garfield’s zoning regulations are outdated. The current codes were written for the conventional suburban development patterns envisioned in the 1950’s and have resulted in an automobile-dependent District. Implementing the vision requires the establishment of a new code that removes unnecessary barriers and ensures quality development. In suburban neighborhoods, individual house amenities, such as number of bedrooms and lot sizes, drive demand; in urban neighborhoods, however, property values are dependent on a quality public realm, such as shaded sidewalks and plazas, and daily-living retail within a convenient walk. A code that helps ensure high quality walkable urbanism is an essential first step for attracting investment to Eastlake-Garfield.

POLICIES **TOOLS**

L1.1	Require pedestrian oriented street frontages.	Codes
L1.2	Prohibit new parking lots to be located between the building and the sidewalk.	Codes
L1.3	Require parking garages to be wrapped with liner buildings when adjacent to street frontages.	Codes
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L1.5	Minimize driveways along streets to encourage pedestrian and bicycle safety and sufficient shade.	Codes
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OUTCOMES **IMPACT**

1	Efficient Infrastructure and Public Services	■
2	Convenient Neighborhood Amenities	■
3	High Quality Urban Development	■
4	Authentic Culture and Character	■



STRATEGY 2



Improve Predictability and Transparency in the Development Review Process

The administration of the permitting process can either encourage investment or act as a barrier. In order to attract investment, the development review process must balance predictability and flexibility. Both the real estate industry and neighborhoods need to have a clear understanding of development outcomes or the process often becomes confrontational, risky, and expensive. Codes that are administered too rigidly can be cost-prohibitive and unreasonable, while those that are too flexible can discourage investors who want quality assurances and predictable long term values.

POLICIES		TOOLS
L2.1	Increase development intensity and a mix of uses at a level consistent with the Master Plan.	Codes
L2.2	Minimize approval processes that require “case-by-case” decisions and numerous negotiations.	Codes
L2.3	Utilize the city’s Design Review Committee (DRC) to overcome Design Guidelines if approval is unable to be granted by staff.	Codes
L2.4	Approve Planning Hearing Officer (PHO) requests that are generally consistent with the Master Plan and deny requests that are not generally consistent with the Master Plan.	Operations
L2.5	Engage SRP, APS, Cox, Southwest Gas and other public utilities on providing coordination services early in the development process.	Operations
L2.6	Inform Eastlake-Garfield Steering Committee Chair or designee about all requests for rezoning, zoning adjustments (Use Permits/Variations), PHO hearings, DRC appeals, technical appeals, abandonments, and all site plan preliminary review meetings.	Operations
OUTCOMES		IMPACT
1	Efficient Infrastructure and Public Services	■
2	Convenient Neighborhood Amenities	
3	High Quality Urban Development	■
4	Authentic Culture and Character	

STRATEGY 3



Create Standard Plans

Standard plans encourage investment by lowering the cost of development with pre-approved designs that increase the speed and efficiency of the permitting process.



POLICIES		TOOLS
L3.1	Develop standard plans for building types that align with the Walkable Urban code, including accessory buildings.	Plans
L3.2	Develop standard construction details for compact driveway entrances.	Plans
L3.3	Develop standard site plans for common lot sizes that align with the Walkable Urban Code.	Plans
L3.4	Encourage sharing of development information such as proformas, pre-development costs, and financing methods.	Knowledge
OUTCOMES		IMPACT
1	Efficient Infrastructure and Public Services	■
2	Convenient Neighborhood Amenities	
3	High Quality Urban Development	■
4	Authentic Culture and Character	

STRATEGY 4

LEAD PARTNER
GOVERNMENT 

Facilitate Walkable Urban Demonstration Projects

Demonstration projects provide case studies that can encourage investors to replicate and scale-up proven models. These projects usually require financial assistance in weak or untested markets due to higher perceived risk. The Eastlake-Garfield District lacks transit oriented development and creative place-making projects that are essential for vital urban communities. Providing risk-mitigation assistance to projects that demonstrate the use, design and pattern envisioned in the Master Plan will help attract investment to the District.



POLICIES		TOOLS 
L4.1	Continue providing technical and financial assistance to adaptive reuse projects.	Knowledge
L4.2	Support creative place-making projects such as street festivals and murals.	Partnership
L4.3	Pursue grants and low-interest loans to help finance pre-development expenses.	Financing
L4.4	Rezone City-owned land to the Walkable Urban Code and issue Requests For Proposals (RFP).	Codes
L4.5	Include consistency with Master Plan in RFP evaluation criteria.	Operations
L4.6	Invite multiple departments and the Eastlake-Garfield Steering Committee Chair or designee to serve on RFP evaluation panels.	Operations
OUTCOMES		IMPACT 
1	Efficient Infrastructure and Public Services	■
2	Convenient Neighborhood Amenities	■
3	High Quality Urban Development	■
4	Authentic Culture and Character	■

STRATEGY 5

LEAD PARTNER
COMMUNITY 

Develop an Innovative Infrastructure Financing Tool

The Eastlake-Garfield Master Plan calls for major investments in new infrastructure. There is currently an opportunity to finance these projects by taking advantage of historically low interest rates, large private sector reserves, and growing market demand. Tax Increment Financing (TIF), an important tool that nearly every city in the United States uses to finance urban redevelopment, is prohibited by Arizona state law. While this lack of authority is a considerable disadvantage, TIF alone would be insufficient to fully fund the Master Plan. It is therefore necessary to build an innovative, powerful tool that efficiently integrates and deploys multiple sources of capital from both the public and private sectors.



POLICIES		TOOLS 
L5.1	Support the development of an infrastructure “structured fund” that aggregates multiple sources of capital from governments, utilities, foundations, banks, pension funds, insurance companies and other investors.	Financing
L5.2	Encourage the utilization of creative financing mechanisms, such as Community Facilities Districts, impact fees, in-lieu fees, repayment agreements and sales tax revenue value capturing.	Financing
L5.3	Build the capacity of government officials, developers, anchor institutions, the financial industry, and property owners on structured funds, special taxing districts, and innovative infrastructure financing and management practices.	Knowledge
L5.4	Research emerging innovative infrastructure delivery practices, such as Eco-Districts, to efficiently manage the financing, development, and operations of enhanced infrastructure.	Plans
OUTCOMES		IMPACT 
1	Efficient Infrastructure and Public Services	■
2	Convenient Neighborhood Amenities	■
3	High Quality Urban Development	■
4	Authentic Culture and Character	■

STRATEGY 6



Provide Master Developer Services

Master Developers accelerate the implementation of Master Plans by engaging contiguous property owners to coordinate mutually beneficial infrastructure and bring properties from conceptual planning to pre-development. The Eastlake-Garfield District has a few large vacant properties that provide major redevelopment opportunities. An experienced real estate development company should be brought on as an intermediary to help complete engineering studies, cost estimates, property assembly, master platting, and utility coordination services.

POLICIES		TOOLS 
L6.1	Build the Capacity of local government officials, developers, and property owners on Master Developer Services.	Knowledge
L6.2	Support funding Master Developer services through Improvement Districts, grants, and other mechanisms.	Financing
L6.3	Engage Anchor Institutions, including St. Luke's Medical Center, on partnership opportunities to develop mutually beneficial infrastructure.	Partnership
OUTCOMES		IMPACT 
1	Efficient Infrastructure and Public Services	■
2	Convenient Neighborhood Amenities	
3	High Quality Urban Development	■
4	Authentic Culture and Character	



HOUSING

STRATEGY 7

LEAD PARTNER
BUSINESS 

Construct Innovative Housing Demonstration Projects

Innovative housing developments, such as mixed-income, supportive services, adaptive reuse, and historic preservation projects, are important for maintaining diversity and increasing economic vitality in Eastlake-Garfield. These projects are often more expensive and complicated due to the suburban-oriented industry practices that have been established over the past several decades. Demonstration projects provide additional local case studies that can help reform the standardized development process and build the capacity of local developers, financiers, government officials, and design professionals.

POLICIES		TOOLS 
H7.1	Add mixed income, mixed use, historic preservation, adaptive reuse, green construction, and Universal Design to RFP selection criteria for applicable City-supported housing projects.	Financing
H7.2	Encourage creative adaptive reuse of commercial and industrial buildings, consistent with the Master Plan.	Financing
H7.3	Identify incentives such as height bonuses, parking reductions, reduction in street widths, expedited plan review, development fee reductions, and other incentives for mixed income, mixed use projects and adaptive reuse affordable housing projects.	Codes
H7.4	Create a recognition program for developers of high quality housing demonstration projects.	Knowledge
OUTCOMES		IMPACT 
1	Access to Affordable Housing	■
2	Diverse Neighborhoods	■
3	High Quality Housing	■
4	Low Cost of Living	■




STRATEGY 8

LEAD PARTNER
GOVERNMENT 

Coordinate Affordable Housing Programs with the Conceptual Master Plan



The Consolidated Planning process and coordination with HUD and the Arizona Department of Housing’s Qualified Allocation Plan should use the Eastlake–Garfield plan as a tool to guide investment decisions. Integrating affordable housing within areas targeted for major redevelopment and neighborhood improvement will improve efforts to mitigate the risk of gentrification and displacement, while remaining consistent with the community’s overall vision for growth.

POLICIES		TOOLS 
H8.1	Identify opportunities to coordinate the Consolidated Housing Plan with the Conceptual Master Plan.	Operations
H8.2	Research creative financing mechanisms such as Trust funds, Community Land Trusts, structured funds, and the inclusion of affordable housing in Infrastructure Financing Tools, such as impact fees and in-lieu fees.	Plans
H8.3	Encourage universal design accessibility standards within affordable housing projects.	Knowledge
H8.4	Encourage supportive housing for homeless and disabled residents.	Financing
H8.5	Explore partnerships with anchor institutions, such as St. Luke’s Medical Center and Eastlake Park churches on providing workforce and affordable housing.	Partnership
OUTCOMES		IMPACT
1	Access to Affordable Housing	■
2	Diverse Neighborhoods	★
3	High Quality Housing	
4	Low Cost of Living	■

STRATEGY 9

Encourage Live-Work and Accessory Dwelling Units

Live-work units are designed to facilitate residential and commercial uses for a single user within the same space. These housing concepts eliminate commutes and the need for separate lease payments for businesses and residences. Accessory Dwelling Units (ADU) are small living spaces located in the back yards of single family properties. ADU's can alleviate overcrowded households, facilitate multi-generation living arrangements, and provide additional income for property owners.

POLICIES		TOOLS 
H9.1	Identify methods for funding alley improvements such as lighting and paving.	Financing
H9.2	Deny alley abandonments that eliminate the opportunity for ADU's unless private access way provided.	Operations
H9.3	Develop ADU design standards to ensure quality.	Codes
H9.4	Support standard plans for quality pre-manufactured ADU's.	Plans
H9.5	Use the Conceptual Master Plan as a guide when rezoning property to the Walkable Urban Code to allow live-work units.	Codes
H9.6	Encourage developers to create flexible buildings that can be used for both housing and commercial uses in appropriate locations.	Plans
OUTCOMES		IMPACT 
1	Access to Affordable Housing	■
2	Diverse Neighborhoods	■
3	High Quality Housing	
4	Low Cost of Living	■

STRATEGY 10



Enhance the Efficiency and Quality of Existing Housing

Improvements to existing residences can help lower utility bills, improve health, increase neighborhood vitality and pride of ownership. The Eastlake-Garfield District suffers from properties that have fallen into disrepair and vacancy. All residents in Eastlake-Garfield should have the opportunity to live in safe, healthy and dignified housing.

POLICIES **TOOLS**

H10.1	Pursue grants to fund energy efficiency retrofits, indoor air quality improvements, water capture and reuse, and solar energy panels.	Financing
H10.2	Work with neighborhood associations on code compliance and neighborhood clean ups.	Partnership
H10.3	Encourage the creation of a Community Land Trust to preserve housing affordability and homeownership.	Financing
H10.4	Adjust zoning to allow additional low-impact, home-based businesses within neighborhoods.	Codes
H10.5	Match Eastlake-Garfield residents with existing free and low cost tree resources, including those sponsored by the City, Arizona Public Service and Salt River Project.	Partnership

OUTCOMES **IMPACT**

1	Access to Affordable Housing	■
2	Diverse Neighborhoods	
3	High Quality Housing	■
4	Low Cost of Living	■

ECONOMIC DEVELOPMENT

STRATEGY 11



Revitalize Unique and Historic Commercial Buildings

Eastlake-Garfield’s stock of vintage commercial and industrial buildings is an asset that should be used to the District’s advantage. Many of these buildings are vacant and some are in poor condition; however, with targeted financial assistance, quality restoration, and entrepreneurial innovation, they have the potential to become unique place-making catalysts for additional investment.

POLICIES		TOOLS
ED11.1	Identify opportunities to use Community Development Block Grants (CDBG), fee reductions, grants, and other tools for storefront improvements on historic and adaptive reuse opportunities identified in the Conceptual Master Plan	Financing
ED11.2	Pursue green building retrofit and solar energy grant programs.	Financing
ED11.3	Partner with small business incubators and small business support organizations to market creative leasing opportunities to entrepreneurs.	Partnership
ED11.4	Conduct on-going outreach to the real estate development industry on the adaptive reuse program and historic preservation incentives.	Knowledge
ED11.5	Prioritize technical assistance on unique and historic commercial buildings identified in the Conceptual Master Plan.	Knowledge
ED11.6	Identify amendments to the zoning ordinance to encourage the preservation of vintage signs.	Codes
OUTCOMES		IMPACT
1	Strong Local Businesses	■
2	Access to Quality Education	
3	Financially Stable Residents	
4	Access to Quality Careers	■





STRATEGY 12



Transform Public Schools into Neighborhood Opportunity Hubs

Public schools and community revitalization are interdependently linked. Poorly performing schools discourage investment and strain the tax base that helps fund education. Low income communities also have fewer resources available to provide supplemental support for neighborhood schools, making pathways to quality careers even more difficult. Eastlake-Garfield public schools have been leading with innovative, community-based school models that focus not just on student test scores, but on addressing poverty and its impact on children within surrounding neighborhoods. Their continued progress is essential for the long term success of the Eastlake-Garfield District.

POLICIES		TOOLS 
ED12.1	Support partnerships to develop Community Learning Centers at public schools with programming geared towards community enrichment, such as adult learning, language classes, job preparation, general education diplomas, public libraries, workforce connection resources, income tax return assistance, financial education, tutoring, and mentoring.	Partnership
ED12.2	Support tax credit drives to help supplement funding for Eastlake-Garfield public schools.	Financing
ED12.3	Encourage Head Start and all day kindergarten at Eastlake-Garfield public schools.	Financing
ED12.4	Support “cradle-to-career” programs such as the U.S. Department of Education Promise Neighborhoods program at Eastlake-Garfield public schools.	Financing
ED12.5	Support partnerships between public schools and colleges, employers, foundations, civic groups and governments to provide additional services and enhanced learning opportunities.	Partnership
OUTCOMES		IMPACT 
1	Strong Local Businesses	
2	Access to Quality Education	■
3	Financially Stable Residents	■
4	Access to Quality Careers	

STRATEGY 13



Develop an Eastlake-Garfield Hiring and Purchasing Program

The Eastlake-Garfield District offers a variety of jobs and provides convenient access to Phoenix Sky Harbor International Airport, one of the city’s largest employment centers. Forming partnerships between employers and neighborhoods to encourage hiring workers and buying products and services within the District is a benefit for both residents and companies.

POLICIES		TOOLS
ED13.1	Add hiring of Eastlake-Garfield residents into RFP criteria for applicable projects located in the District.	Operations
ED13.2	Support the creation of a “Buy Eastlake-Garfield” marketing campaign.	Knowledge
ED13.3	Encourage the creation of a jobs and skills information sharing network between employers and neighborhoods.	Partnership
ED13.4	Support partnerships with anchor institutions, including St. Luke’s Medical Center, to recruit mutually beneficial businesses to the District through a preferred purchasing policy.	Partnership
ED13.5	Encourage hiring Eastlake-Garfield residents in City or City-supported projects and programs located within the District.	Operations
OUTCOMES		IMPACT
1	Strong Local Businesses	■
2	Access to Quality Education	
3	Financially Stable Residents	■
4	Access to Quality Careers	

STRATEGY 14



Grow the Number of Jobs in Key Eastlake-Garfield Industries

Eastlake-Garfield’s unique assets position the District for job growth in several key industries, including healthcare, transportation, logistics, artisan and small-scale advanced manufacturing, construction, and retail and restaurants. The continued development of businesses in these industries is important for the economic revitalization of the District.

POLICIES		TOOLS
ED14.1	Market tools and real estate opportunities to key industries, consistent with the Conceptual Master Plan.	Knowledge
ED14.2	Support the expansion of existing employers within key industries.	Partnership
ED14.3	Encourage the accelerated build out of the Conceptual Master Plan to increase construction jobs.	Financing
ED14.4	Include job growth in key industries within the evaluation criteria of RFP’s for City-owned properties.	Operations
ED14.5	Research methods to support micro-businesses such as mobile retailers, urban farming and outdoor markets with targeted regulatory relief, technical assistance, and low interest micro loans.	Plan
OUTCOMES		IMPACT
1	Strong Local Businesses	■
2	Access to Quality Education	
3	Financially Stable Residents	■
4	Access to Quality Careers	■

STRATEGY 15



Develop Residents' Skills in Key Eastlake-Garfield Industries

Workforce development programs should be aligned with key industries and targeted to District residents in order to help provide residents with the opportunity to benefit from job growth in their community.

POLICIES		TOOLS
ED15.1	Support the development of a middle-skill small business incubators for daily living retail businesses such as corner grocery markets, clothing stores, day care centers, and restaurants.	Financing
ED15.2	Support the development of a high-skill small business incubator such as software design and “maker spaces” for advanced prototyping and creative artisan manufacturing.	Financing
ED15.3	Provide outreach to District residents on the availability of training programs.	Knowledge
ED15.4	Monitor and apply for strategic grants to enhance workforce development programs.	Financing
OUTCOMES		IMPACT
1	Strong Local Businesses	
2	Access to Quality Education	■
3	Financially Stable Residents	■
4	Access to Quality Careers	



HEALTH

STRATEGY 16

LEAD PARTNER
COMMUNITY 

Develop a Healthy Corner Store Program

Small markets that carry fresh produce can be a more feasible investment in areas without a sufficient demand or customer base for a full service supermarket. These stores can be added by either converting existing convenience stores and warehouses or by starting a new business. The Eastlake-Garfield District’s abundance of convenience stores and produce warehouses provides an opportunity to engage these businesses on methods for better serving the health needs of the community.

POLICIES		TOOLS 
HE16.1	Support the development of healthy corner stores with New Markets Tax credits, Community Development Block grants, low interest loans and other financial tools and encourage the acceptance of the Women Infant Children (WIC), and Supplemental Nutrition Assistance Programs (SNAP) for low income residents.	Financing
HE16.2	Provide technical assistance for existing convenience stores, warehouses or entrepreneurs who are interested in opening corner grocery stores.	Knowledge
HE16.3	Encourage a corner grocery store support coalition, including schools, St. Luke’s Medical Center, and neighborhood associations to provide collective purchasing power that could help encourage and support a healthy food retailer.	Partnership
HE16.4	Partner with the Arizona Department of Health Services to improve existing WIC access in Eastlake-Garfield.	Partnership
OUTCOMES		IMPACT 
1	Safe Walking and Bicycling Environment	
2	Access to Recreation	
3	Access to Healthy Food	■
4	Reduce Obesity Related Diseases	■





STRATEGY 17

LEAD PARTNER
COMMUNITY 

Encourage Community-Based Healthy Food Sources

The Eastlake-Garfield District's supply of large vacant parcels of land provides numerous opportunities for community-driven healthy food projects such as urban agriculture, farmers' markets, or produce stands. There are also several institutions that could sponsor community gardens on their properties and provide a customer base for mobile food trucks. These investments could effectively supplement access to low-cost produce in Eastlake-Garfield.



POLICIES		TOOLS 
HE17.1	Support partnerships with Eastlake-Garfield institutions to develop Community Gardens on their properties.	Partnership
HE17.2	Pursue grants and partnerships for a Farmers' Market near the 12th Street light rail stations.	Financing
HE17.3	Identify ways to reduce regulatory barriers and permitting fees for produce stands and healthy food trucks.	Codes
HE17.4	Partner with existing technical assistance providers to increase the capacity of residents to grow food through backyard gardening, community gardens on vacant lots and school gardens.	Knowledge
HE17.5	Develop a standard process to use City-owned vacant land for urban agriculture and share maps of City owned land with the public.	Operations
OUTCOMES		IMPACT 
1	Safe Walking and Bicycling Environment	
2	Access to Recreation	
3	Access to Healthy Food	■
4	Reduce Obesity Related Diseases	■

STRATEGY 18

LEAD PARTNER
GOVERNMENT 

Enhance Existing Recreation Facilities

The Eastlake-Garfield District currently has three public parks, Edison, Eastlake and Verde, that vary in condition from newly renovated to poor quality. The public park infrastructure in this District provides a solid base from which to promote activity and health among residents. While the base is strong, some changes should be made to increase use and usability.

POLICIES		TOOLS 
HE18.1	Assess improvement needs at parks, including shade, drinking fountains and better lighting to increase the sense of security.	Plan
HE18.2	Pursue funding opportunities to renovate Edison Park, including public restrooms and a walking path. Plan a Community Recreation Center in the redevelopment of Luke-Krohn public housing.	Financing
HE18.3	Identify ways to extend the hours of operation at Verde Park and convert existing vacant building into a Community Recreation Center.	Operations
HE18.4	Continue increasing marketing and programming at Eastlake Park and Verde Park.	Knowledge
OUTCOMES		IMPACT 
1	Safe Walking and Bicycling Environment	
2	Access to Recreation	■
3	Access to Healthy Food	
4	Reduce Obesity Related Diseases	

STRATEGY 19



Provide Community Health Resources at Neighborhood Schools

High quality public schools serve as neighborhood anchors that can help foster a healthy community. Providing residents recreation opportunities and health-related services at schools can improve access to resources and information and lower the overall cost of healthcare.

POLICIES		TOOLS
HE19.1	Support partnerships, such as joint use agreements, to develop Community Recreation Centers at public schools that provide gymnasiums, playgrounds, sports fields, after-school programs, and sports leagues.	Partnership
HE19.2	Support partnerships to develop health services programs at public schools, that provide access to health screenings and referrals, nutritious foods, and cooking and wellness classes.	Partnership

OUTCOMES		IMPACT
1	Safe Walking and Bicycling Environment	
2	Access to Recreation	■
3	Access to Healthy Food	
4	Reduce Obesity Related Diseases	■

STRATEGY 20



Improve Safety in Public Spaces

The physical and social environment in Eastlake-Garfield discourages walking, bicycling, and transit use. Some streets lack sidewalks, including routes to school. Other sidewalks are too narrow, lack shade, have insufficient lighting, and are lined with walls and parking lots that limit public surveillance. Major intersections are wide and crosswalks are generally not well demarcated. In addition, while crime has lessened over the past 10 years, especially in the Eastlake Park Neighborhood (see Crime Density map on p. 57), rates are still high - a problem complicated by the fact that many residents report a distrust of police due to concerns about racial profiling as Arizona immigration laws are implemented. Addressing the safety issues in Eastlake-Garfield is a fundamental prerequisite to becoming a healthy community.

HE20.1	Encourage active street frontages such as storefronts, patios, and porches.	Codes
HE20.2	Evaluate and install safe crosswalks on routes to schools, transit, public recreation, grocery stores, and other destinations where appropriate, in general conformance with the Conceptual Master Plan.	Financing
HE20.3	Organize walking clubs and block watches to patrol streets and report non-functioning street lights to Arizona Public Service.	Partnership
HE20.4	Increase resident participation within existing neighborhood associations or establish new neighborhood associations, particularly in the Edison Park neighborhood, in order to provide an intermediary between residents and the Police Department.	Partnership
HE20.5	Engage residents on stray animal issues to determine the causes and solutions to the problem.	Partnership
HE20.6	Support the creation of a coalition of residents, the Police, Fire, and Street Transportation Departments, and Banner Good Samaritan Hospital to develop strategies to reduce traffic-related injuries.	Partnership

OUTCOMES		IMPACT
1	Safe Walking and Bicycling Environment	■
2	Access to Recreation	
3	Access to Healthy Food	
4	Reduce Obesity Related Diseases	

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MOBILITY

STRATEGY 21

LEAD PARTNER
GOVERNMENT 

Adopt Best Practice Complete Street and Subdivision Standards

Complete Streets are designed to be safe, convenient, comfortable and accessible for all users. Street and subdivision designs should be “context sensitive”, meaning that those located in existing or planned walkable urban places should be designed with a higher priority for pedestrians and bicyclists compared to streets within suburban contexts that are planned for greater vehicular use. For increased safety and improved traffic management, streets should also be designed for slower driving speeds compared to lower density zones of the city that are planned for less walking, bicycling, and transit usage.

POLICIES		TOOLS 
M21.1	Prepare new design standards for streets identified in the Conceptual Master Plan and use the Conceptual Street Sections for guidance.	Codes
M21.2	Prepare a new subdivision standard that requires short urban blocks in order to enable convenient walking and bicycling routes, dispersed vehicular traffic, and additional street parking, consistent with the Conceptual Master Plan.	Codes
M21.3	Identify adjustments to the 8 foot public utility easement requirement along street frontages to encourage the installation of shade trees and structures.	Codes
M21.4	Eliminate or streamline the revocable permit requirement for shade structures over the right of way.	Codes
M21.5	Prepare soil volume standards that allow trees to grow sufficiently and provide effective shade.	Codes
M21.6	Identify adjustments to underground utility spacing standards to allow cost effective shade tree planting with adequate soil volumes.	Codes
M21.7	Research the feasibility of adjusting stormwater codes to allow on site stormwater retention requirements to be provided in the right of way using retention basins and bioswales.	Plan
M21.8	Allow on-street parking on new street cross sections within walkable urban places.	Codes
M21.9	Research best practices for raised crosswalks and develop guidelines for certain intersections.	Codes
OUTCOMES		IMPACT 
1	Quality Transportation Choices	■
2	Efficient and Compatible Parking	■
3	Reduced Automobile Dependence	■
4	Convenient and Safe Block Pattern	■



STRATEGY 22

LEAD PARTNER
GOVERNMENT

Coordinate Transportation Programs with the Conceptual Master Plan

Projects selected for the Capital Improvement Program (CIP) and coordination with the Maricopa Association of Governments and Arizona Department of Transportation should include transportation improvements within the Conceptual Master Plan. In order to respond to shifting consumer preferences and growing demand for walkable urban communities, a greater emphasis should be placed on transportation projects that stimulate infill growth, as opposed to those on the periphery of the city. According to the Federal Highway Administration, virtually every federal transportation funding program can be used to build pedestrian and bicycle projects.

POLICIES		TOOLS
M22.1	Coordinate street and transit improvements identified in the Conceptual Master Plan with the Capital Improvement Program.	Operations
M22.2	Pursue transportation formula funding programs to fund street and transit priorities identified in the Conceptual Master Plan.	Financing
M22.3	Identify and apply for discretionary funding opportunities to implement street and transit improvements within the Conceptual Master Plan.	Financing
M22.4	Research the most cost effective and convenient methods for increasing transit service, such as route adjustments, circulators and public/private partnerships, on transit routes identified in the Conceptual Master Plan.	Plan
M22.5	Research measures to increase the quality of public transit services for special needs residents, including specialized training and technology improvements.	Plan
M22.6	Pursue partnerships for clusters of mobility enhancements around transit stations identified in the Conceptual Master Plan, including secure bike parking, wayfinding, public parking, taxi stands, on-demand air conditioning, car and bike share, and digital information kiosks.	Partnership
M22.7	Add Eastlake-Garfield Steering Committee Chair, or designee, to notification list for CIP committee presentations.	Operations

OUTCOMES		IMPACT
1	Quality Transportation Choices	■
2	Efficient and Compatible Parking	■
3	Reduced Automobile Dependence	
4	Convenient and Safe Block Pattern	

STRATEGY 23

LEAD PARTNER
BUSINESS

Provide District Parking Services

District Parking allows multiple property owners to provide parking within a shared lot or garage. These facilities allow a more efficient use of land, incentivize investment by lowering development costs, and improve vehicular traffic management within the District.

POLICIES		TOOLS
M23.1	Add District Parking to RFP selection criteria for suitable City-owned redevelopment projects.	Operations
M23.2	Support funding District Parking through Improvement Districts or other financial tools.	Financing
M23.3	Engage Anchor Institutions, such as St. Luke's Medical Center, on the development of district parking facilities.	Financing

OUTCOMES		IMPACT
1	Quality Transportation Choices	
2	Efficient and Compatible Parking	
3	Reduced Automobile Dependence	■
4	Convenient and Safe Block Pattern	



GREEN SYSTEMS

STRATEGY 24

LEAD PARTNER
GOVERNMENT 

Develop Best Practice Green Standards

Improving codes will help encourage clean and efficient management of water and energy. These regulatory updates can also help lower the cost of development by providing more flexible stormwater requirements and improved standardization of green infrastructure and building practices.



POLICIES		TOOLS 
GS24.1	Research practices for amending stormwater codes to create “context sensitive” regulations that are consistent with the intensity of development.	Codes
GS24.2	Research practices for amending building codes to remove barriers to plumbing and irrigation systems for water capture and reuse.	Codes
GS24.3	Pursue opportunities to create standard details for green infrastructure approaches, including tree pockets, bioswales, permeable paving, and neighborhood retention basins.	Plans
GS24.4	Identify methods for improving the City’s Green Construction Code by providing a tiered performance system, such as gold, silver, bronze.	Operations
GS24.5	Identify incentives, such as fee reductions or fee reduction grants, intensity bonuses, and parking reductions for green construction, green infrastructure and water capture and reuse projects.	Codes
OUTCOMES		IMPACT 
1	Clean and Efficient Stormwater Management	■
2	Efficient Water Use	■
3	Lower Outdoor Temperatures	■
4	Clean and Efficient Energy Use	■

STRATEGY 25

LEAD PARTNER
GOVERNMENT 

Encourage Green Demonstration Projects

Green Systems demonstration projects can help provide “proof of concepts” for emerging practices and cutting edge development techniques. Evidence that projects can be implemented cost-effectively and achieve environmental benefits helps facilitate regulatory reforms and encourages the development of additional green designs.

POLICIES		TOOLS 
GS25.1	Pursue funding opportunities, such as the Water Infrastructure Financing Authority (WIFA) and EPA grant programs to supplement street and open space projects with green infrastructure improvements, in general conformance with the Conceptual Master Plan.	Financing
GS25.2	Support partnerships to implement community-based projects such as street bioswales and tree groves, and retention basins, on public school properties, in general conformance with the Conceptual Master Plan.	Partnership
GS25.3	Pursue research and development grants to fund planning, engineering and implementation of demonstration projects.	Financing
GS25.4	Add Green Infrastructure and construction to RFP selection criteria for suitable City-owned redevelopment projects.	Operations
OUTCOMES		IMPACT 
1	Clean and Efficient Stormwater Management	■
2	Efficient Water Use	■
3	Lower Outdoor Temperatures	■
4	Clean and Efficient Energy Use	■





STRATEGY 26

LEAD PARTNER BUSINESS 

Support the Development of District Clean Energy System

A district approach to energy can provide savings for both utility providers and customers. Locally generated and distributed electricity improves efficiency by reducing energy losses from long distance transmission lines. District scale technologies can also provide less polluting alternatives to energy produced at centralized power plants, create more robust back-up systems for critical institutions, such as hospitals, fire stations and airports, and significantly reduce electricity bills.



POLICIES		TOOLS 
GS26.1	Engage utility providers, office building owners and institutions on the mutual benefits of combined heat/power, microgrids, and chiller systems.	Knowledge
GS26.2	Encourage the installation of solar panels on rooftops and shade structures for commercial and residential properties.	Knowledge
GS28.3	Add district energy to RFP selection criteria for suitable City-owned redevelopment projects.	Operations
OUTCOMES		IMPACT 
1	Clean and Efficient Stormwater Management	
2	Efficient Water Use	
3	Lower Outdoor Temperatures	
4	Clean and Efficient Energy Use	■

STRATEGY 27

LEAD PARTNER BUSINESS 

Provide District Stormwater Management Services

A district approach to Stormwater Management can provide benefits for businesses, residents and the city. Locally captured and distributed stormwater improves efficiency by reducing potable water consumption and waste. District scale Stormwater Management can also minimize pollutant discharge into our local waterways, increase stormwater uptake by trees and vegetation, and promote quality shade and cooling to reduce the urban heat island effect. These facilities allow a more efficient use of land, incentivize investment by lowering development costs, and improve stormwater management within the District.

POLICIES		TOOLS 
GS27.1	Support funding District Stormwater Management services through an Improvement District or other financial tool, such as EPA stormwater loans and grants, impact fees or in-lieu fees.	Financing
GS27.2	Add District retention to RFP selection criteria for suitable City-owned redevelopment projects.	Operations
OUTCOMES		IMPACT 
1	Clean and Efficient Stormwater Management	■
2	Efficient Water Use	■
3	Lower Outdoor Temperatures	■
4	Clean and Efficient Energy Use	

PRIORITY AREA ACTION PLANS

COMMUNITY PRIORITIES

Action Plan 2015-2020

Action Plans outline short term tasks that are designed to jump-start the implementation of District Plan Policies. Each Priority Investment Area includes a 5-Year Action Plan that has been developed with input from the Eastlake-Garfield Steering Committee and consultation with urban development professionals in the public, private and nonprofit sectors. The action steps are linked to one of three partner categories - Government, Community or Business - that is most suited to lead the task. To facilitate implementation, the type of implementation tool that is used for implementing each action step including Codes, Financing, Knowledge, Plans, Operations and Partnerships, is also provided in the plan.

Action Plans are intended to be regularly reviewed, updated and evaluated in order to create a “living document” that avoids being placed on a shelf or forgotten.

A primary role of the Eastlake-Garfield Steering Committee will be identifying, engaging and recruiting lead partners for each action step and monitoring progress going forward.

Policy AP 1: Support a bi-annual meeting of the Eastlake-Garfield Steering Committee to monitor progress and update the Action Plans.

Policy AP 2: Encourage additional property owner and business owner representatives and equal neighborhood representation on the Eastlake-Garfield Steering committee

Policy AP 3: Establish an interdepartmental Transit-Oriented Development team to support the implementation of the Eastlake-Garfield TOD Plan.



Government

Government Investors include the local, state and federal agencies.



Community

Community Investors are non-profits, foundations, schools, neighborhood associations and individual residents.



Business

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

Code Tools are regulations, such as the zoning ordinance, 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 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.









EASTLAKE PARK Action Plan 2015-2020

Elements	Actions	 TOOLS	 GOVERNMENT	 BUSINESS	 COMMUNITY	
Land Use	1	Hold a property owner forum on the Walkable Urban Code and the Infill Development Area.	Knowledge	■		
	2	Use the Conceptual Master Plan as a guide when rezoning to the Walkable Urban Code.	Codes	■		
	3	Expand Infill Development Area to rezoned properties.	Plan	■		
	4	Study potential Fire Code violations between heavy industrial and residential uses and residential uses south of Jackson Street to include the Union Pacific railway line and the Co-op. The city should report back to the Eastlake Park Neighborhood Association (ELPNA) with a list of businesses in the area, types of materials stored, and recommendations on ways of buffering the community from potential hazards. Ensure that the mandatory emergency document (MSDS-Materials Data Safety Sheets) for proper chemical disposal of hazardous waste are on site and readily available for the Phoenix Fire Department.	Plan	■		
	5	Research the process for developing airport owned properties as residential uses.	Plan	■		
	6	Provide for sale transit passes at neighborhood churches, the Helen K. Mason Performing Arts Center (Black Theatre Troupe) and other destinations.	Operations			■
	7	Identify code violations and issue notices to property owners.	Codes	■		
	8	Add Eastlake Park Neighborhood Association Chairperson to city systems to be notified about all requests for rezoning, zoning adjustments (Use Permits/Variations), PHO hearings, DRC appeals, technical appeals, abandonments, and all site plan preliminary review meetings.	Operations	■		
	9	Encourage Steering Committee to monitor all zoning hearings.	Partnership			■
	10	Create a fact sheet and procedural guide on establishing Improvement Districts.	Knowledge	■		
	11	Hold a property owner workshop on Improvement Districts as a potential tool for financing enhanced infrastructure and services, including a light rail station at 16th Street.	Knowledge	■		
	12	Complete 3 beautification projects, such as murals, colorful building repainting and tree planting.	Partnership			■
	13	Complete a Water / Sewer infrastructure needs assessment.	Plans	■		
	14	Create marketing materials for development areas in partnership with property owners.	Knowledge	■		
	15	Provide EPNA Chairperson contact information to the Aviation Department and request that they be notified of any public meetings involving the Sky Harbor Airport Land Use Study and that they be provided with a copy of the final report. City will provide Steering Committee with all relevant information regarding Aviation-owned properties within the Eastlake Park neighborhood boundaries.	Knowledge	■		
	16	Provide Master developer services to accelerate Plan implementation. Funding to be provided through grants, improvement districts, and other mechanisms.	Plans	■		





Elements	Actions					
			TOOLS	GOVERNMENT	BUSINESS	COMMUNITY
Mobility	17	Present Public Transit Recommendations to the Committee on the Future of Phoenix Transportation.	Knowledge	■		
	18	Complete a study on the most efficient methods for increasing bus service on 16th Street. Consider local bus routes and urban circulators.	Plan	■		
	19	Organize a coalition to support public transit service on 16th Street, including neighborhood associations, property owners, St. Luke's Medical Center, Ranch Market and Maricopa Public Health.	Partnership			■
	20	Identify a City of Phoenix owned property that could provide an interim use as a public parking lot for surrounding development, in compliance with the zoning ordinance.	Financing	■		
	21	Add creative wayfinding signage at the 12th Street light rail station.	Financing			■
	22	Provide for sale transit passes at Ranch Market and Maricopa Public Health.	Operations	■		
	24	Provide Steering Committee and Eastlake Park Neighborhood Association contact information to ADOT and request that they be notified of any public meetings involving the passenger rail plan along the Union Pacific Rail Line.	Knowledge			■
	25	Utilize Complete Streets Program on all newly constructed or retrofitted streets, especially 12th and 16th streets.	Operations	■		
Housing	26	Identify a multi-family housing investment within the area to include within the Consolidated Plan.	Financing	■		
	27	Engage Arizona State University on a plan for student housing appropriate for the Eastlake Park neighborhood.	Plan			■
	28	Hold a forum with faith based institutions to develop a strategy to increase the supply of high quality affordable housing and affordable day care services.	Knowledge			■
	29	Develop a Mixed Income housing demonstration project on Madison Street.	Financing			■
	30	Develop a "Phoenix Donut" mid rise housing demonstration project.	Financing			■
	31	Develop four Mixed Use housing demonstration projects on Washington St. and Jefferson St.	Financing		■	
	32	Hold a capacity building forum on Community Development Corporations and identify a lead non-profit to focus on affordable housing in the Eastlake Park neighborhood.	Knowledge			■
	33	Engage Arizona Department of Environmental Quality and Environmental Protection Agency on indoor air quality measurement and vapor intrusion mitigation assistance.	Knowledge			■
	34	Partner with non-profit organizations and businesses to renovate or rehabilitate a minimum of 3 single-family houses.	Partnership			■
	35	Pursue Choice Neighborhoods Program to redevelop public housing at 14th Street & Monroe Street and at 18th Street & Adams Street.	Partnership	■		





EASTLAKE PARK Action Plan 2015-2020

Elements	Actions	 TOOLS	 GOVERNMENT	 BUSINESS	 COMMUNITY
Health	36 Continue block watch and provide patrols at least 3 evenings per week.	Plan			■
	37 Write a grant application for a community-based food source, such as the United States Department of Agriculture Community Food Projects Competitive Grants Program.	Plan			■
	38 Provide a stop for the Fresh Express mobile grocery.	Partnership			■
	39 Identify corporate sponsors or other method for providing resources to replace street lights with LED bulbs.	Partnership			■
	40 Evaluate the need for high visibility crosswalks at 12th and Washington Streets and Jefferson and 14th Streets and Washington and Jefferson Streets and install where needed.	Plan	■		
	41 Pursue partnerships with Banner Health, Maricopa County Public Health, St. Luke's Medical Center and other organizations on providing additional free health screenings, referrals, and other preventative healthcare at Shaw Elementary.	Operations			■
Green Systems	42 Evaluate and modify utility spacing standards to allow planting of shade trees that grow to full size.	Codes	■		
	43 Research modifications to stormwater regulations to allow on-site retention to be provided within adjacent right of way.	Codes	■		
	44 Research methods to eliminate the need for a revocable permit for shade structures in the right of way or identify ways to streamline revocable permits.	Codes	■		
	45 Hold a community tree planting event.	Partnership			■





Elements	Actions	 TOOLS	 GOVERNMENT	 BUSINESS	 COMMUNITY	
Economic Development	46	Provide an overview of Government Property Lease Excise Tax (GPLET) and impacts as related to possible expansion of Central Business District to Steering Committee and hold forums with affected neighborhoods.	Knowledge	■		
	47	Sponsor an Adopt a Street for Jefferson Street.	Partnership		■	
	48	Identify City owned properties appropriate to develop and rezone to the Walkable Urban Code.	Plans	■		
	49	Identify and issue Requests For Proposals for City-owned properties that are appropriate to develop. Invite the Eastlake-Garfield Steering Committee Chair, EPNA Chairperson or designee, to serve on the selection panel.	Operations	■		
	50	Renovate one church.	Financing			■
	51	Write a grant for enhanced school enrichment activities and community improvement projects at Shaw Elementary.	Financing			■
	52	Pursue partnerships with banks, credit unions and non-profits on financial education classes for parents at Shaw Elementary, Eastlake Park Community Center, or other institution.	Partnership			■
	53	Organize 3 neighborhood clean ups.	Partnership			■
	54	Engage small business incubators on methods for increasing access to entrepreneurship services for District residents.	Partnership			■
	55	Complete 10 community events at Eastlake Park Community Center, such as education tax credit drives, tax return assistance, and voter registration drives.	Partnership			■
	56	Pursue partnerships with District employers to provide information about jobs, internships, and apprenticeships at Eastlake Park Community Center.	Partnership			■
	57	Pursue partnerships with workforce development agencies to provide information about training opportunities, resume writing and interview classes at Eastlake Park Community Center.	Partnership			■
	58	Write a federal grant to improve economic conditions, including the Promise Zone program.	Financing	■		
	59	Pursue partnerships to provide Shaw Elementary students with free access to three educational destinations including the Phoenix Children's Museum, and the Arizona Science Center.	Partnership			■
60	Hold a forum with the Eastlake-Garfield Steering Committee, EPNA Chairperson, Downtown Phoenix Inc. and Discovery Triangle on ideas for mutually beneficial partnerships.	Knowledge			■	





GARFIELD NEIGHBORHOOD Action Plan 2015-2020

Elements	Actions	 TOOLS	 GOVERNMENT	 BUSINESS	 COMMUNITY	
Land Use	1	Hold a property owner forum on the Walkable Urban (WU) Code.	Knowledge	■		
	2	Use the Conceptual Master Plan as a guide when rezoning to the Walkable Urban Code.	Codes	■		
	3	Identify code violations and issue notices to property owners.	Codes	■		
	4	Draft design guidelines to encourage development consistent with the historic character of the neighborhood.	Codes	■		
	5	Add Eastlake-Garfield Steering Committee Chair or designee to zoning notification system.	Operations	■		
	6	Encourage Eastlake-Garfield Steering Committee to monitor all zoning hearings.	Partnership			■
	7	Hold 3 community events at Verde Park.	Partnership			■
	8	Engage the land use law community to develop methods for strengthening the historic preservation ordinance, consistent with the recommendations in the Preserve Historic PHX plan.	Knowledge	■		
	9	Complete 3 beautification projects, such as murals, colorful building repainting and tree planting.	Partnership			■
Mobility	10	Complete a study on the most efficient methods for increasing bus service on Roosevelt Street including local buses and an urban circulator.	Plan	■		
	11	Organize a coalition to support public transit service on Roosevelt Street including Ranch Market, Maricopa Public Health, and Banner Medical Center.	Partnership			■
	12	Add shade trees and / or bus shelters at stops along Roosevelt Street as needed.	Operations	■		
	13	Partner with the Garfield Organization and other organizations to distribute transit information.	Operations			■
	14	Provide for sale transit passes and information at neighborhood markets.	Operations			■
	15	Identify opportunities to add bike share stations at neighborhood nodes.	Plan		■	
Economic Development	16	Pursue partnerships with banks, credit unions and nonprofits on financial education classes for parents at Garfield School.	Partnership			■
	17	Organize 3 neighborhood clean ups.	Partnership			■
	18	Create education materials for small businesses and entrepreneurs to promote the allowed uses in the Arts and Culture overlay.	Knowledge			■
	19	Identify and reduce zoning and licensing barriers for temporary and mobile retailers and restaurants.	Codes	■		
	21	Complete 10 community events at the Garfield Organization, such as education tax credit drives, tax return assistance, and voter registration drives.	Partnership			■
	22	Create marketing materials for development areas in partnership with property owners.	Knowledge	■		
	23	Write one federal economic development grant, such as the Promise Zone program.	Financing	■		
	24	Pursue partnerships to provide Garfield Elementary students with free access to three educational destinations including the Phoenix Children's Museum, and the Arizona Science Center.	Partnership			■
	25	Partner with major employers, such as Banner Medical Center, Arizona State University Downtown, The University of Arizona Downtown Biomedical Campus, and St. Luke's Medical Center to educate residents about employment opportunities using the Garfield Organization social media newsletter.	Partnership			■

Elements	Actions	 TOOLS	 GOVERNMENT	 BUSINESS	 COMMUNITY
Housing	26 Issue an RFP to develop a housing demonstration project consistent with the scale and historic architectural character of Garfield and that demonstrates a best practice implementation of the Walkable Urban Code. Invite multiple departments and the Garfield Organization chair to serve on the evaluation panel.	Financing	■		
	27 Develop two single family houses that are consistent with the scale and historic architectural character of Garfield and that demonstrate a best practice implementation of the Walkable Urban Code.	Financing	■		
	28 Engage Arizona Department of Environmental Quality and Environmental Protection Agency on indoor air quality measurement and vapor intrusion mitigation assistance.	Knowledge			■
	29 Renovate 3 houses.	Partnership			■
	30 Work with Arizona State University to educate students about the importance of community involvement in urban historic neighborhoods.	Knowledge			■
Health	31 Continue the Block Watch program.	Partnership			■
	33 Hold a professional training forum on Healthy Corner store programs.	Knowledge			■
	34 Engage markets on 12th Street and Moreland Street and 10th Street and Pierce Street on opportunities to develop a Corner Grocery Store.	Financing		■	
	35 Develop a Corner Grocery Store.	Financing			■
	36 Identify sponsorships and other opportunities to replace street lights with LED bulbs.	Partnership			■
	37 Pursue a joint use agreement with Garfield Elementary School for public recreation.	Partnership	■		
	38 Develop a plan to adaptively reuse vacant buildings at Verde Park with a use and design that complements the park and is consistent with its historic character.	Financing	■		
	39 Develop a plan to renovate existing Verde Park building to add a community meeting space that mitigates noise from adjacent recreation use, such as a folding partition wall.	Plan	■		
	40 Evaluate and install enhanced crosswalks at 7th and Roosevelt Streets and 7th and Fillmore Streets if appropriate.	Financing	■		
	41 Pursue partnerships with area healthcare providers and schools to receive and disseminate information about healthcare services and events to residents.	Partnership			■
Green Systems	43 Write a Green Infrastructure grant to fund stormwater facilities on 13th street.	Financing	■		
	44 Hold a community tree planting event.	Partnership			■





VAN BUREN CORRIDOR Action Plan 2015-2020

Elements	Actions		 TOOLS	 GOVERNMENT	 BUSINESS	 COMMUNITY
Land Use	1	Hold a property owner forum on the Walkable Urban Code and the Infill Development Area.	Knowledge	■		
	2	Create regulating plan for the corridor.	Plan	■		
	3	Use the Conceptual Master Plan as a guide when rezoning to the Walkable Urban Code.	Codes	■		
	4	Expand Infill Development Area to rezoned properties.	Plan	■		
	5	Write a grant for historic US 60 markers.	Financing	■		
	6	Amend the Zoning Ordinance to encourage the preservation of vintage signs.	Codes	■		
	7	Identify code violations and issue notices to property owners.	Codes	■		
	8	Add Eastlake-Garfield Steering Committee Chair or designee to zoning notification system.	Operations	■		
	9	Encourage Steering Committee to monitor all zoning hearings.	Partnership			■
	10	Create a fact sheet and procedural guide on establishing Improvement Districts.	Knowledge	■		
	11	Hold a property owner forum on Improvement Districts for financing enhanced infrastructure and services.	Knowledge	■		
	12	Hold a festival, such as a Cyclovia.	Partnership			■
	13	Complete 3 beautification projects, such as murals, colorful building repainting and tree planting.	Partnership			■
	14	Develop a Standard Plan for a flexible mixed use building concept that responds to market conditions and fits on Van Buren Street's shallow lots.	Plan	■		
	15	Complete a Water / Sewer infrastructure needs assessment.	Plans	■		
	16	Create marketing materials for development areas in partnership with property owners.	Knowledge	■		
Economic Development	17	Provide an overview of Government Property Lease Excise Tax and impacts as related to possible expansion of Central Business District to the Steering Committee.	Knowledge	■		
	18	Sponsor an Adopt a Street for Van Buren Street.	Partnership		■	
	19	Organize 3 graffiti and litter clean ups.	Partnership			■
	20	Identify and reduce zoning and licensing barriers for temporary and mobile retailers and restaurants.	Codes	■		
	21	Write a grant to fund a business incubator.	Financing			■
	22	Write three federal grants, including the Promise Zone program.	Financing	■		
	23	Rehabilitate one commercial façade with Community Development Block Grant storefront funds or other source.	Financing	■		
Housing	24	Develop a Mixed Income housing demonstration project.	Financing		■	
	25	Develop a Mixed Use housing demonstration project.	Financing		■	
	26	Rehabilitate a multi-plex apartment east of Sidney P Osborn.	Financing			■
	27	Write a Choice Neighborhood Planning Grant to redevelop Sidney P Osborn Public Housing and Krohn East into a mixed use and mixed income community.	Financing	■		

Elements	Actions		 TOOLS	 GOVERNMENT	 BUSINESS	 COMMUNITY
Health	28	Provide block watch patrols at least 3 evenings per week.	Partnership			■
	30	Hold a professional training forum on Healthy Corner store programs and identify a lead non-profit to develop a program in Eastlake-Garfield.	Knowledge			■
	31	Engage markets, convenience stores, and vacant building owners between 12th Street and 16th Street on developing a Healthy Corner Store.	Knowledge			■
	32	Develop a Corner Grocery Store.	Financing		■	
	33	Evaluate and install enhanced crosswalks at 11th Street and 16th Street if appropriate.	Financing	■		
	34	Install colored paving or enhanced demarcation on Van Buren Street between the 12th Street jog as a pedestrian crossing zone with any resurfacing projects.	Financing			■
Green Systems	35	Evaluate and modify utility spacing standards to allow planting of shade trees that grow to full size.	Codes	■		
	36	Reform stormwater regulations to allow on-site retention to be provided within adjacent right of way.	Codes	■		
	37	Create standard construction details for Tree Pocket concept.	Plans	■		
	38	Research methods to eliminate the need for a revocable permit for shade structures in the right of way or identify ways to streamline revocable permits.	Codes	■		
	39	Hold a professional training forum on financing methods for Green Infrastructure, including the Water Infrastructure Financing Authority.	Financing	■		
	40	Write two Green Infrastructure grants.	Financing			■
Mobility	41	Complete preliminary engineering that identifies utility conflicts and cost estimates for the Complete Street concept.	Plan	■		
	42	Create a fact sheet about the Complete Street Concept for property owners.	Knowledge	■		
	43	Hold a property owner workshop on the Complete Street concept.	Knowledge	■		
	44	Initiate NEPA environmental planning for the Complete Street concept if federal funding is needed to complete improvements.	Plans	■		
	45	Write a federal grant for the Complete Street concept if federal funding is needed to complete improvements.	Financing	■		
	46	Complete a study on the most efficient methods for increasing bus service, including local buses and Urban Circulators.	Plan	■		
	47	Organize a coalition to support improved public transit service on Van Buren Street, including neighborhood associations, Van Buren Civic Association, and St. Luke's Medical Center.	Partnership			■
	48	Provide for sale transit passes at St. Luke's Medical Center.	Operations			■

EDISON PARK Action Plan 2015-2020

Elements	Actions		 TOOLS	 GOVERNMENT	 BUSINESS	 COMMUNITY
Land Use	1	Engage St. Luke's Hospital on the Walkable Urban Code and the Infill Development Area.	Knowledge	■		
	2	Create a regulating plan and rezone commercial properties to the Walkable Urban Code.	Plan	■		
	3	Expand Infill Development Area to rezoned properties.	Plan	■		
	4	Add Eastlake-Garfield Steering Committee Chair or designee to zoning notification system.	Operations	■		
	5	Encourage Steering Committee to monitor all zoning hearings.	Partnership			■
	6	Create a fact sheet and procedural guide on establishing Improvement Districts.	Knowledge	■		
	7	Hold a property owner forum on Improvement Districts for financing enhanced infrastructure and services.	Knowledge	■		
	8	Complete 2 beautification projects, such as murals, colorful building repainting and tree planting.	Partnership			■
	9	Complete a Water / Sewer infrastructure needs assessment.	Plans	■		
Mobility	10	Complete a study on the most efficient methods for increasing public transit services, including local buses and urban circulators, on Roosevelt Street.	Plan	■		
	11	Provide for sale transit passes at St. Luke's Medical Center, Maricopa Public Health, and Ranch Market.	Operations			■
Economic Development	12	Engage Goodwill and other institutions on a strategy to provide a middle-skill business incubator for retailers, restaurants, daycare and other daily living amenities.	Financing			■
	13	Pursue partnerships with banks, credit unions and nonprofits on financial education classes for parents at Edison Elementary School.	Partnership			■
	14	Organize 3 graffiti and neighborhood clean ups.	Partnership			■
	15	Identify and reduce zoning and licensing barriers for temporary and mobile retailers and restaurants.	Codes	■		
	16	Write 2 federal grants, including the Promise Zone program.	Financing	■		
	17	Pursue partnerships to provide Edison students with free access to three educational destinations, such as museums and the zoo.	Partnership			■

Elements	Actions		 TOOLS	 GOVERNMENT	 BUSINESS	 COMMUNITY
Housing	18	Apply for a Choice Neighborhoods Planning Grant to plan the redevelopment of Luke-Krohn, Sidney P Osborn and Krohn East into mixed income housing.	Financing	■		
	19	Develop a Mixed Use housing demonstration project.	Financing		■	
	20	Engage Arizona Department of Environmental Quality and the EPA on indoor air quality measurement and vapor intrusion mitigation assistance.	Knowledge			■
Health	21	Organize a walking club to provide block watch patrols at least 3 evenings per week.	Partnership			■
	22	Assess Edison Park and make equipment repairs as needed.	Financing	■		
	23	Write a grant to add walking path at Edison Park through the FitPHX program.	Financing			■
	24	Engage Baiz Market to encourage WIC and SNAP to be accepted.	Partnership			■
	25	Complete a plan to renovate Edison Park, in consultation with Luke-Krohn residents.	Plan	■		
	26	Identify a City-owned property that can be used as a temporary pop-up park and pursue partnerships to fund improvements.	Partnership			■
	27	Evaluate and install a HAWK signal at 16th Street and Portland Street and 16th Street and McKinley Street if appropriate.	Financing	■		
	28	Evaluate and install a traffic calming improvement at the intersection of 20th Street and Roosevelt Street if appropriate.	Financing	■		
	29	Pursue partnerships with Banner Health, Maricopa County Public Health, St. Luke's Medical Center and other organizations to provide free health screenings, referrals, and other preventative healthcare at Edison Elementary School.	Partnership			■
G.S.	30	Hold a professional training forum on financing methods for Green Infrastructure, including the Water Infrastructure Financing Authority.	Financing	■		
	31	Research the opportunity to develop a combined heat/power energy source and micro grid to serve St. Luke's Medical Center and City-owned housing.	Plan			■

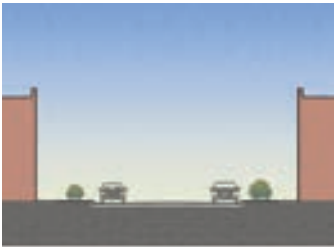
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EASTLAKE-GARFIELD APPENDICES

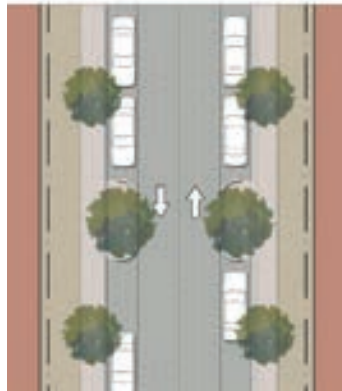
CONCEPTUAL STREET SECTIONS

Typical TOD Retrofit

Typical Existing Condition - ST-Varies



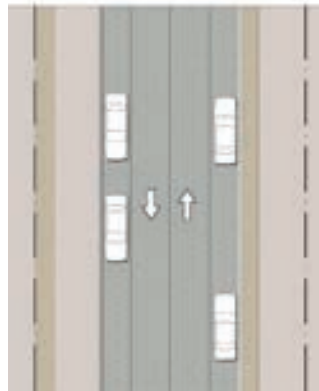
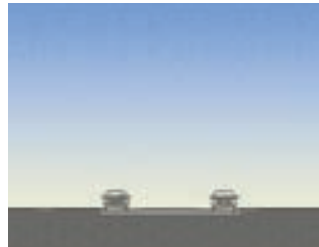
Retrofit Pattern 1 - ST-Varies



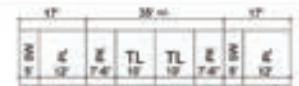
- A. Provide continuous min. 5' sidewalk.
- B. Pervious Pavers or other pervious material between curb and sidewalk
- C. Provide consistent tree canopy at 20'-30' on center
- D. Parallel parking on both sides of street
- E. Where feasible, provide slotted curb to divert stormwater to tree wells
- F. On wider streets, tree pockets may be used at the ends of each block as a traffic calming tool
- G. Travel lanes 10' max. except in T5/ T6 zones

A - Villa Street

Typical Existing Condition - ST-69-35



Retrofit Pattern 1 - ST-69-35

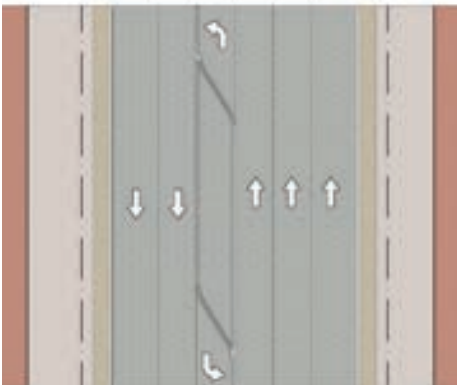
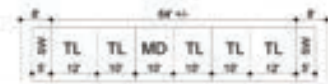
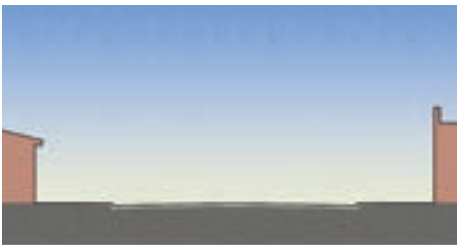


- A. Add shared bike lane pavement markings
- B. Plant street trees in planting strip, where provided
- C. Retain on-street parking and add tree pockets
- D. On wider planting strips, slot curb to direct rainwater to depressed planting strip

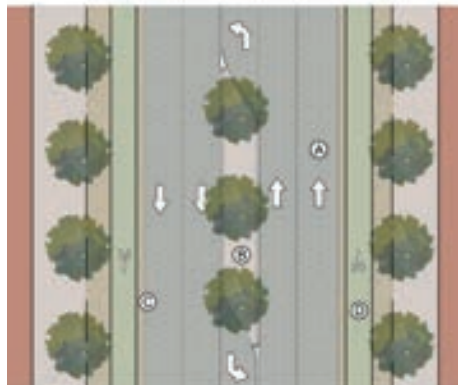
The Conceptual Street Sections provide a general design concept for adding bicycle and pedestrian improvements without requiring significant acquisition of new right of way. The sections are illustrative only and are not intended to specify exactly how streets should be improved, but to provide an input for further analysis of engineering constraints, traffic impacts, and to help inform the preparation of Complete Street design standards.

B - 16th Street

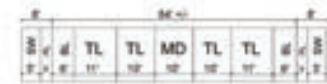
Typical Existing Condition - ST-80-64



Retrofit Pattern 1 - ST-80-50



- A. Remove 1 north-bound travel lane
- B. Landscape median
- C. Stripe on-street bike lanes, with colored treatments at intersections
- D. Detach sidewalks

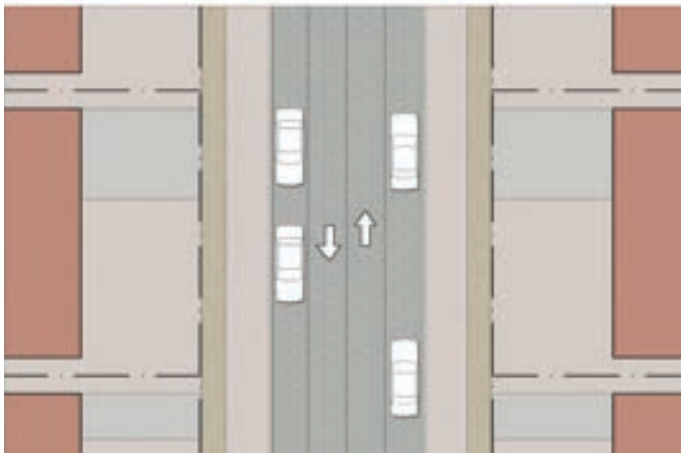
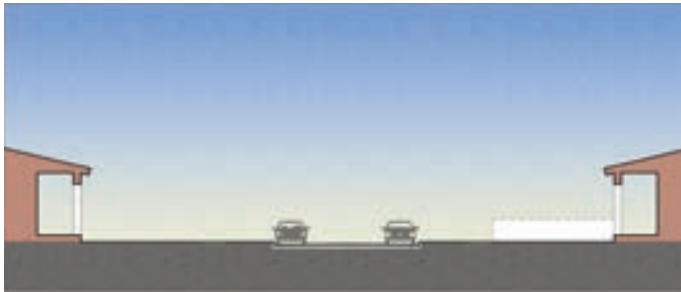


- A. Remove 1 north-bound travel lane
- B. Landscape median
- C. Stripe on-street bike lanes, with colored treatments at intersections
- D. Detach sidewalks

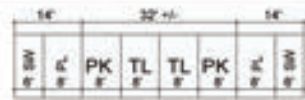
CONCEPTUAL STREET SECTIONS

C - Fillmore Street

Typical Existing Condition - ST-60-32



Retrofit Pattern 1 - ST-60-32



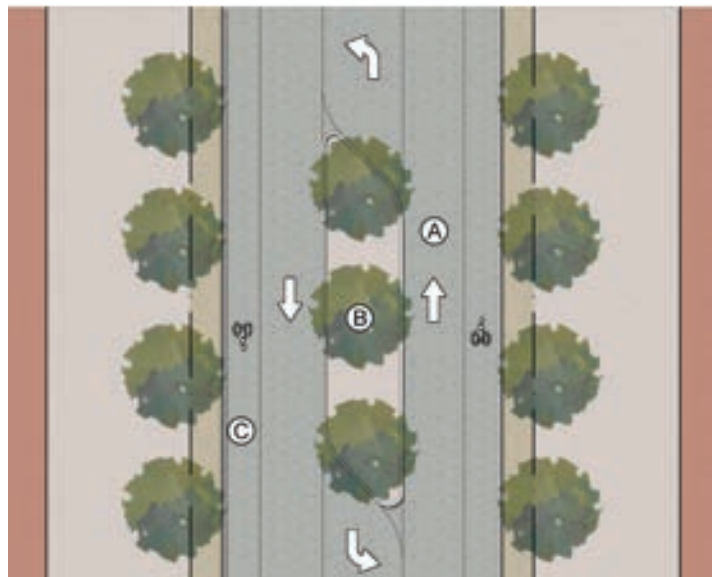
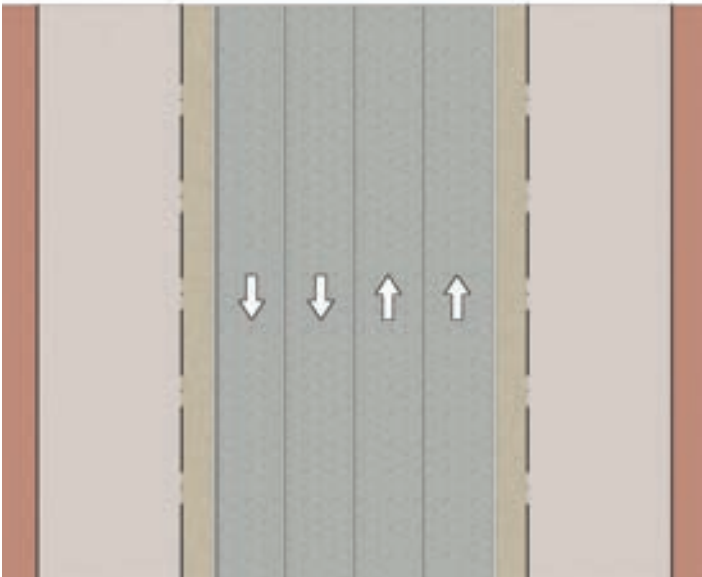
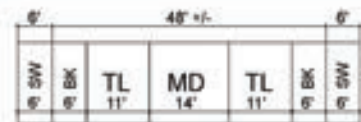
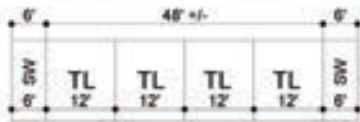
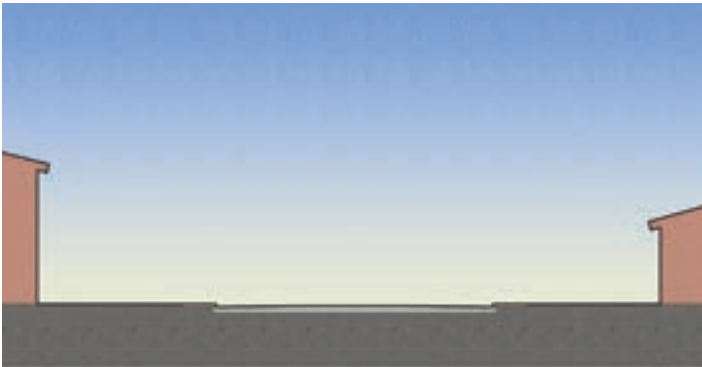
- A. Add shared bike lane pavement markings
- B. Plant street trees
- C. Slot curb to direct rainwater to depressed planting strip

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D - 20th Street

Typical Existing Condition - ST-64-48

Retrofit Pattern 1 - ST-64-48



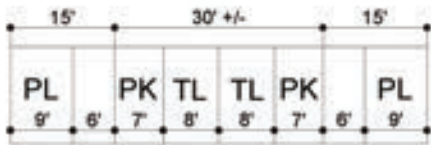
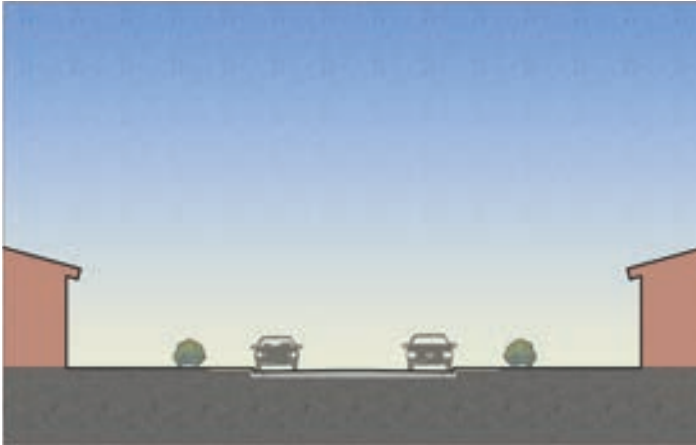
A. Existing 3x1 travel lanes

- A. Reduce travel lanes from 4 to 3
- B. Landscape median
- C. Add bike lanes

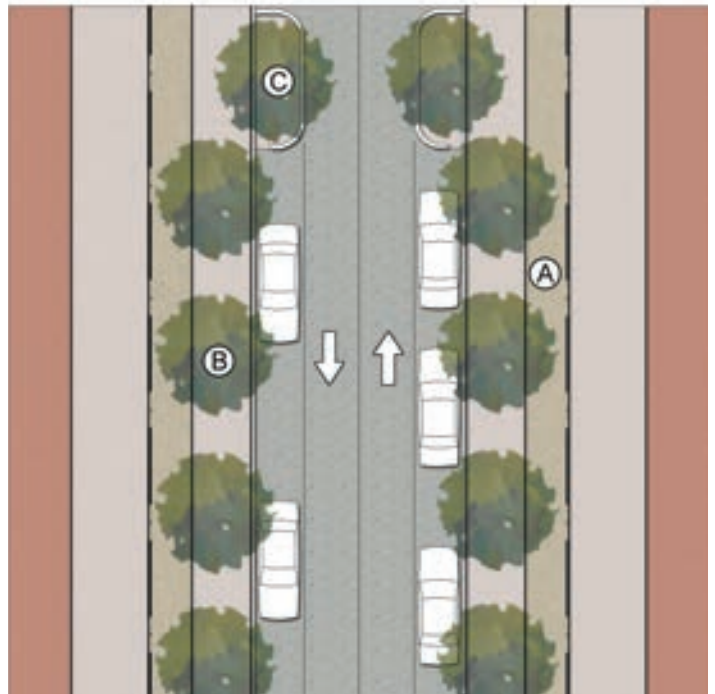
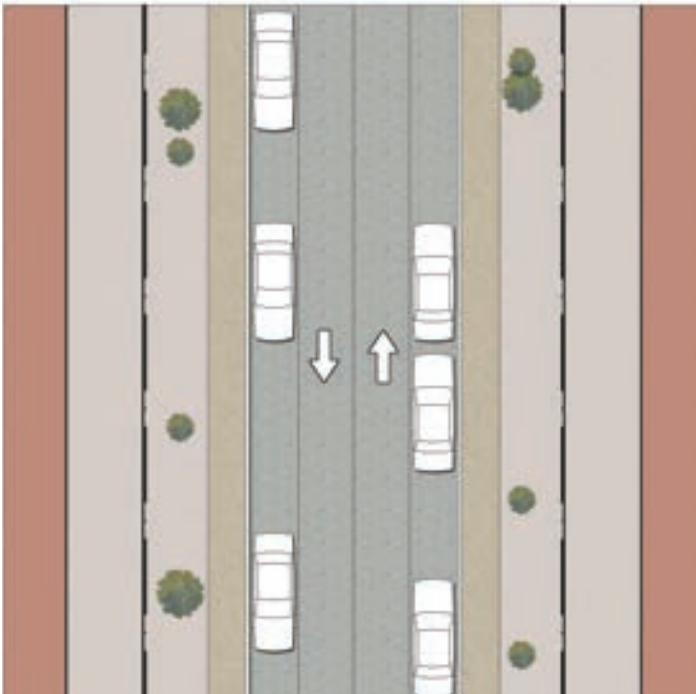
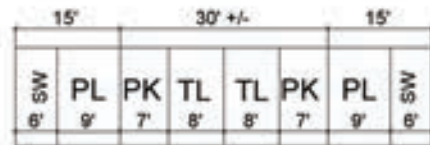
CONCEPTUAL STREET SECTIONS

Typical Neighborhood Street

Typical Existing Condition - ST-60-30



Retrofit Pattern 1 - ST-60-30

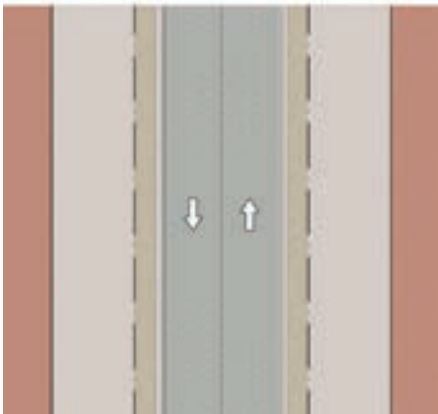
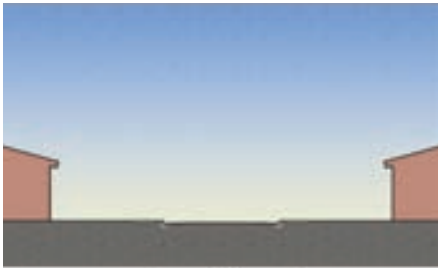


- A. Detach sidewalks
- B. Plant street trees
- C. Add curb extensions at intersections
- D. Slot curb to direct rainwater to depressed planting strip

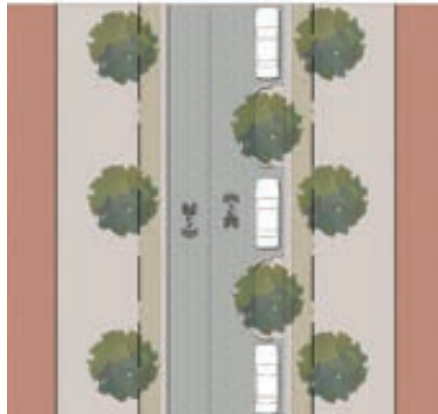
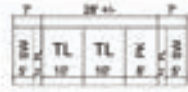
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E - Roosevelt Street

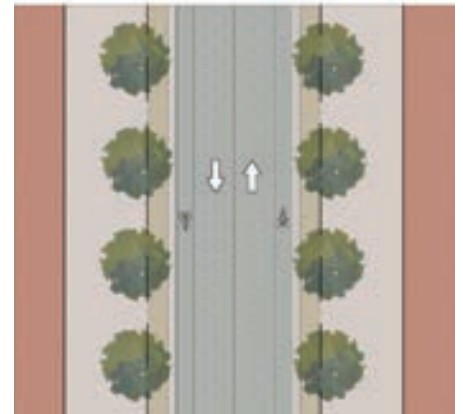
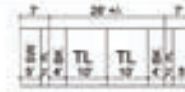
Typical Existing Condition - ST-42-28



Retrofit Pattern 1 - ST-42-28



Retrofit Pattern 2 - ST-42-28



- A. Add shared bike lane pavement markings
- B. Add tree pockets and parking lane
- C. Encourage shade trees in private yards close to sidewalk

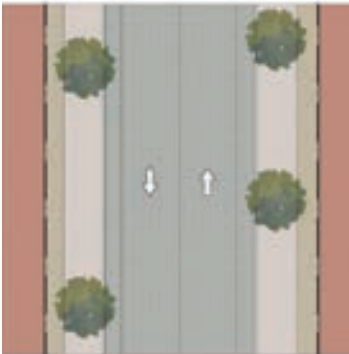
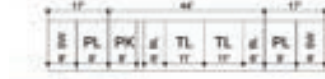
- A. Add bike lanes

CONCEPTUAL STREET SECTIONS

F - 12th Street

Typical Existing Condition - ST-42-28

Retrofit Pattern 1 - ST-42-28

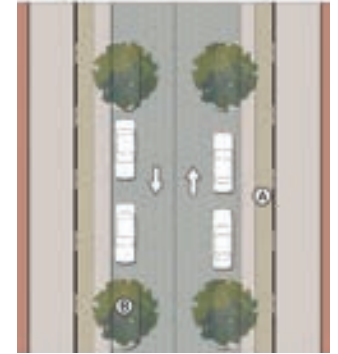
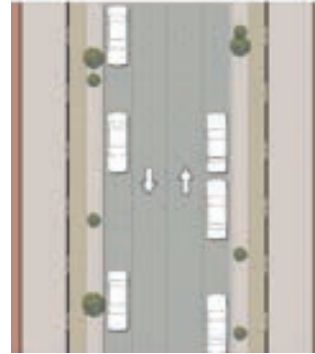


- A. Add shared bike lane pavement markings
- B. Add tree pockets and parking lane
- C. Encourage shade trees in private yards close to sidewalk

G - 19th Street

Typical Existing Condition - ST-56-36

Retrofit Pattern 1 - ST-56-36

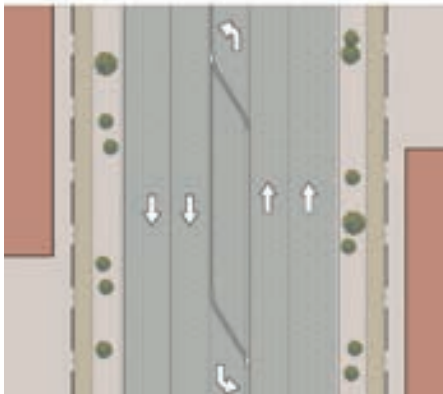
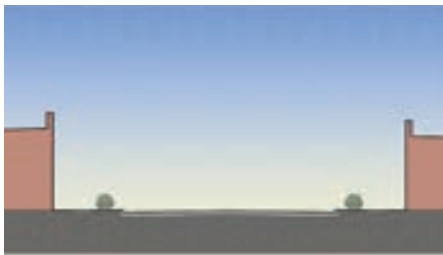


- A. Detach sidewalks where possible
- B. Retain on-street parking and add tree pockets

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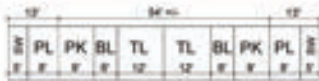
H - Van Buren Street

Typical Existing Condition - ST-80-54



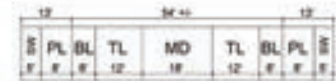
A. Existing 2x2 with turn lane

Retrofit Pattern 1 - ST-80-54



- A. Reduce travel lanes from 2x2 to 1x1 with bike lanes
- B. Pervious pavers between existing curb and sidewalk
- C. Add tree pockets
- D. Screened parking

Retrofit Pattern 2 - ST-80-54



- A. Reduce travel lanes from 2x2 to 1x1 with bike lanes
- B. Pervious pavers between existing curb and sidewalk
- C. Raised Median
- D. Screened parking