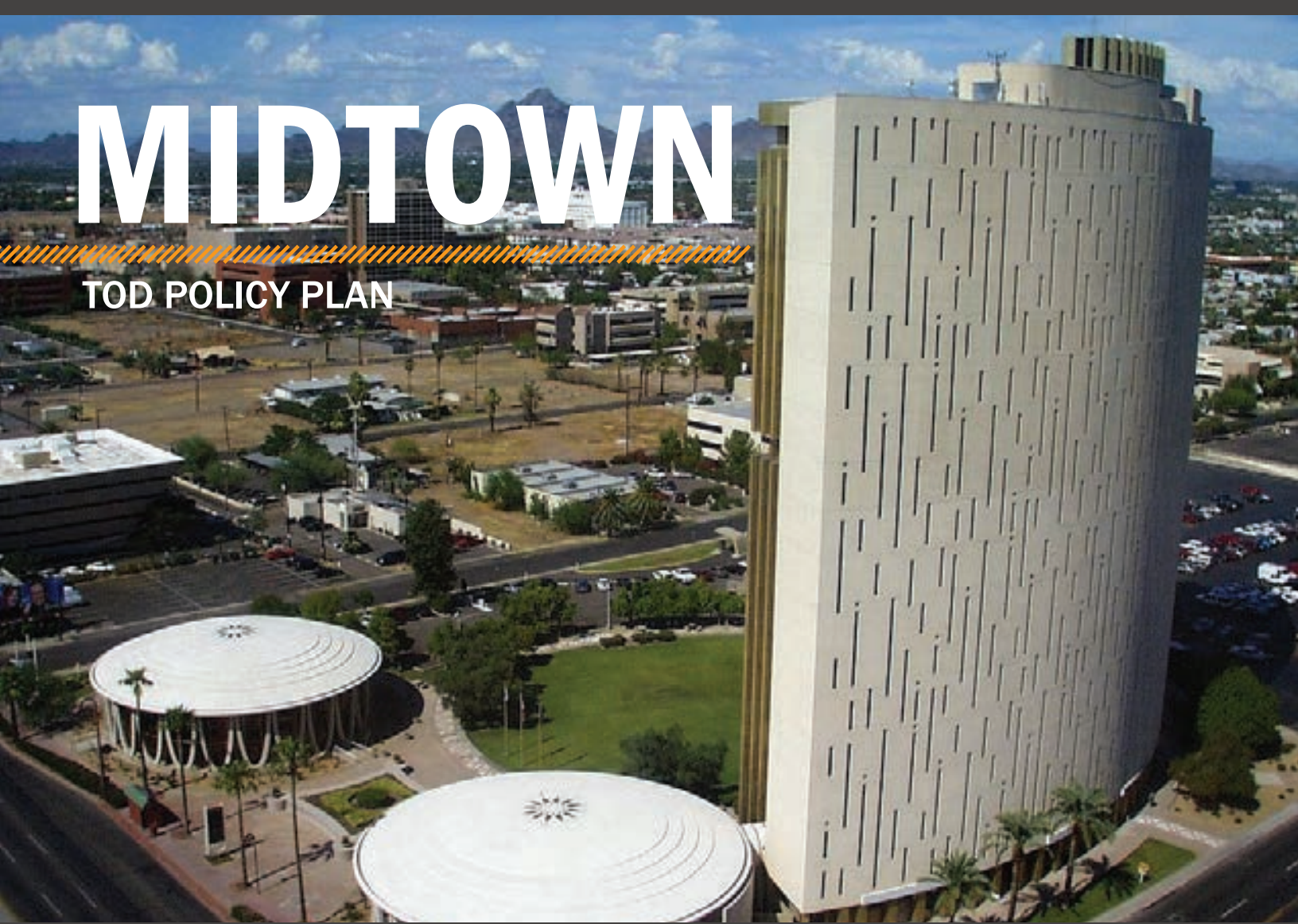


MIDTOWN

TOD POLICY PLAN





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Steering Committee Meetings
Clancy International
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Resolution from City Council

RESOLUTION 21323

A RESOLUTION ADOPTING THE MIDTOWN TRANSIT-ORIENTED DISTRICT POLICY PLAN.

WHEREAS, the Midtown 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 7th Street on the east, 7th Avenue on the west, Indian School Road on the north and approximately McDowell Road on the South; and,

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

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

SECTION 1. That the Midtown Transit-Oriented District 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 

REVIEWED BY:

 City Manager



PL.trnl: 1182234v7 (CM #102) (Item #123)

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:

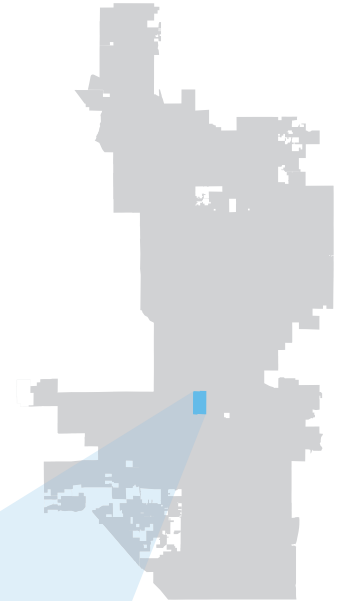
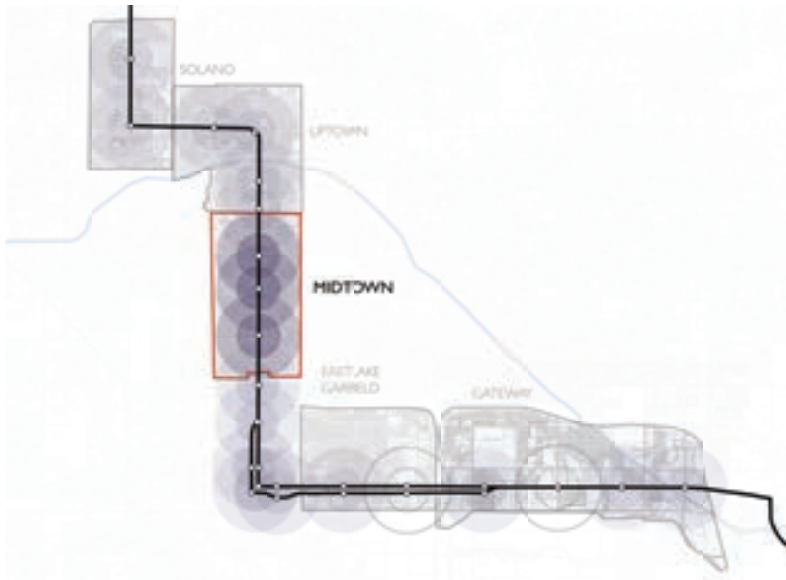
- Housing available for all incomes, abilities, and preferences.
- An abundance of fulfilling career and entrepreneurial possibilities.
- High performing schools and training for middle and high skill careers.
- Resource efficient buildings, infrastructure, and access to parks and healthy food.
- Historic 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:

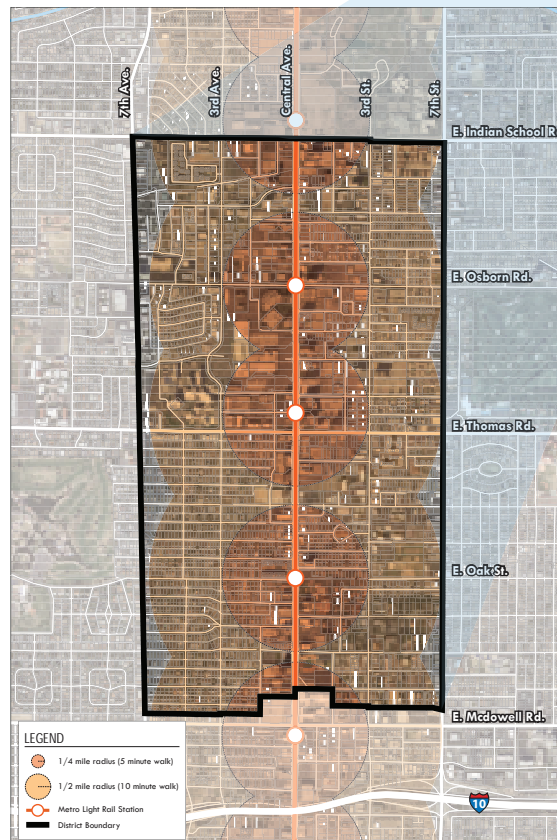
- Create an attractive environment for investment in high quality and equitable development.
- Empower the community, including low-income and limited English-speaking residents, to be actively involved in decision-making.
- Maximize the benefits of light rail by guiding development to improve the quality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

Midtown in Context



ReinventPHX Districts



Midtown District



Steering Committee Members sworn in by the Mayor and City Council

EXECUTIVE SUMMARY

The Midtown 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 - 3rd Street Corridor and Central Corridor - are provided Action Plans that identify specific implementation steps for 2015-2020.

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06

MIDTOWN INTRODUCTION



Park Central Mall.

MIDTOWN HISTORY

Mid-Century Phoenix “Cool”

Midtown is bisected by Central Avenue, a street described by one resident as “the great boulevard of Phoenix from South Mountain to Sunnyslope,” this is rich in history, and has played a critical role in developing Phoenix into the city it is today. Whether discussing the northward movement of commerce from downtown during the mid-century period, the numerous cultural institutions located in the Midtown area, the evolving residential patterns present in the area over the past one-hundred years, or the neighborhood and political activism instrumental in shaping modern Midtown, the story of the area proves an essential component of Valley history.

Commerce

Covering just 9.6 square miles in 1940, Phoenix was home to approximately 65,000 residents.² Though most of the area now included within the District was located outside of city limits in the pre-war period, its residents relied upon the retail and cultural venues in the downtown business district located south of McDowell Road for most shopping needs as the area now known as Midtown boasted few businesses during this

era. The handful of businesses that existed provided basic services to residents, or were agricultural enterprises not suitable for the city center. Thus, while residents not wishing to travel to the central business district to purchase groceries could patronize businesses such as Kim S. Tang’s store at the intersection of Central Avenue and Indian School Road as early as 1922, the central business district remained the indisputable retail hub of the city. The relative remoteness of today’s Midtown allowed for enterprises such as dairies to thrive.

The Central Avenue Dairy, founded in 1897 by Irish immigrant Joseph Geare, was located on the land that would later become Park Central Mall. In operation for more than five decades, the dairy and its home deliverymen proved to be a fixture of life in the area during the pre-war period. Postwar prosperity and growth brought greater development intensity to the Midtown area.

The lower land costs and growing consumer base found in the Midtown area prompted developers to look northward from central Phoenix when planning postwar commercial

development projects. 1955, local developer Del Webb constructed Uptown Plaza at the northeast corner of Central Avenue and Camelback Road. Situated on ten acres of land, Uptown Plaza was the largest shopping center development between Dallas and Los Angeles. However, a rival development would soon steal the limelight.

In 1950, the Geare family sold their Central Avenue Dairy land to developers whose project would soon sound the death knell for downtown retail. Opened in 1957, Park Central Mall filled the former dairy property with a shopping center where, the stores were large, modern and parking was plentiful.

Park Central lured big-name downtown retailers such as Newberry's, Diamond's, and Goldwater's. Park Central is credited with sparking the decentralization of the downtown nucleus, and soon a host of high-rise buildings were built along the Central Avenue corridor, housing new corporations and new ventures. This wave of development would significantly grow the skyline of the midtown area.

In short order, Midtown would claim yet another superlative. Over the objections of many who questioned the wisdom of building office towers on North Central as downtown was struggling, the City of Phoenix Planning and Zoning Commission permitted the construction of the Guaranty Bank Building on Central Avenue north of Osborn Road in 1960. At twenty stories, this new tower was not only the tallest building in the city or the state, but the tallest between Los Angeles and El Paso. Noted architect W. A. Sarmiento designed the nineteen story Phoenix Financial Center at Central Avenue and Osborn Road that is known to many locals as the "punch card" building, while the expansive Rosenzweig Center at Central Avenue and Clarendon Avenue housed the Del Webb Building, Doris-Heyman Furniture Co., Greyhound Corporation headquarters, and the TowneHouse Hotel and Office Building. However, development brought more than just office towers to midtown.

Businesses as diverse as theaters, hospitals, and restaurants found opportunity in Midtown during the post-war era. St. Joseph's Hospital, long a fixture on Polk Street downtown, moved to their present location on the former Central Avenue Dairy land located on Thomas Road west of 3rd Avenue in 1953. Residents seeking entertainment could visit the Palms Theater at Central Avenue and Palm Lane. Significant for being the first theater in Phoenix to be constructed outside of downtown, theater-goers were met with numerous post-show dining options as the area boasted Durant's Fine Foods, which was promoted by co-owner Jack Durant as "the finest eating and drinking establishment in the world," the Mayan themed Macayo's Mexican Kitchen, and Jordan's Mexican

restaurant, among others. Notably, the first franchised McDonald's in the world was located at the southwest corner of Central Avenue and Indian School Road.

The outward expansion of the city begun in Midtown and Park Central continued in subsequent years, with unfortunate results for Midtown by the 1980s and 1990s. In contrast with the area's declining retail sector, its importance as a center for business offices expanded, as the development of office towers such as Viad Center continued.

Though home to many high-rise office tower projects, the area lacked a vibrant mix of retail and dining options. Completion of the METRO Light Rail line and the recent real-estate boom has revitalized commerce in the area. The light rail line has also allowed Valley residents greater access to the cultural institutions of the Midtown District.

Culture

Midtown has long been looked to as the locus of culture and entertainment. The Phoenix Indian School, which was located at the northeast corner of Central Avenue and Indian School Road, was "a source of cheap labor, and provided band concerts, plays, and other entertainment" for early Phoenicians, according to geographer Patricia Gober in her book *Metropolitan Phoenix*. After the death of Valley businessman, Arizona Republican publisher and one-time gubernatorial candidate Dwight Heard in 1929, the Heard Museum opened on the grounds of his grand Casa Blanca estate on Central Avenue. Seeking "to educate the public about the heritage and living cultures and arts of Native peoples, with an emphasis on the peoples of the Southwest."

Maie Heard donated land at the northeast corner of Central Avenue and McDowell Road upon which the Phoenix Art Museum, Phoenix Theatre, and a central library would be constructed. Though the library has since been relocated to a plot straddling Margaret T. Hance Park, the art museum and theatre remain on the former Heard property. The Phoenix Art Museum opened in its new Midtown home in 1959 after having been housed in a nearby structure since its founding ten years prior. Located in a complex housing the central library and the Phoenix Little Theater, the museum completed what was known as the Phoenix Civic Center. This largely municipally-funded arts complex, which was spearheaded by the efforts of prominent Phoenicians such as politician Barry Goldwater, banker Walter Bimson, and businessman Newton Rosenzweig, fulfilled Dwight Heard's 1917 call for an arts center in the Valley. Housing over 18,000 works of fine art from countries spanning the globe alongside art by Valley residents, the museum is an international attraction and an officially designated "Phoenix Point of Pride".

After being housed in the circa 1908 Carnegie Library building near the State Capitol for nearly fifty years, the central library moved to Midtown in August of 1952.³⁴ Designed by noted local architectural firm Lescher and Mahoney, the new library building was a necessary expansion of a system struggling to meet the demands of the ever-growing post-war population. In 1995, the new Burton Barr Central Library opened at Central Avenue and Willetta Street, just north of Margaret T. Hance Park. Bathed in natural light because of the ample solar exposure allowed by the north and south window walls, the structure was designed by Paolo Soleri-trained local architect Will Bruder. Cited in *Landmark Buildings: Arizona's Architectural Heritage* as the state's "first major public building designed by a local architect with an international reputation," the Burton Barr library is not the only work of architectural significance to be found in Midtown.

The work of renowned mid-century architects may be located throughout Midtown. Notable mid-century masterpieces include the W. A. Sarmiento-designed Phoenix Financial Center at Central Avenue and Osborn Road, the Lescher and Mahoney-designed Central United Methodist Church at Central Avenue and Palm Lane, the Bennie Gonzales addition to the Heard Museum, the Al Beadle-designed Executive Towers residential complex at Second Avenue and Clarendon Avenue, and, until its 2009 demolition, the Beadle-designed Mountain Bell Plaza at Third Street and Catalina Drive.

Residential Development

Aided by the accessibility to the city center granted by Moses Sherman's growing streetcar system, residential development continued to expand outward from the business district. As the elites continued to move northward during the early twentieth century, the largest and most expensive homes were constructed along Central Avenue. The area north of McDowell Road, which in the late nineteenth century had been a toll road separated from the central city by a wooden gate, was transformed into a lush, palm-lined drive flanked by roomy, expensive homes on either side. Referencing the numerous large and stately homes lining the palm-studded strip, Central Avenue would come to be known as "Millionaire's Row." Many of the grand mansions remained standing in the years immediately following World War II, though dilapidation and demolition brought down many of the old homes as Midtown continued to develop. Today, only the Ellis-Shackelford House at Central Avenue and Culver Street stands as a testament to this impressive era of grand homes constructed along Central Avenue.

As residential development extended into the area now known as Midtown, middle- and upper-middle class buyers also had their choice of homes in numerous subdivisions. The present-day Willo neighborhood is comprised of several of these developments, the earliest having been platted in 1901. Subsequent developments filled out Willo by 1950, though most homes in the neighborhood date to the 1920s and 1930s.⁵¹ Both Willo and the Roosevelt neighborhood to the south are representative of the streetcar suburb era, and feature homes designed in the bungalow, Tudor, Spanish revival, and ranch styles.⁵² Though less diverse in architectural style, the homes in the Ashland Place and Alvarado neighborhoods, both originally platted as part of Dwight Heard's Los Olivos development, primarily date to the 1920s, and are evocative of what would have been seen in Midtown neighborhoods during the pre-war period.⁵³ During this period, much of the land in the Midtown area was vacant, while developed Midtown property was utilized primarily for residential and agricultural purposes. However, the population growth and economic boom of the postwar era would drastically alter the Midtown landscape.

In 1957, the striking thirteen-story Phoenix Towers co-op building was built on the ground once home to Dwight Heard's majestic Casa Blanca estate, ushering in a new era of Midtown living. The 1960 Executive Towers development at Second Avenue and Clarendon and the 1964 Regency House building at Central Avenue and Encanto Boulevard continued the mid-century residential tower trend. Though the area was gaining new residents seeking high-rise life, its older neighborhoods were losing residents and suffering from neglect as Valley housing development extended further from the older areas of the city. The seeming inevitability of freeway construction in the Midtown area exacerbated this trend as the Papago proposal brought about a period of residential flight and property blight.

The 1990s brought many new faces to Midtown neighborhoods. They saw the value, they saw the artistry, the beauty in the older homes, and truly were the urban pioneers that came in and started fixing them up, despite the perception was that it was dangerous to live in Midtown.

Politics

Freeway construction has been cited as the catalyst for the City's historic preservation efforts, as well as the impetus for organized neighborhood political awareness and action.

In January of 1969, the City Council accepted a design featuring a freeway segment towering one hundred feet above the Moreland Street alignment, prompting widespread outrage. A community organization named Citizens for Mass



Transit Against Freeways (CMTAF) was quickly formed to fight the planned Papago Freeway project. The Encanto Citizens Association (ECA), a neighborhood group formed by local resident G. G. George, represented the interests of residents living in the 2,000 homes located between Central and 19th Avenues, and Thomas and McDowell Roads. George believed the freeway project to be “decimating the housing stock,” and sought to prevent the demolition of homes within ECA boundaries. CMTAF estimated that upwards of 12,000 homes would be razed because of freeway construction, forcing over 30,000 residents to locate new housing. While battling freeway plans would prove to be a difficult undertaking, project opponents were greatly aided by an unexpected, highly influential ally.

Arizona Republic and Phoenix Gazette publisher Eugene Pulliam opposed the plans for an elevated freeway and used his newspaper empire to publicly and effectively voice his dissatisfaction with the idea.⁷² According to former Mayor John Driggs, Pulliam opposed freeways because he believed them to be unnecessary given the Valley’s “low-density life-style,” and would hold his position even if “Phoenix grows all the way to Wickenburg.”⁷³ Eventually, lack of resident support, negative newspaper coverage, and opposition from mass transit supporters and government spending watchdogs forced the City Council to place a non-binding ballot measure relating to the project on the 1973 municipal ballot.⁷⁴ Phoenix voters resoundingly voiced their opposition to the freeway project, and the Council decided to drop the Papago route. But support for the original route remained, and proponents won a ballot initiative in 1975, although scrapping the plan for an elevated roadway in favor of a below-ground road. Subsequent negotiations altered the exact route of the

highway, preserving important historic structures, and creating the Margaret T. Hance Park above the covered roadway.

While the major goal of preventing the freeway construction was not achieved, Midtown residents did achieve some measure of success. Beyond winning a revision of the route and ensuring that the freeway would be placed below ground level, they developed political clout, community organization, and began the transformation of the area from decline to preservation and gentrification.

Two important political changes expanded the role and importance of the Midtown area in the early 1980s. In 1982, Phoenix voters opted to replace the at-large electoral system with representation by districts. This changed the focus of city council discussions and offered neighborhoods a stronger voice in city decisions. A second measure that encouraged local organization was the urban village plan, which allowed for citizen committee input on zoning and land-use matters, and was formally adopted in 1985.

Conclusion

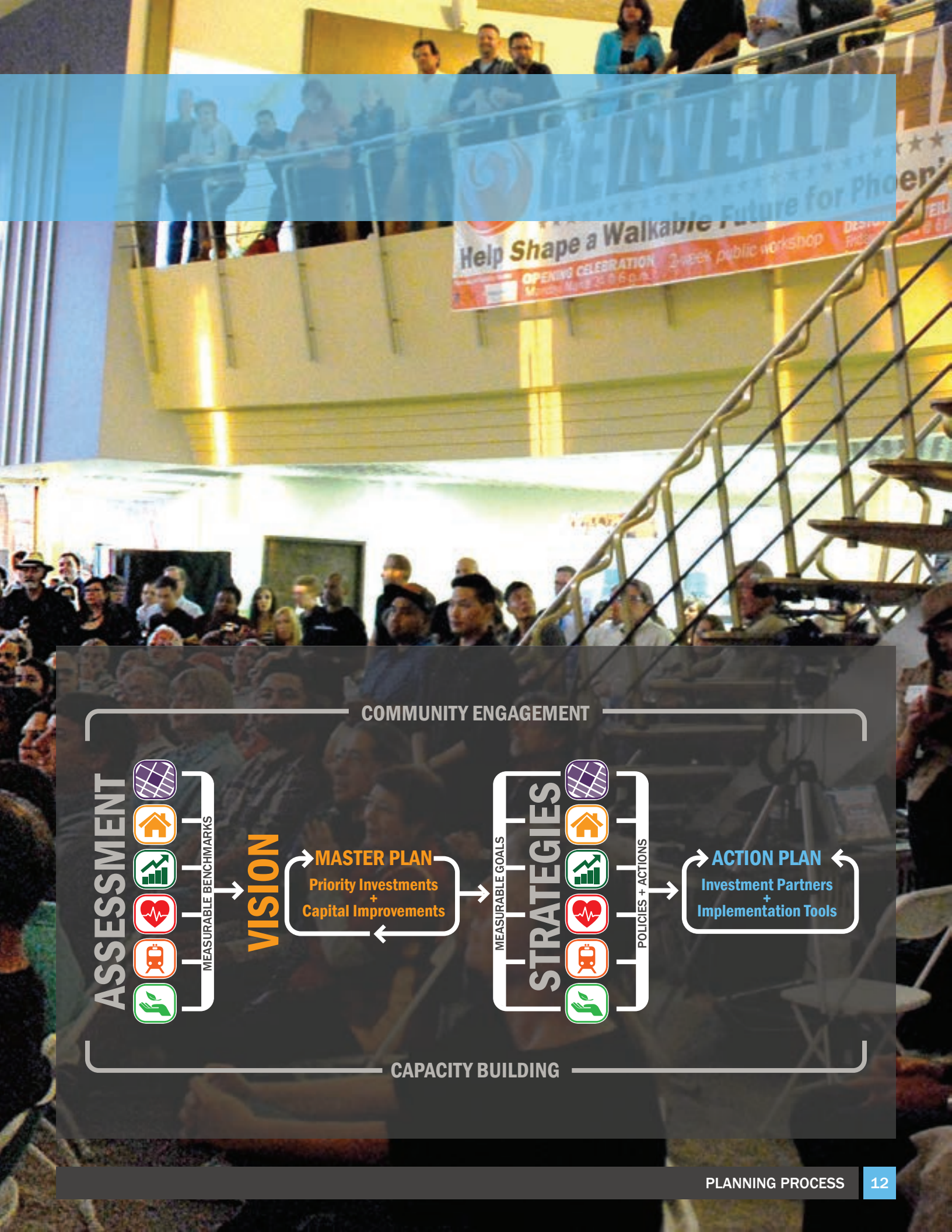
The residents of this area have long exhibited an informal sense of place and community. Unified by a shared story of development, struggle, and resurgence, the history of those who live, work, and play in Midtown Phoenix speaks to broad patterns of development within the larger metropolis while highlighting the importance of individual neighborhood stories, development, and organization. Initially developed as a haven for those seeking housing outside of the city center, the area now finds itself within the heart of the ever-expanding population base of the greater Phoenix area. Yet, rather than being subsumed by the growing Valley, Midtown has retained a charm and uniqueness that differentiates it from many neighboring areas. While threatened by the forces of development many times over the past century, Midtown has managed to set itself apart through its strong neighborhood networks, vibrant arts and culture scene, and thriving commercial community. Boasting a collection of high-rise residential towers and designated historic districts unlike that which may be found in many parts of the Valley, while serving as a Valley commerce hub and the nexus of Phoenix area arts and culture, Midtown Phoenix allows one to experience the Phoenix of a distant past while partaking in the amenities of the present-day. Populated by individuals bonded by common experiences, achievements, and struggles, Midtown is far more than a designation employed to describe a geographic area of the city. Rather, Midtown is a dynamic community built upon a shared history working together through a legacy of community organization and action to ensure a bright future.

PLANNING PROCESS

3 Key Steps: Assessment, Visioning, Strategies

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.

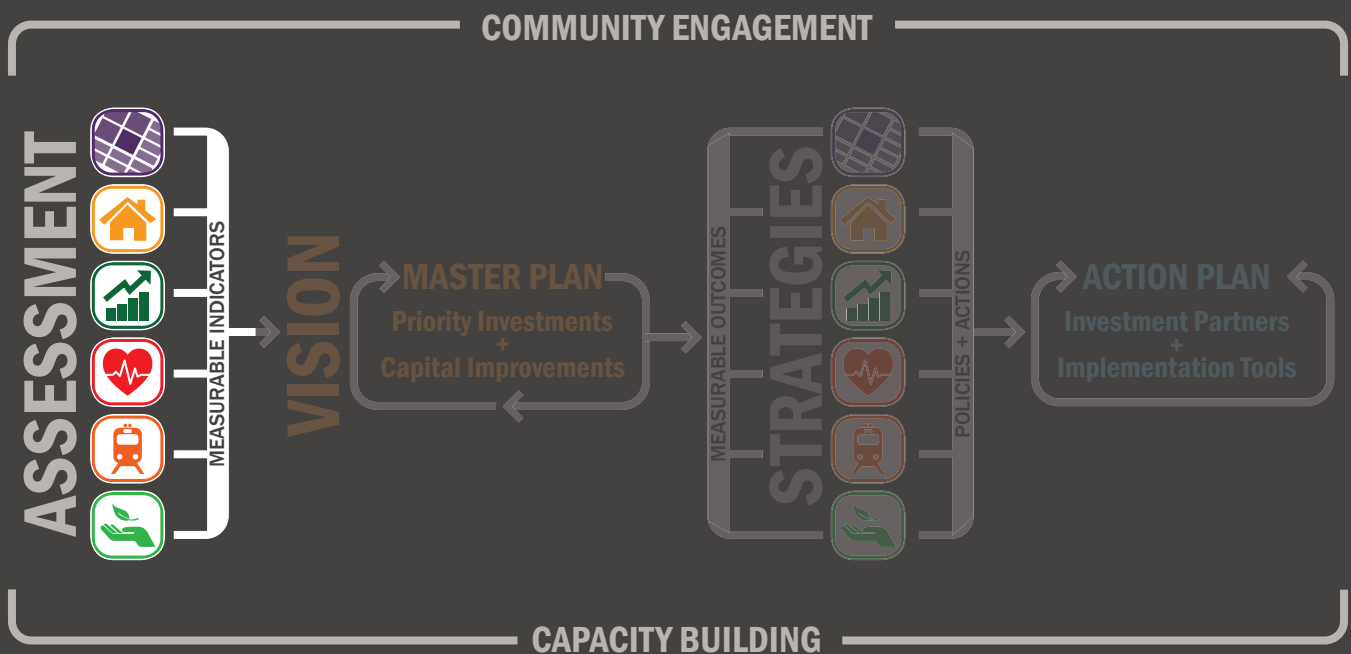


Help Shape a Walkable Future for Phoenix
OPENING CELEBRATION Monday, March 30, 6-8 p.m.
2-week public workshop



ASSESSMENT

Residents and other District stakeholders participated in surveys, 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, injury analysis, economic conditions, etc. and analyzed using Geographic Information Systems (GIS), SPSS 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.



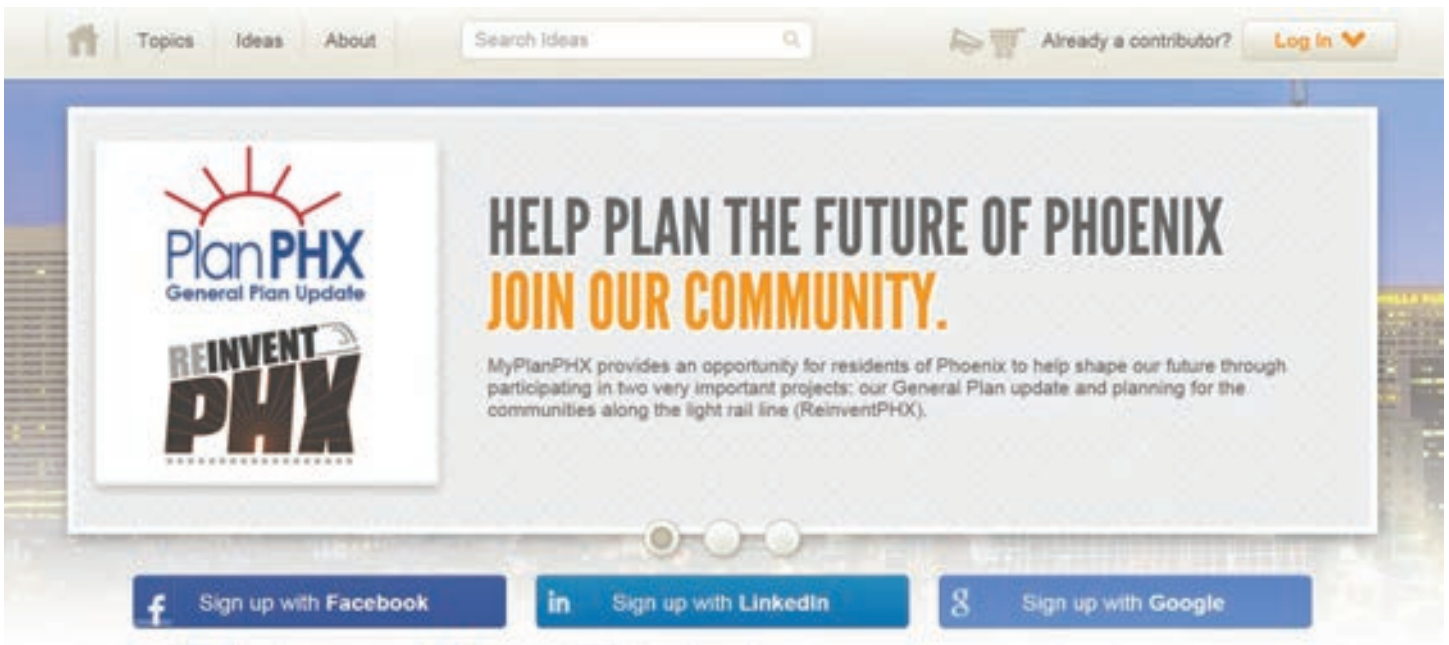
Workshop participants provided recommendations for new investments in the District such as shade trees, increased safety, street improvements, additional open space, healthy food outlets, and quality affordable housing.

VISIONING

A series of public participation events that began with broad themes and then progressed to specific designs were held to inform the creation of a 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 aggregated, analyzed, and presented back to the community 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.



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



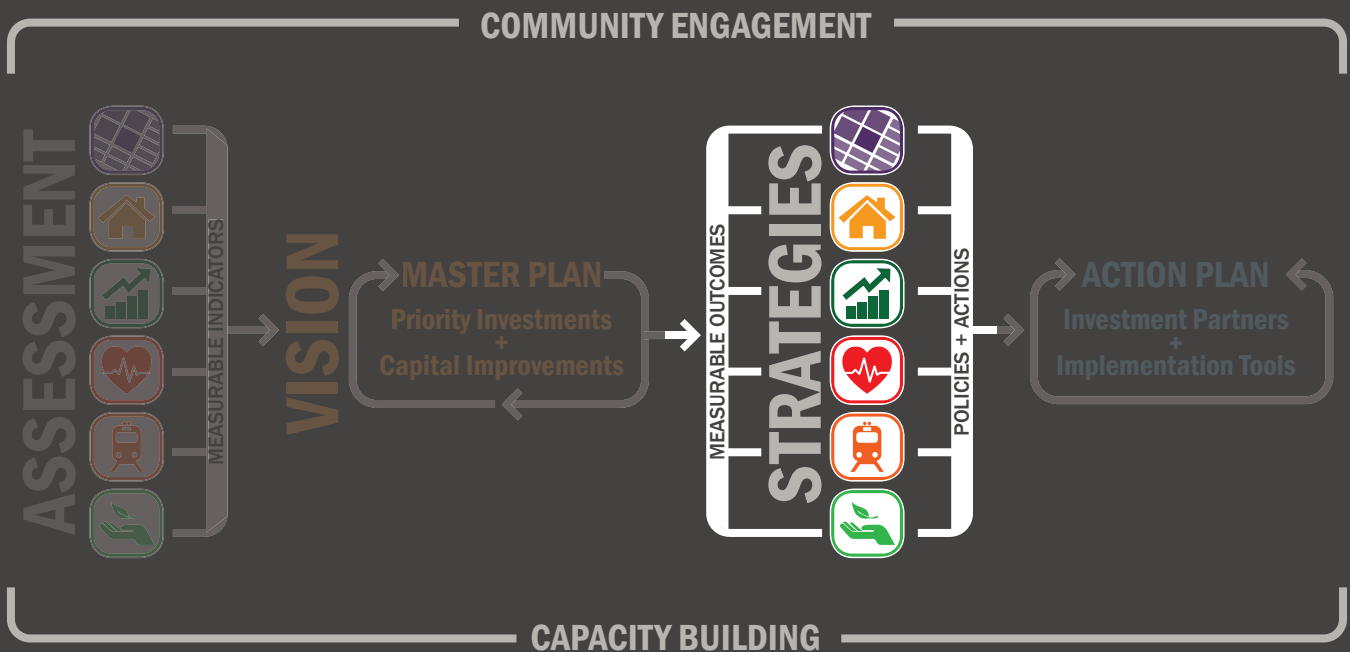
Neighborhood Compatibility meetings were held to discuss height transitions and connectivity between the transit corridor and existing single family neighborhoods.



A 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 Midtown Steering Committee refined and prioritized practices that were most appropriate for the District and helped identify partnerships that could provide implementation resources.







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



Capacity building forums with small businesses and entrepreneurs discussed the place-making value of urban infill and adaptive reuse as well as small and unique commercial spaces in the District that were currently available to lease.



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



Workshops with District residents and the Midtown 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 Midtown 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 Midtown 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.

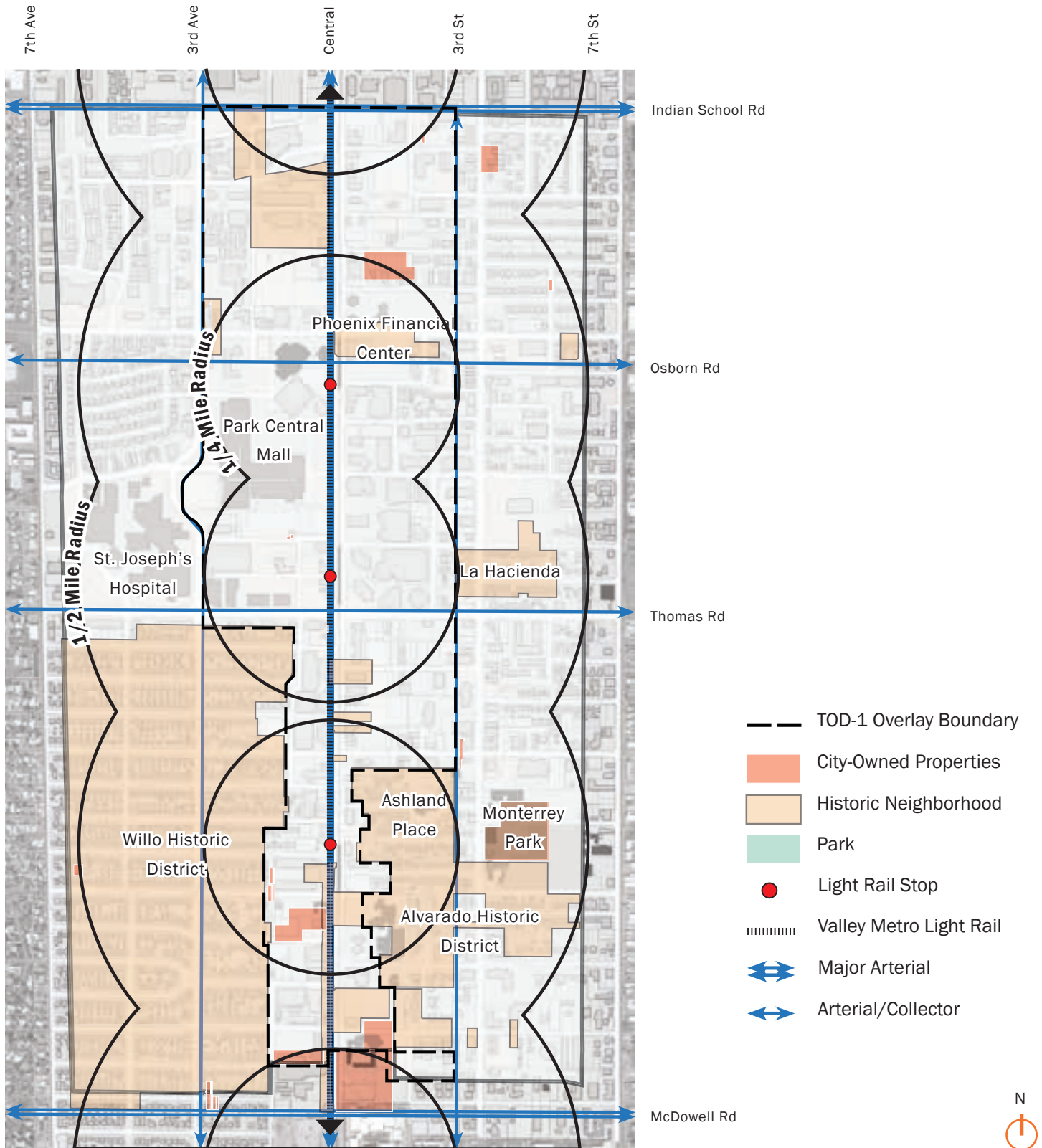
28



MIDTOWN

TODAY

EXISTING CONDITIONS MAP



OVERVIEW

The Midtown District is located in the middle segment of the Valley Metro light rail, just north of Downtown. The district is bordered by 7th Street on the east, 7th Avenue on the west, Indian School Road on the north and just north of McDowell Road on the south. The District is comprised of four distinct quadrants. The northwest quadrant (north of Thomas Road and west of Central Avenue) is home to many high rise buildings, Park Central Mall and the District's largest employer, St. Joseph's Hospital and Medical Center. The southwest quadrant is comprised primarily of the Willo and Encanto historic single family residential neighborhoods. In this area, there are mid- and high rises on parcels fronting Central Avenue. The southeast quadrant features a diverse mix of land uses, including historic neighborhoods such as Alvarado and Los Olivos. The quadrant also contains high density multi-family housing, big box retail, commercia

The character of the District's historic, single family residential neighborhoods creates a unique sense of place, augmented by cultural institutions. The Heard Museum, the Phoenix Art Museum and Phoenix Theater are located in and adjacent to Midtown. The Midtown Museum District Neighborhood Association covers the majority of non-historic neighborhoods in the District, and is comprised primarily of high rises and multi-family developments around Central Avenue. St. Joseph's Hospital and Medical Center is the District's largest employer and a significant property owner. Phoenix's first shopping mall, Park Central, borders the hospital and houses some administrative medical office facilities. St. Mary's Catholic High School is the only large school in the District.

27,635 TOTAL JOBS

14%
Population under
18 years of age



17%
in poverty

21%
No car
household



25% Spanish
speaking homes

\$43,925
MEDIAN HOUSEHOLD INCOME

LARGEST EMPLOYERS

St. Joseph's Hospital 4,031 employees	US Federal Government 1,441 employees
U-Haul 2,541 employees	CenturyLink Communications 1,050 employees
State of AZ 1,888 employees	

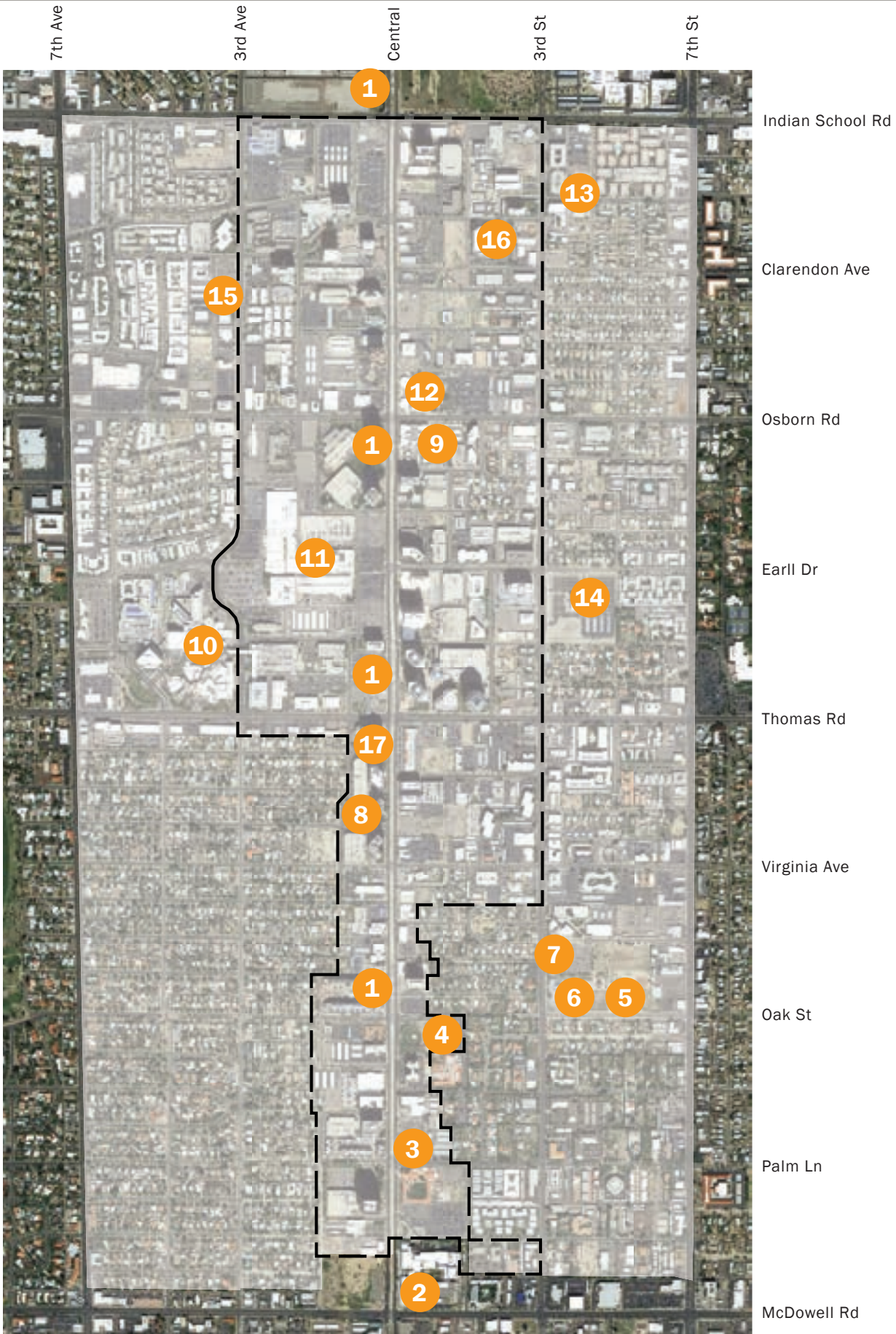
ASSETS

Current State Assessment

Assets are strengths that currently existing within a district, such as employers, schools, historic buildings, community organizations, initiatives, institutions and infrastructure. Identifying assets 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. Phoenix Art Museum
3. Arizona Department of Education
4. Heard Museum
5. Monterey Park
6. Monterey Park School
7. St. Mary's Catholic High School
8. Maricopa County Government: Library District
9. Veterans Administration
10. St Joseph's Hospital and Medical Center
11. Park Central Mall
12. Phoenix Financial Center
13. Fire Station
14. Cigna Medical Center
15. Phoenix College Center for Nursing Excellence
16. Basis Phoenix Central
17. Seed Spot

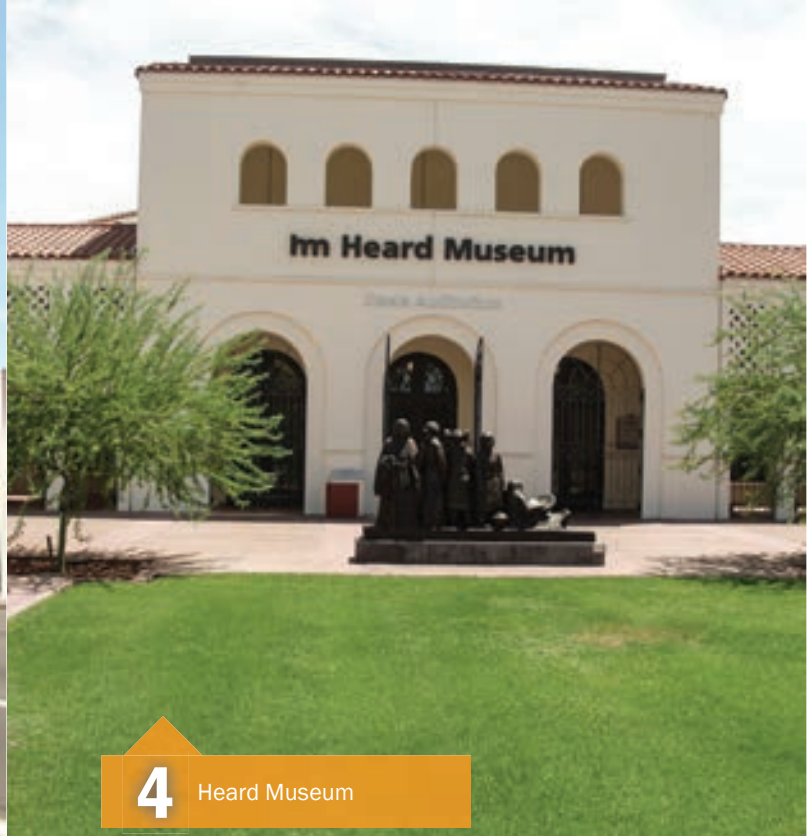
— — Interim TOD overlay boundary





1

Thomas Road Light Rail Stop



4

Heard Museum



11

Park Central Mall



2 Phoenix Art Museum



14 Cigna Medical Center



10 St. Joseph's Hospital and Medical Center



12 Phoenix Financial Center

THE 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



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

LAND USE ELEMENT

Current Conditions



Character

Midtown exemplifies the optimistic spirit of post World War II Phoenix. The District is home to many of the best examples of mid-century architecture and represents the first major thrust of large scale, high-rise development outside of Downtown. Buildings such as the Phoenix Financial Center capture the bold spirit of the era. In sharp contrast to the high-rises along Central Avenue, the District also includes some of Phoenix's most prominent historic neighborhoods, including Willo in the southwest and Alvarado and Los Olivos in the southeastern quadrant.

Zoning

Midtown is regulated by conventional Euclidean zoning code, although there is a patchwork of conditional high rise zoning designations along Central Avenue and a few overlay districts that have been established to help foster an alternative character. There are several high rise-zoned properties that are undeveloped and some have been vacant for several decades, indicating inflated price expectations due to over-entitlement. The Interim TOD Overlay - a stop-gap measure to prevent auto-dominated development close to light rail prior to the adoption of a replacement zoning code - is in place for approximately 1/4 mile surrounding the Central Avenue light rail corridor. Historic Preservation Overlay zones have also been established to help protect the district's historic neighborhoods.

Anchors

The Heard and Phoenix Art Museums are major cultural institutions that bring creativity and prestige to the area. Park Central Mall, centrally located in the district, was Phoenix's first major retail center outside of Downtown and represents a major redevelopment opportunity. While buildings on the site are occupied, the property as a whole is under utilized considering its strategic location in the heart of Midtown. St. Joseph's Hospital and Medical Center, which is located adjacent to Park Central, is the largest employer in the district. As such, there is an opportunity to better integrate its campus with Park Central and the surrounding area, augmenting its medical services with housing, education, and amenities.



13%
Development intensity
(housing + jobs per acre)

1163

Historic buildings



17%
District covered in surface parking

65

Walkscore



300

Acres of vacant land

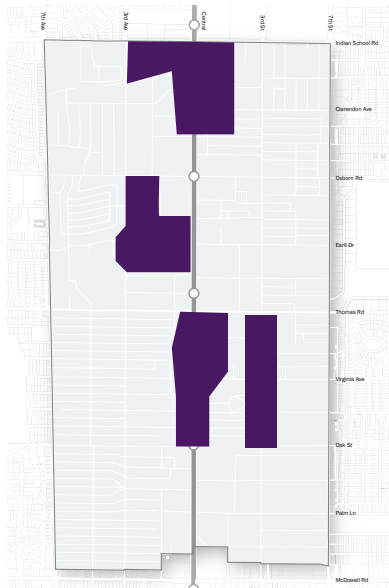




LAND USE ELEMENT

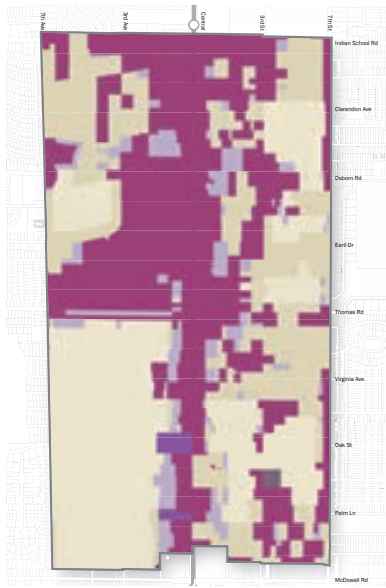
Assessment Maps

COMMUNITY INPUT



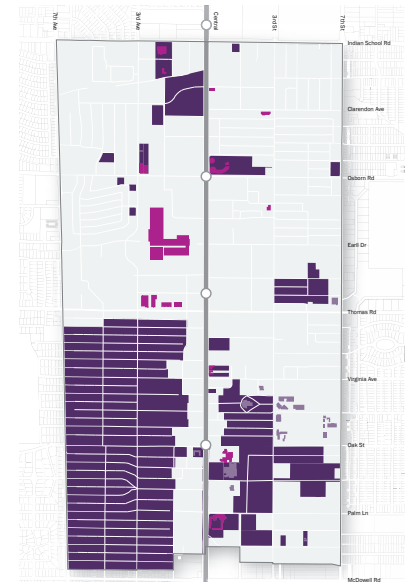
Community Identified Areas of Change

EXISTING ZONING



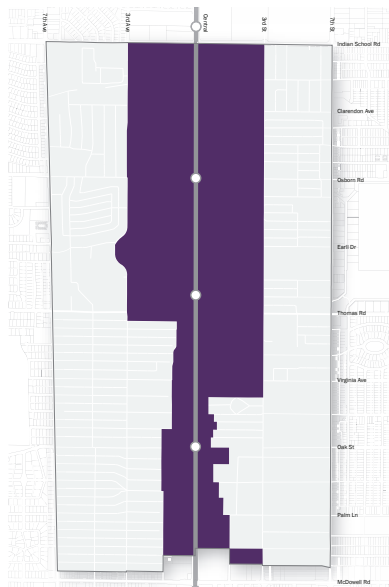
Low Density Residential	Commercial
Higher Density Residential	Industrial
Planned Residential	Parking

CIVIC, HISTORIC, ADAPTIVE REUSE



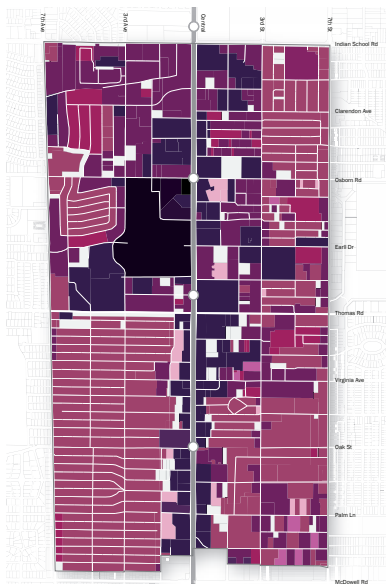
Historic (designated and eligible)
Civic
Adaptive Reuse

ZONING OVERLAYS



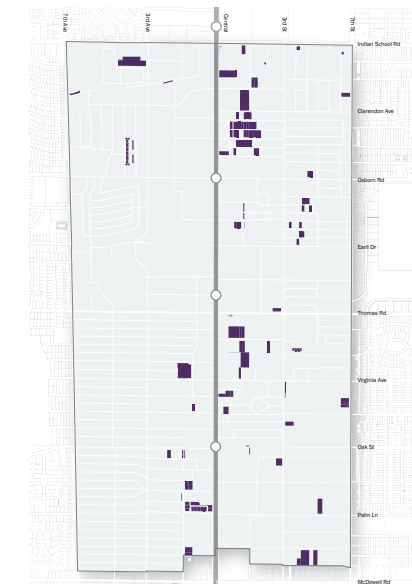
Interim TOD-1 & Interim TOD-2

HEIGHT ANALYSIS



15'	48'	320'
25'	56'	356'
30'	75'	600'
40'	250'	725'

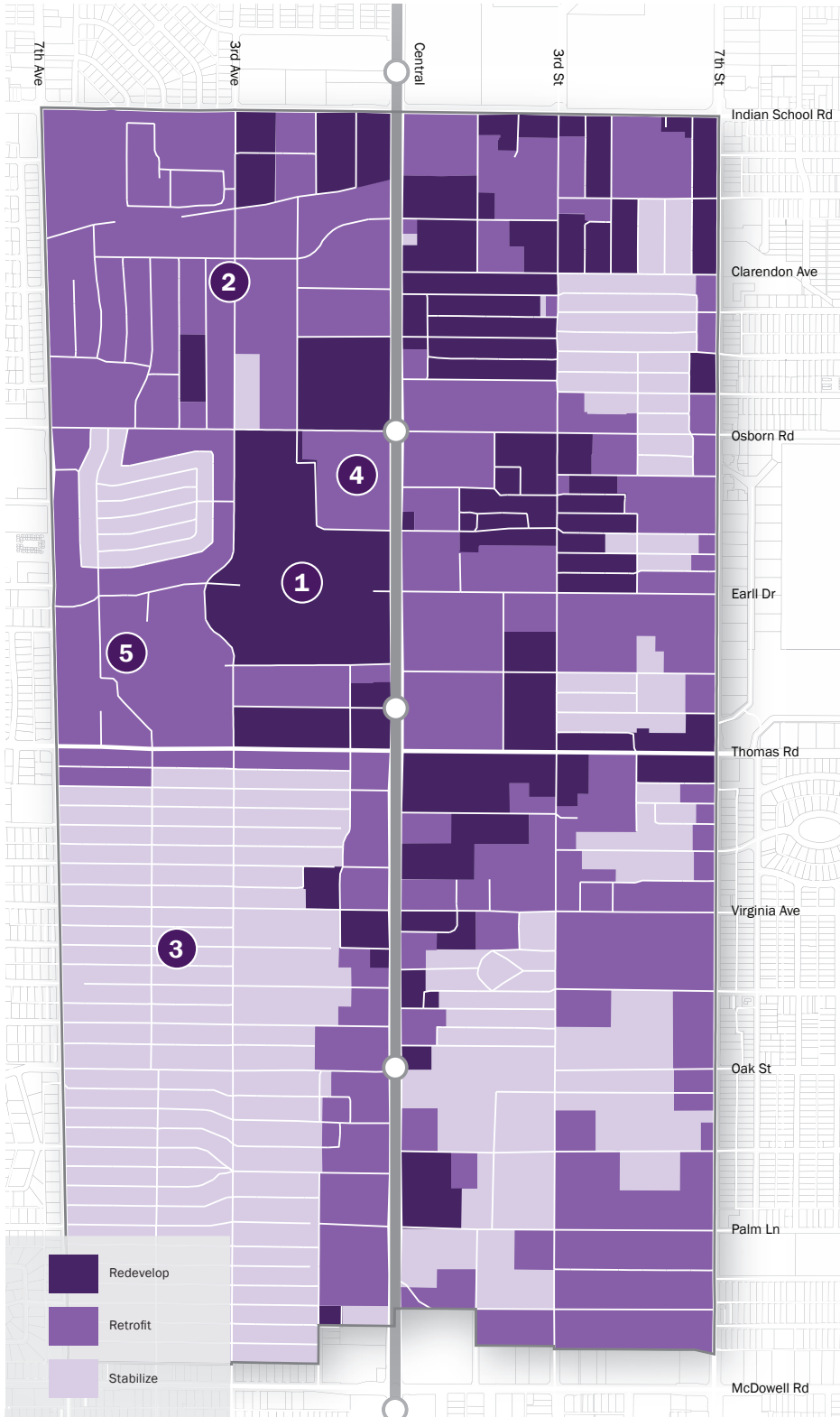
VACANT LAND



Vacant

LAND USE ELEMENT

Investment Opportunities Map



Best Practices

1

Walkable Urban Center

2

Walkable Urban Neighborhood

3

Walkable Suburban Neighborhood

4

Main Street Corridor

5

Urban Campus

6

Urban Industrial Zone





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

HOUSING ELEMENT

Current Conditions



Quality

Housing in the Midtown District is in relatively good condition; however, there are some isolated areas with poor housing issues. According to Census data, 1.2% of the Midtown housing supply (75 units) lacks basic electricity or other energy source. And, 2.7% of the district's housing stock (169 units) are currently in a state of disrepair.

Affordability

Midtown has significant housing affordability challenges. Approximately 88% of low-income residents in Midtown are cost burdened, meaning they are struggling to pay rent and do not have subsidies. In addition, 44% of all households in the District spend more than 30% of their income on housing, and 22% on transportation. Only renters making 80% of Area Median Income (AMI) have a sufficient level of housing available to them in the District. Transportation costs unaffordability is likely due to the prevalence of driving commutes. For some households, energy costs are unaffordable as well, perhaps related to the lack of the use of renewable energy and energy-efficient appliances in homes.

Needs

A market analysis projects a housing shortage of 17,520 units in Midtown by 2035. Midtown currently has a variety of housing types and sizes among its 6,267 units. Studio and one-bedroom units are the predominant housing type (41%), which are most appropriate for seniors, singles, and couples without children. About 32% of units are single-family detached homes or small multi-unit single-family attached homes, duplexes, triplexes, and quadplexes. Approximately 16% of units have three or more bedrooms, making them suitable for large families.



88%

**Low income households
cost burdened**

50%

**Units affordable for
moderate income
households – owned**



82%

**Units affordable for
moderate income
households – rented**

0.8% Overcrowding

.9 Household income diversity

.5 Housing type diversity



3%

**Housing units
in disrepair**

27%

**Household making the
regional median income
spends on housing**



27%

**Household making the
regional median income
spends on transportation**

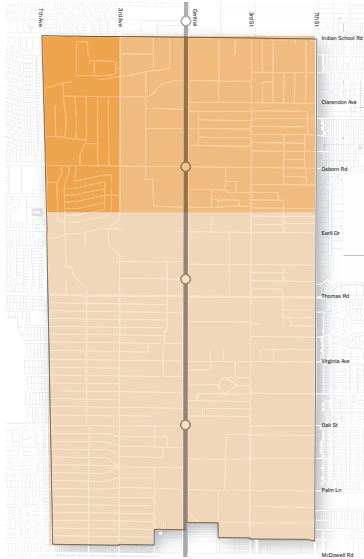




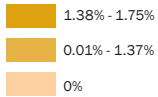
HOUSING ELEMENT

Assessment Maps

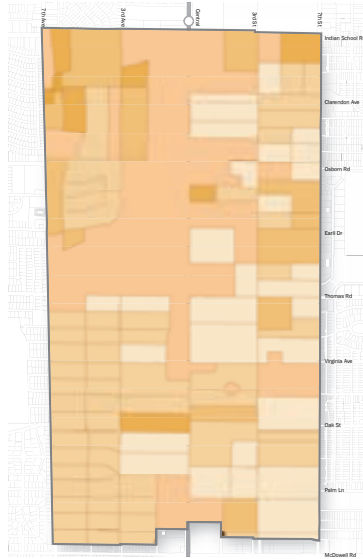
EXTREMELY OVERCROWDED



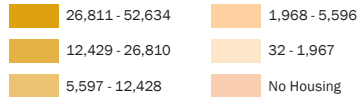
1.51 or More People Per Room



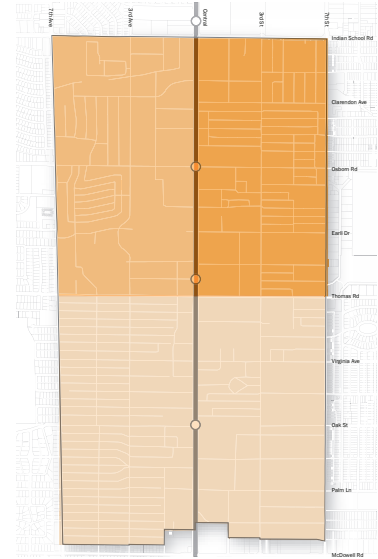
HOUSING DENSITY



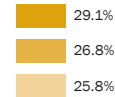
Housing Units Per Square Mile



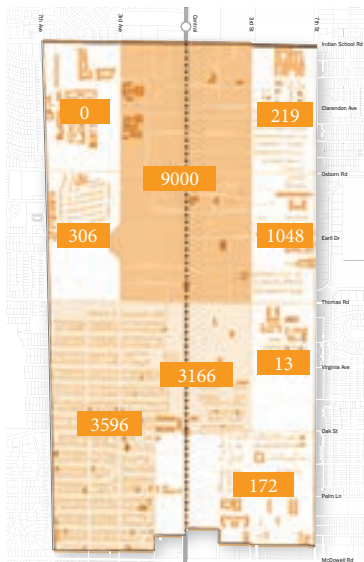
RENT AS % OF INCOME



Percent of Income



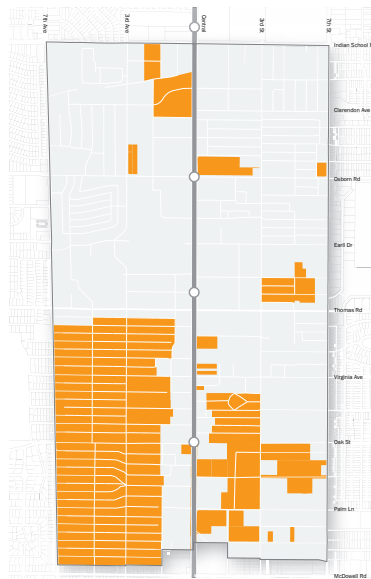
HOUSING NEEDS



Unit Demand

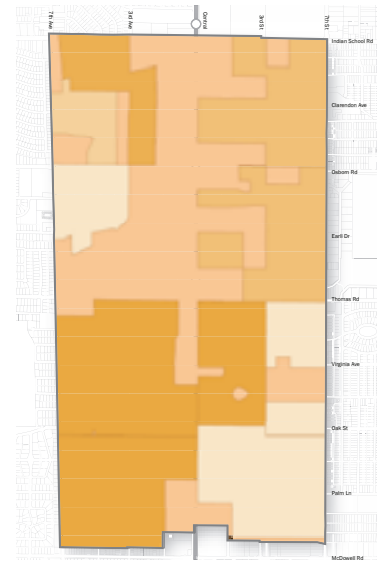
Housing Units Needed by 2035

HISTORIC

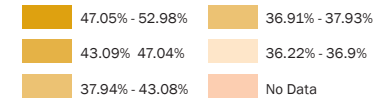


Historic Properties

HOUSING AND TRANSPORTATION COSTS

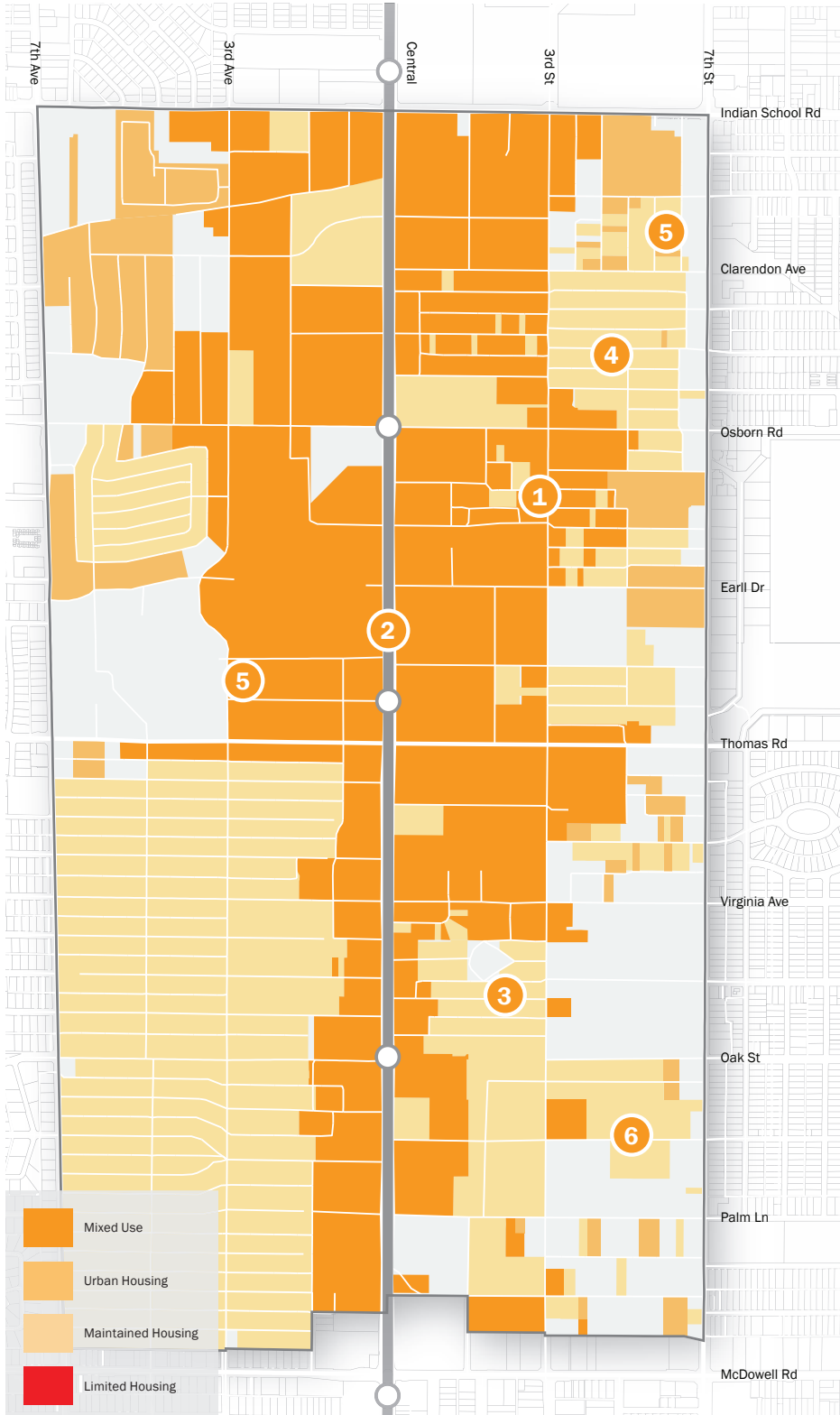


Percent of Income



HOUSING ELEMENT

Investment Opportunities Map



Best Practices

1

Walkable Urban Low Rise Housing

2

Walkable Urban Mid Rise Housing

3

Housing Revitalization

4

Co-Housing

5

Mixed Income Housing

6

Prefabricated Housing





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

ECONOMIC DEVELOPMENT ELEMENT

Current Conditions



Income

The median household income in Midtown is \$43,925, slightly lower than the city-wide median of \$47,139. Poverty is relatively low, as only 17% of households are below the poverty level, compared to 23% for the city as a whole. The southern half of the district has several higher income neighborhoods including Willo, Alvarado, and Ashland Place historic districts. North of Thomas Road, neighborhoods are relatively lower income and are not designated for historic preservation.

Workforce

Midtown has a relatively well-educated population, as 44% of residents hold a bachelors degree, significantly higher than the city-wide rate of 26%. Employees in the healthcare sector make up the largest share of the workforce at 14%, followed by professional services at 12%. Entrepreneurial activity is also relatively high in the district, as self employment in the district is approximately 10%.

Jobs

Midtown is one of the largest employment centers in the city, with over 27,000 jobs. St. Joseph's Hospital and Medical Center is the District's largest employer, with over 4,000 employees. The District currently suffers from high commercial vacancy rates of over 20%, with 3 million square feet of vacant office space. Assets in the district, such as St. Joseph's Medical Center, Creighton Medical School, Phoenix College, and a growing entrepreneurial presence exemplified by Seed Spot, a social impact business incubator, provide an opportunity to drive job growth in healthcare, education, and innovative small businesses.

12,364
Jobs in key industries

44%
Residents with
post-secondary
degree



10%
Residents
self-employed



22%
Commercial
vacancy

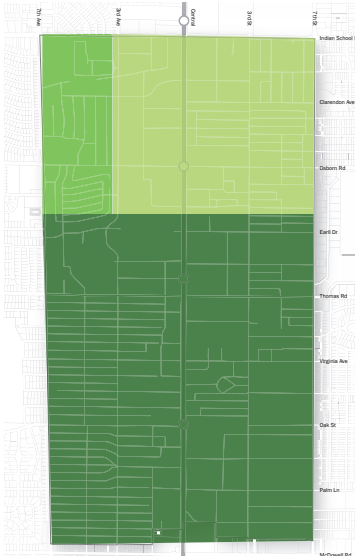




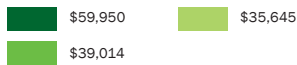
ECONOMIC DEVELOPMENT ELEMENT

Assessment Maps

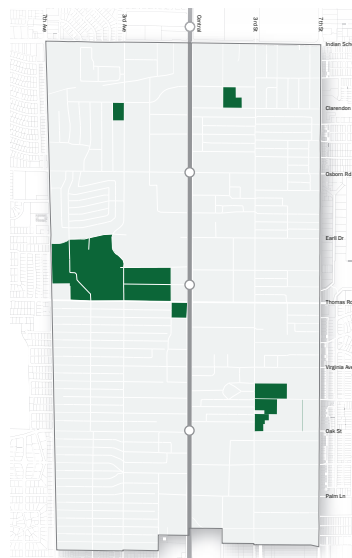
MEDIAN HOUSEHOLD INCOME



United States Dollars

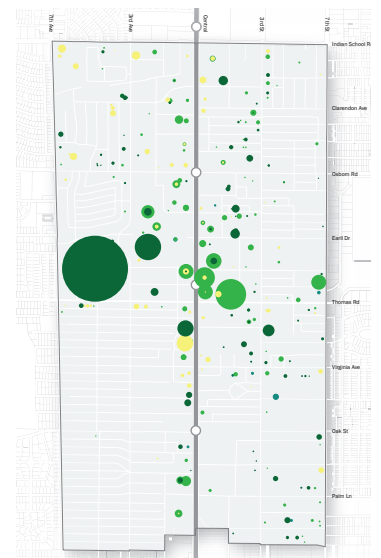


EDUCATION & TRAINING



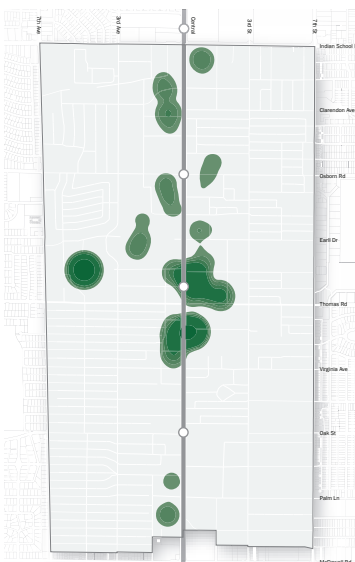
Education and Training

INDUSTRY SECTORS



	Healthcare		Retail/Hospitality
	Professional Services/IT		Education

EMPLOYMENT DENSITY



Higher Crime Lower Crime

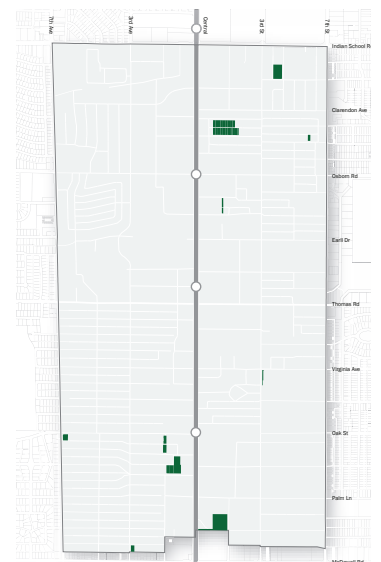
POPULATION DENSITY



Population Per Square Mile

	41,108 - 70,309		3,477 - 9,404
	19,302 - 41,107		124 - 3,476
	9,405 - 19,301		No Population

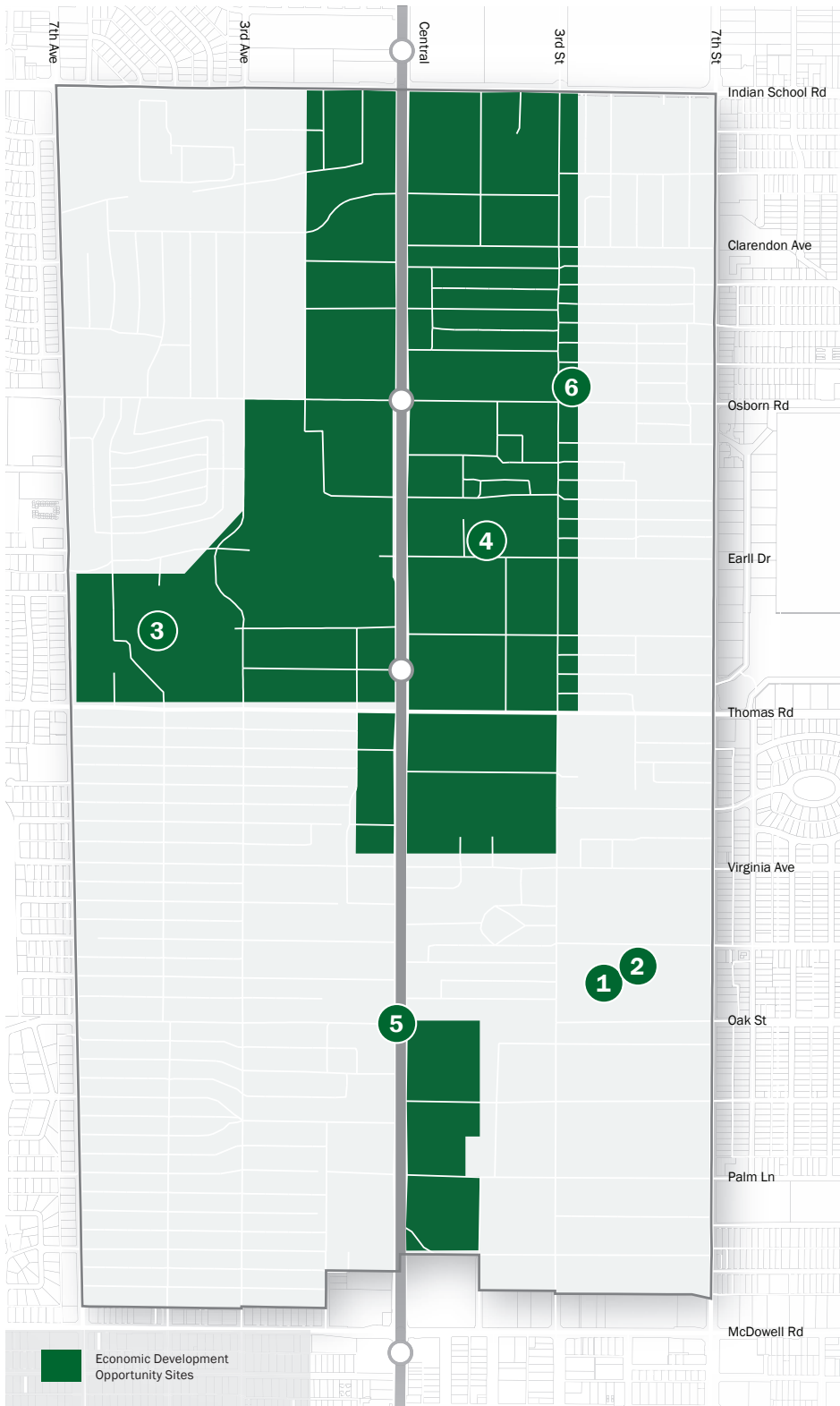
CITY-OWNED PROPERTY



City Owned Properties

ECONOMIC DEVELOPMENT ELEMENT

Investment Opportunities Map



Best Practices

1

Community Learning Center

2

Quality Neighborhood School

3

Healthcare Cluster

4

Innovation Cluster

5

Small Business Incubator

6

Daily Living Amenity



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

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

Approximately 31% of Midtown residents live within a 5 minute walk of the area's 3 grocery stores - Fresh and Easy at 7th avenue and Indian School and two Safeways at 5th Avenue and Osborn Road and 7th Street and McDowell Road. Fresh and Easy does not participate in the WIC program, limiting access for low income residents, many of whom reside in the northern portion of the district where the store is located. The northeast quadrant of Midtown is considered a low super-market access area within the city of Phoenix. There is one community-based healthy food option - a biweekly farmers' market at St. Joseph's Medical Center.

Recreation

The vast majority of Midtown residents - 93% - do not have a public park within a 5-minute walk of their home. Midtown's sole park, Monterey, has limited shade, and some workshop participants reported feeling unsafe while using it due to limited public surveillance and activity in the park. Midtown's .001 acre of parkland per resident is 1/3 of the .003 rate person for the city as a whole.

Transportation

Workshop participants identified vacant lots and buildings throughout the district as a significant barrier to walking due to a perception of unsafe conditions. Injury data and resident input identified 5 streets as dangerous due to infrastructure and traffic conditions - Central Avenue, 3rd Street, 7th Street, Indian School Road, Thomas Road and Osborn Road. Of particular concern is the area around St. Joseph's Hospital and Medical Center, which has high pedestrian and wheelchair volume. The lack of lighting was a repeatedly identified concern during community workshops. Dark intersections, in particular, increase walking and bicycling hazards at night. Many residents reported completing all outdoor activities during the daytime in order to avoid dark streets.



7%

**Households within
1/4 mile walk to
public recreation
facilities**

33%

**Households within
1/4 mile walk to
healthy food**



141

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

43

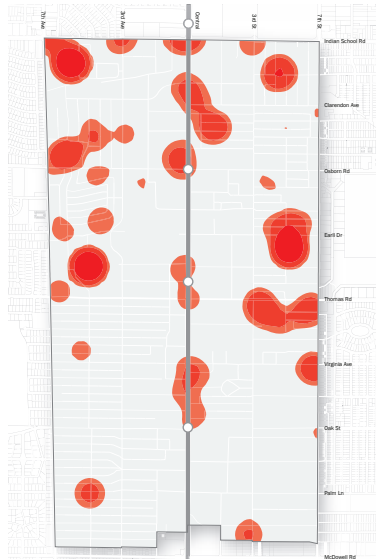
**Violent crimes per 1,000
household over 3 years
(2010 - 2012)**



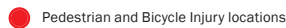
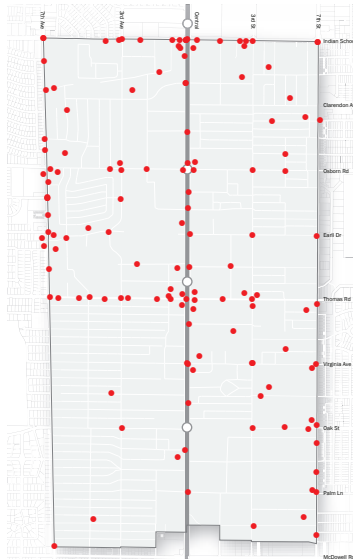
HEALTH ELEMENT

Assessment Maps

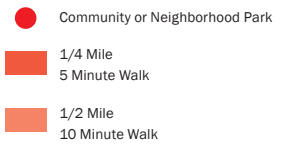
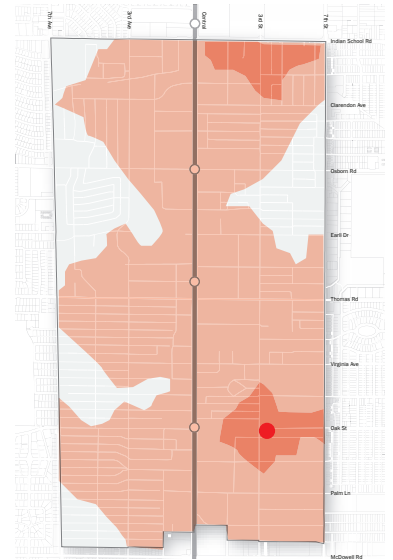
CRIME DENSITY



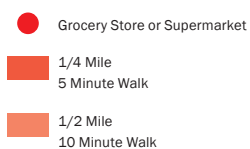
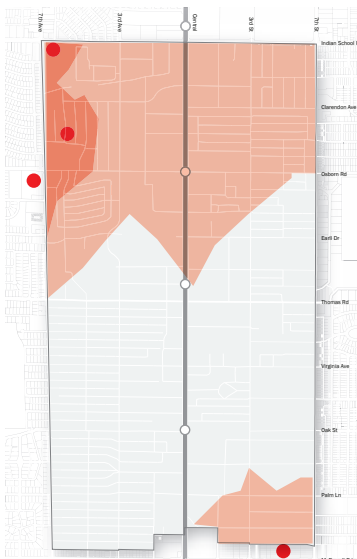
PED+BIKE INJURIES



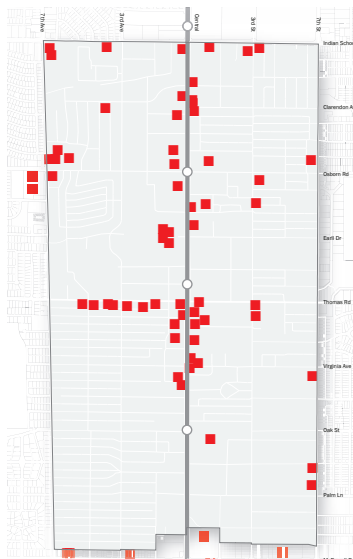
RECREATION ACCESS



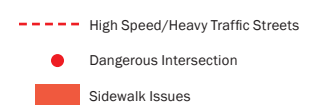
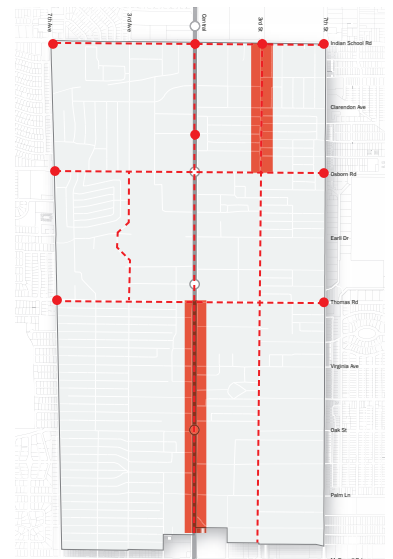
HEALTHY FOOD ACCESS



ALL FOOD OUTLETS

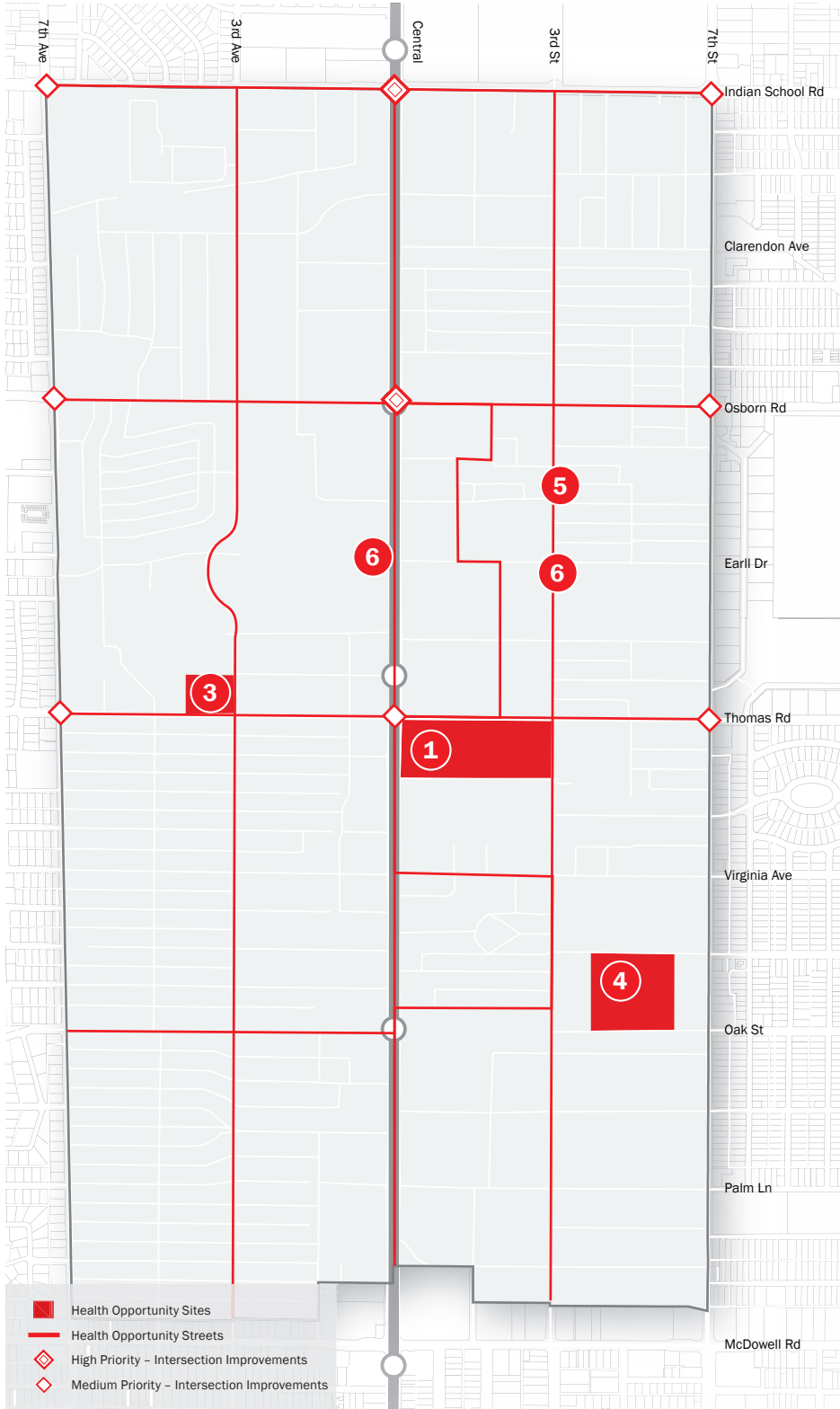


STREETS HAZARDS



HEALTH ELEMENT

Investment Opportunities Map



Best Practices

1

Full Service Grocery

2

Corner Grocery Store

3

Community Garden

4

Active Park

5

Safe Bike Lane

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

Walkability is a key objective of Reinvent Phoenix. Many streets in Midtown were “improved” in the past without primary consideration for pedestrian comfort and safety, a practice that should be avoided moving forward. While the wide streets in Midtown reduce walkability, they provide cost-effective opportunities to add bicycle lanes, shade trees and wider sidewalks, as right of way acquisition and re-grading can be reduced or avoided completely in most cases. Mobility is also enhanced by smaller block sizes that disperse vehicular traffic and provide greater connectivity for pedestrians. The street grid is generally intact in portions of Midtown, such as the Willo neighborhood, although the gating of several public streets has created accessibility barriers. The grid is also interrupted by large superblocks - St. Joseph’s Medical Center and Park Central Mall being the most prominent. Integrating pedestrian passages or “paseos” and restoring a smaller block pattern, especially when redeveloping Park Central, is critical for improving walkability in Midtown.

Bicycle

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

Transit

Midtown is relatively well served by public transit, as the District’s 4 light rail stations and bus routes on Central, Osborn, Thomas, Indian School and 7th avenue and 7th street together average 14 minute frequencies and 19 hours of service per day. In addition, the District’s large institutional presence, including St. Joseph’s and VA Medical Centers, museums, and major employers provide a potential partnership opportunity to implement an urban circulator.



29%

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

19

Average hours of transit services (bus + light rail)

9,075

VMT per household

96

Intersection density intersections per sq. mile

14 Minutes

Average transit frequencies (bus + light rail)



1,625,054

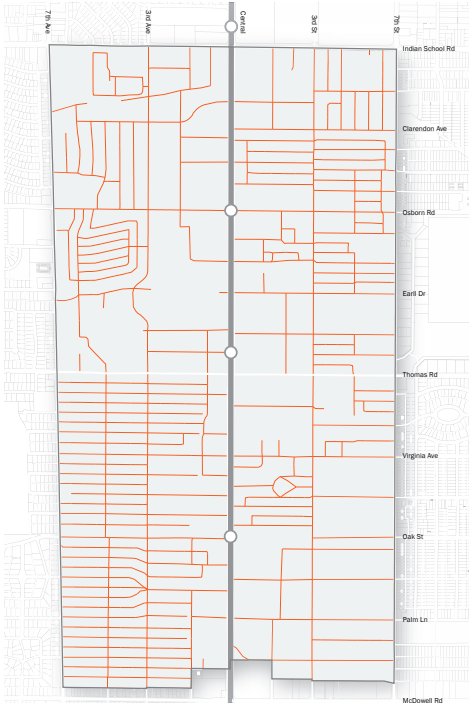
Annual light rail use (boardings/deboardings)



MOBILITY ELEMENT

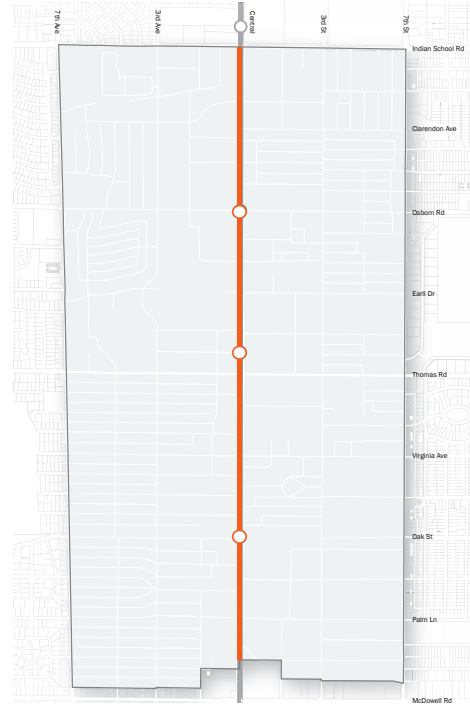
Assessment Maps

STREET NETWORK



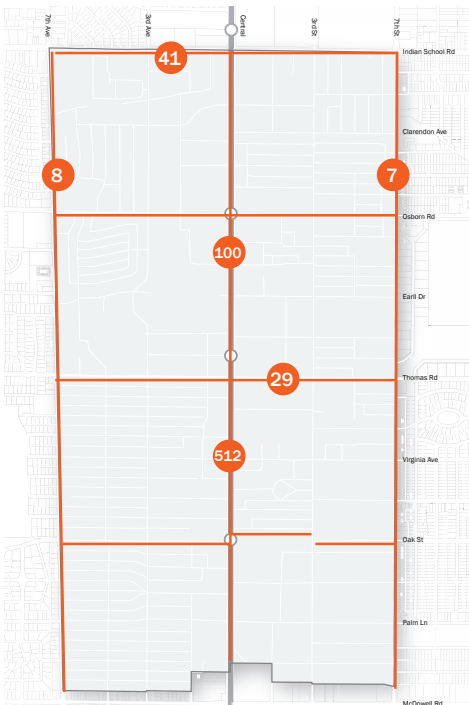
Existing Streets

RAIL NETWORK



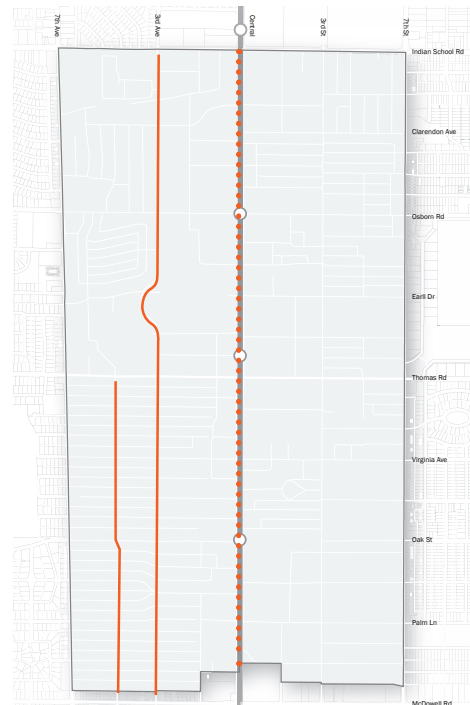
Existing Light Rail

BUS NETWORK



Existing Bus Route

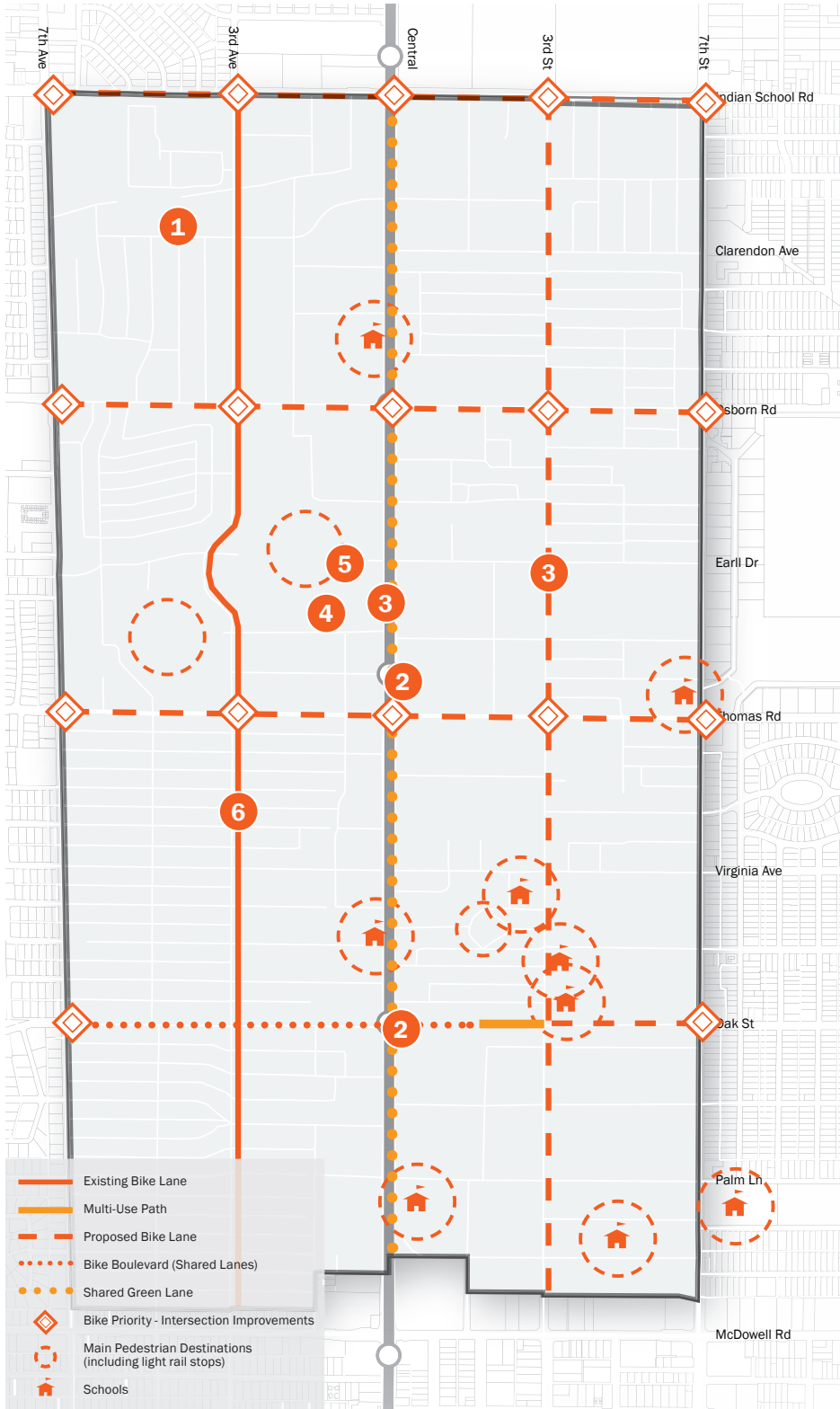
BIKE NETWORK



Existing Bike Lane
Existing Bike Boulevard (Shared Lane)

MOBILITY ELEMENT

Investment Opportunities Map



Best Practices

1

Bike Share

2

Light Rail Station

3

Multi-Modal Street

4

Public Parking Facility

5

Paseo

6

Wayfinding





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

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

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

GREEN SYSTEMS ELEMENT

Current Conditions



Stormwater

Nearly two thirds of Midtown's surface is impervious to rain water. During a one-inch storm, the district's buildings and pavement produce approximately 6.7 and 14.2 million gallons of runoff respectively, for a total of 20.9 million gallons of water. Based on the average annual rainfall in Phoenix of 7 inches, the amount of stormwater runoff is equivalent to 42 days of District potable water consumption, based on Midtown's 3.3 million gallons per day consumption. Decades of on-site retention have mitigated the street flooding problems of the 1960's providing an opportunity to reduce retention requirements for new development by reallocating some of those resources to street bioswales and joint use neighborhood parks / district stormwater retention areas.

Vegetation

Access to parks and green open space is a significant issue in the District. With only 45 square feet per person of parkland and 7% tree coverage, there are limited high quality green spaces. In addition, there are no green streets or areas of natural conservation. Green spaces and natural habitat areas connect wildlife corridors and preserve habitats with native, drought-tolerant vegetation. Without such spaces, residents have little access to recreational opportunities. In addition, Midtown will not be resilient to future environmental changes if biodiversity and native vegetation is compromised. Without a natural environment that can adapt to rising temperatures, reduced water availability, and declining biodiversity, the political, social, and economic systems that rely on that environment will face challenges.

Temperature

While not as severe as other areas, high temperatures in Midtown need mitigation. District temperature data reveal that only 11% of surface temperatures in the summer in Midtown are less than 105 degrees, the benchmark for human thermal comfort. With global warming driving higher temperatures, and increased urban development as the city's population continues to grow, it will be necessary to address climbing temperatures. If Urban Heat Island issues are not addressed, Midtown could see increases in heat-related illnesses and diseases from declining air quality. In addition, the District will face rising costs to cool buildings as temperatures continue to increase.



7%
Tree
coverage

7%

Surface temperature
cooler than 105°

105°



10%

Surface temperature
hotter than 130°

130°



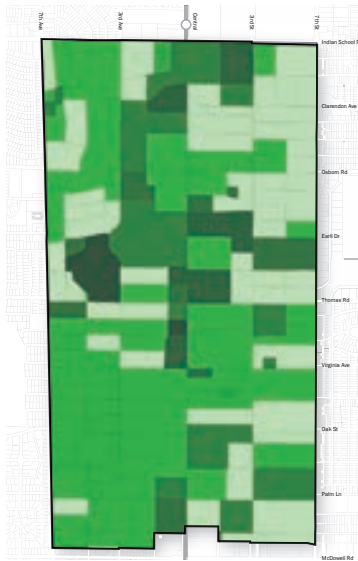
36%
Pervious
groundcover



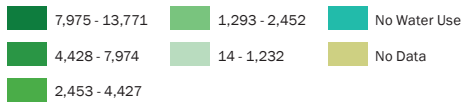
GREEN SYSTEMS ELEMENT

Assessment Maps

LANDSCAPE WATER USE



Gallons per Day per Acre



MATERIAL POROSITY



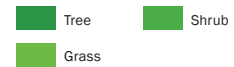
Porous



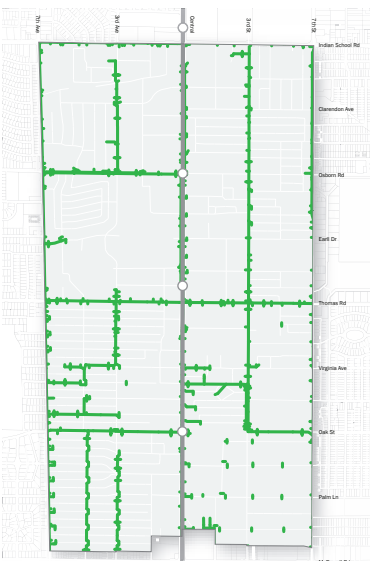
TREES, SHRUBS + GRASS



Type

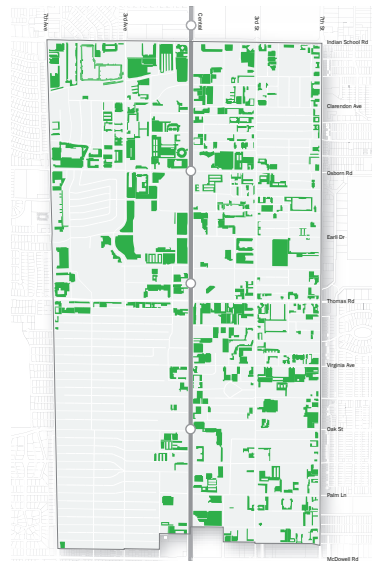


STORMWATER INFRASTRUCTURE



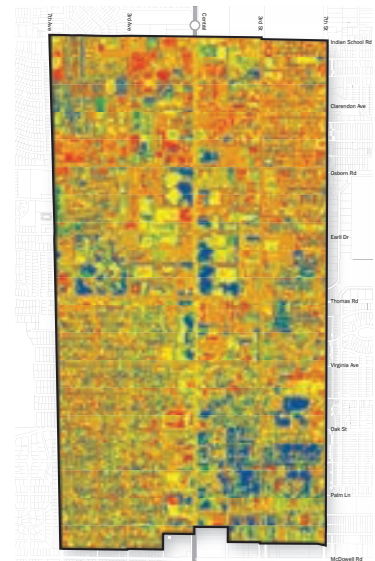
Existing Storm Infrastructure

SURFACE PARKING LOTS

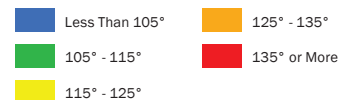


Existing Surface Parking

SURFACE TEMPERATURE

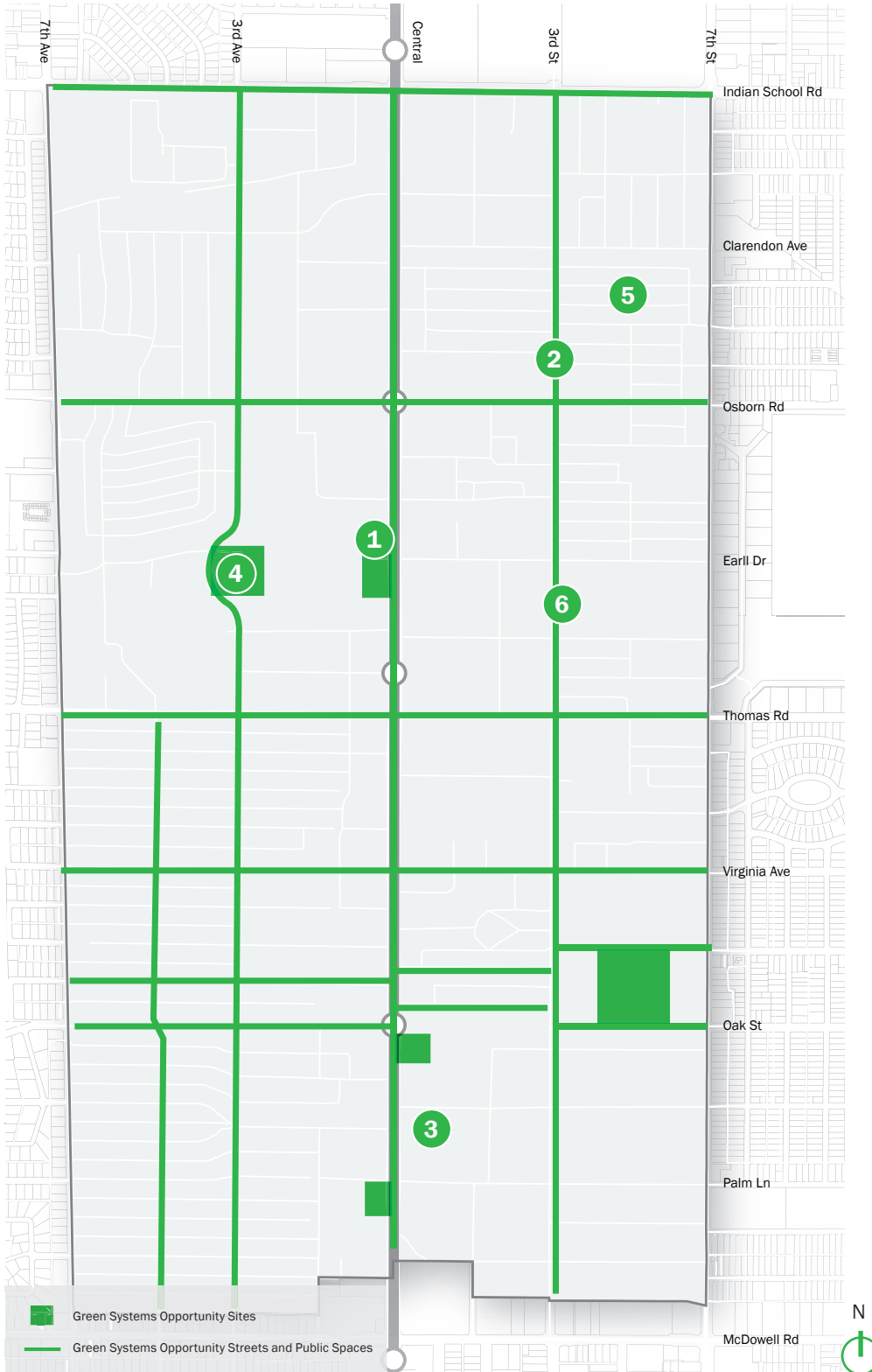


Degrees Fahrenheit

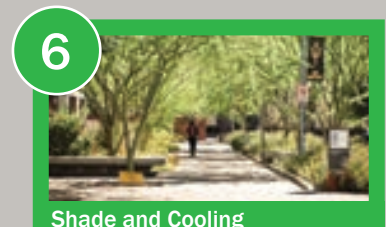
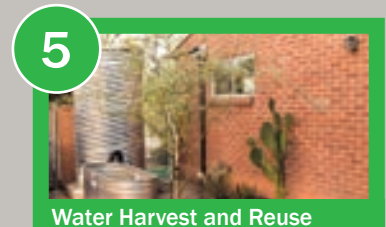


GREEN SYSTEMS ELEMENT

Investment Opportunities Map



Best Practices



62




MIDTOWN
TOMORROW

DISTRICT OVERVIEW

Community Vision and Master Plan





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The **Tomorrow** chapter contains a long range plan for the Midtown District with more detailed information for two Priority Development Areas: The Central Corridor, and The 3rd Street Promenade. Each section includes a Community Vision and a Master Plan.

The **Community Vision** is a descriptive story of Midtown 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.

//////

Applied Research Visioning

The Community Vision integrates input provided by hundreds of district stakeholders to form a broadly shared description of a desirable future. There are parenthetical references throughout that cite the date and location of community 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 Midtown Sustainability Vision report cited in the Appendix.

Event	Location	Date	Total Participants
SE1	Phoenix Historic Neighborhoods Coalition	02/28/13	16
SE2	M7 Street Fair	03/02/13	32
SE3	St. Josephs’s Hospital	03/08/13	30
SE4	Off Central Block Party	03/10/13	32
W1	Steele Indian School Park	03/30/13	8
W2	Seed Spot	04/03/13	9
IN	1-on-1 Interviews	-	21
Total			148

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’ workshop report (SLHI, 2012)

COMMUNITY VISION

The Midtown District in 2040

In 2040, the Midtown District is a vibrant community characterized by strong independent businesses, cool and comfortable neighborhoods, diverse housing options, and safe, convenient transportation choices for pedestrians, bicyclists and transit riders.

Historic neighborhoods have been preserved and their character maintained [IN2; IN3; IN4; W2], while new mixed-use mid and high rise buildings have been designed to complement the existing mid-century modern architecture, while activating street life along Central Avenue. Numerous adaptive reuse projects incorporating green building techniques have been built, as well as a diverse mix of smaller two and three story townhouses, apartments and live/work units.

Theme: Innovative Local Businesses

In 2040, thriving local businesses drive Midtown’s economy and support the District’s growth and prosperity by keeping more money circulating within the District. While the District

continues to attract large companies, it has evolved to also support small, local, and independent businesses [W2; VESC]. Midtown now offers a wide variety of goods and services, including coffee shops, restaurants, small food markets, yoga studios, fitness clubs, clothing stores, business incubators, and law offices among others [IN7; IN10; SE2; SE3; SE4].

Theme: Cooler Temperatures

In 2040, Midtown’s cooler temperatures and less intensive sun exposure along sidewalks and within open spaces. The improved comfort has enabled many more residents to live active outdoor lifestyles throughout the year [W1; VESC]. Both young and old enjoy walking, bicycling, and chatting with neighbors. Mature shade trees encourage people to browse shops and relax on benches. Lush and well-maintained landscaping makes the area beautiful, further inviting residents out to enjoy their community [W1; W2].

In addition to shade and landscaping, cool pavement techniques further reduce temperatures. Instead of using black



asphalt that absorbs heat, pavement is permeable and light colored to reflect heat, help vegetation grow, and further improve the district's microclimate. [W1; VESC; Vision Pool].

Theme: A Walkable and Bikeable Place

In 2040, residents move throughout Midtown with a wide variety of quality transportation options. Safe and comfortable sidewalks and bike lanes provide easy access to destinations, including for those using assistive devices such as wheelchairs and white canes. Now, more residents travel within the District by walking, bicycling and using public transit than by automobile [SE2; SE3; W1; VESC]. Several corridors have been reconstructed using Complete Streets policies that have slowed down traffic. [W1; W2; VPS]. A street car circulator has also been added to the District, extending the reach of pedestrians [VESC], and boosting light rail ridership [W1; VESC]. The circulator stops at bustling hubs such as Park Central Mall, St. Joseph's Hospital and Medical Center, and restaurant and shopping locations on Central Avenue and 3rd Street.



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.

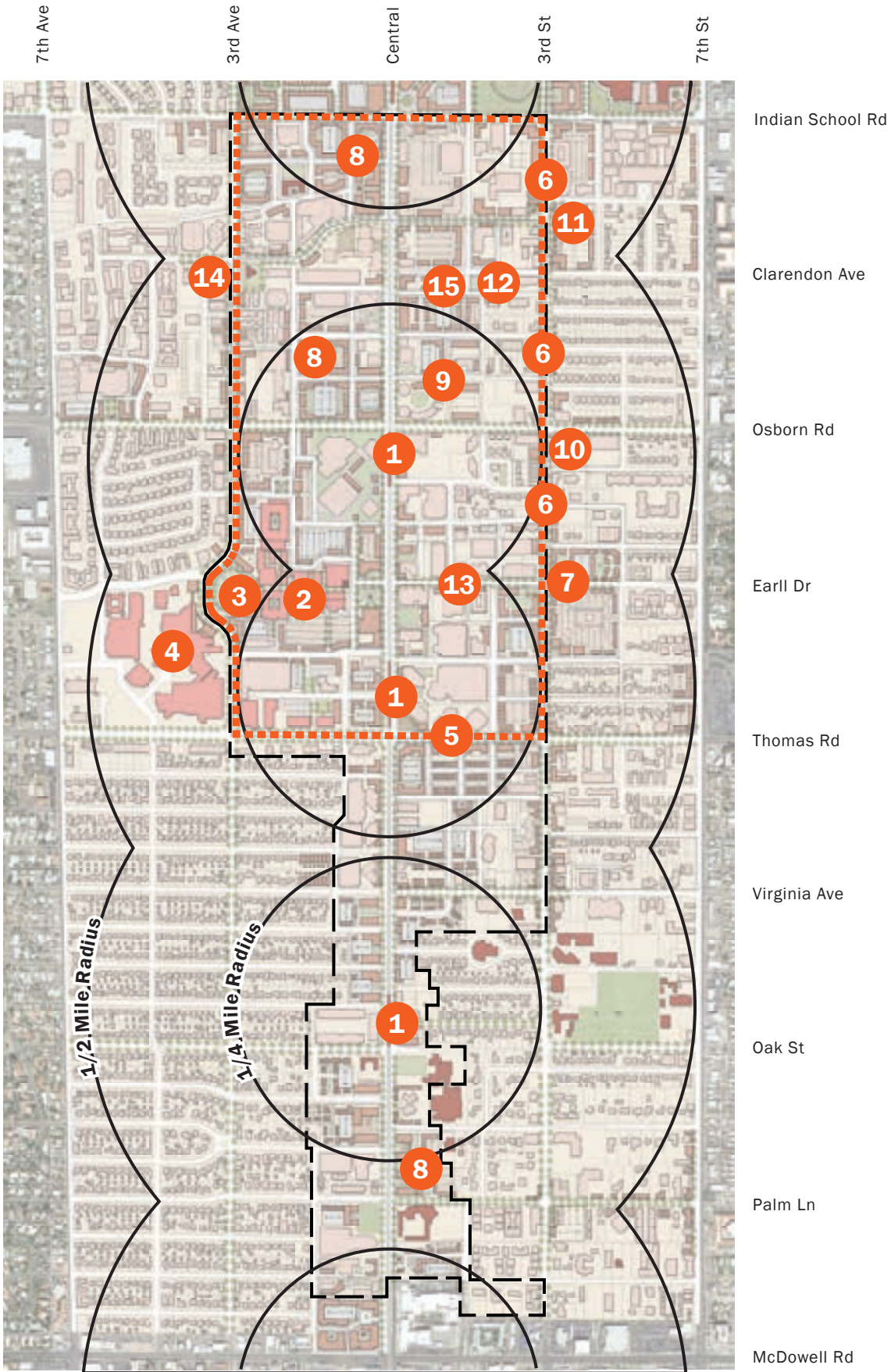


MASTER PLAN | ANNOTATIONS



1. Existing Light Rail Stop
2. Park Central Mall Retrofit: an urban repair transforms the Mall and vast parking lots into walkable urban blocks with a mix of residential, office and retail uses. The retrofit reinforces the importance of Park Central as the heart of the Midtown District.
3. Proposed park: an oval park is proposed to take advantage of one of the few non-rectilinear streets in Central Phoenix. The park becomes a connector between the Mall and Hospital.
4. Dignity Health’s St. Joseph’s Hospital and Medical Center: New building frontages are proposed for the hospital to frame the proposed new park and terminate Earll Drive.
5. A streetcar/overhead-wire trolley bus circulator is proposed that makes a three-mile loop along Thomas Road, Third Street, Indian School Road, and Third Avenue.
6. Third Street Promenade: Third Street is proposed to be transformed into a local “Main Street” with small scale infill to accommodate and blend commercial uses mixed with office and residential.
7. Node at 3rd Street & Earll Drive: A neighborhood node is proposed at the intersection. To reinforce the southeast corner, a retrofit is proposed for the Cigna Building utilizing liner buildings to shield surface parking lots. A new cafe and hotel complete the intersection.
8. Infill development: Proposed mixed-use development re-establishes the city blocks and connects to the existing street grid. Infill office and residential completes surrounding streetscape.
9. Phoenix Financial Center: The missing half-crescent is proposed to be completed for this iconic Phoenix building. Infill office and residential completes surrounding streetscape.
10. Node at 3rd Street & Osborn Road: A new corner building is proposed in addition to the three existing storefronts.
11. Node at 3rd Street & Indianola Avenue: New mixed-use infill enhances an existing green space.
12. New plaza is created by the extension of Fairmont Avenue toward 2nd Street and Indianola Avenue.
13. Earll Drive is reinforced as an important connector between 3rd Street and Park Central Mall.
14. Node at 3rd Avenue and Clarendon Avenue: A plaza and civic pavilion is proposed for the intersection, transforming existing parking lots and repurposing the old bank.
15. An affordable housing and mixed-use opportunity exists on city-owned land that could be developed with a parking structure.

-  5 Min. Walk
-  10 Min. Walk
-  Existing LTR Stop
-  TOD-1 & TOD-2 Intermim Overlay Boundary
-  Proposed Streetcar / Trolley Bus Route



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, Park Central, High Rise Buildings, and Neighborhoods. These areas also had the most community support for redevelopment and need for focused investment.

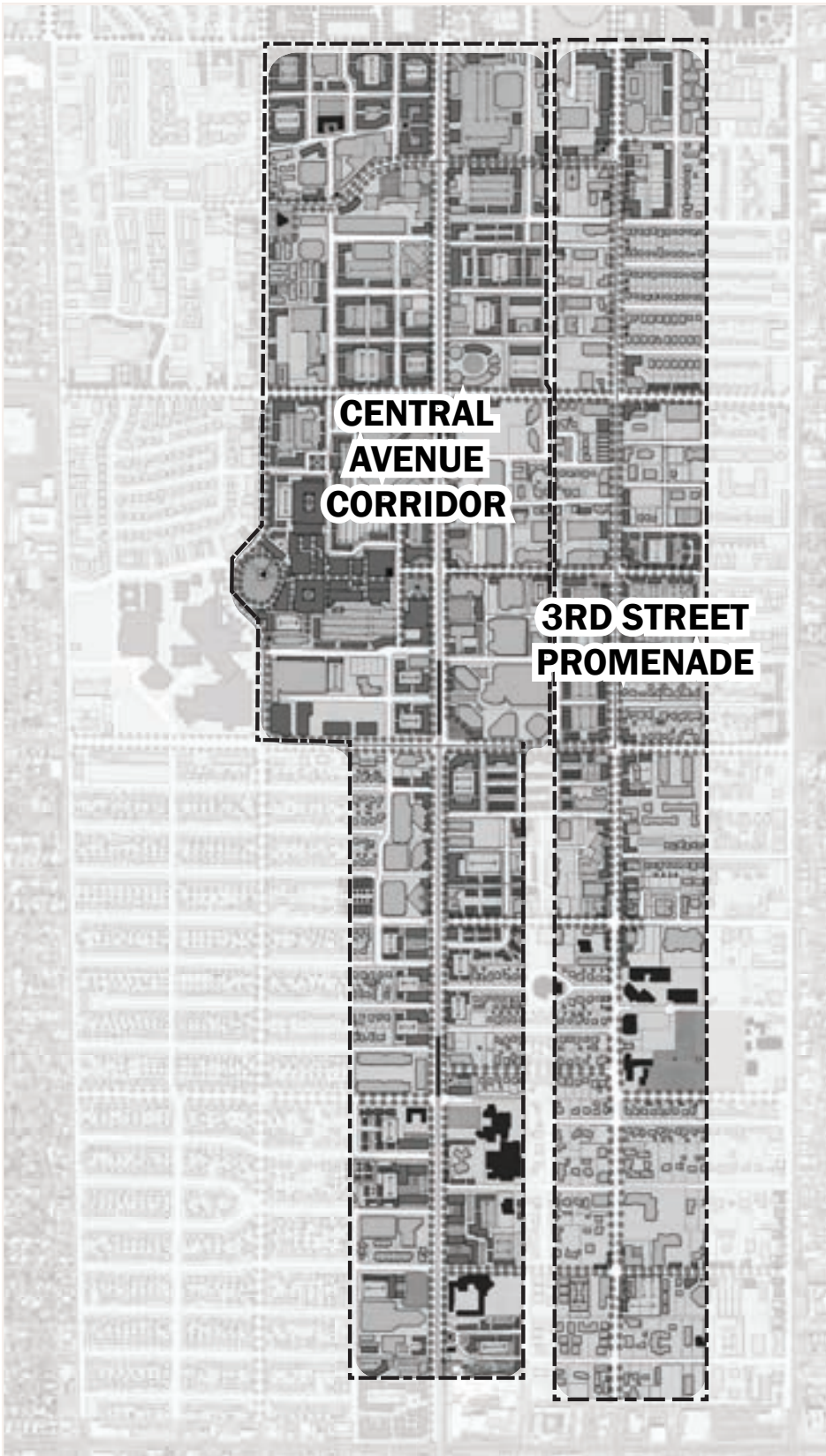
7th Ave

3rd Ave

Central

3rd St

7th St



Indian School Rd

Clarendon Ave

Osborn Rd

Earll Dr

Thomas Rd

Virginia Ave

Oak St

Palm Ln

McDowell Rd



MASTER PLAN | OPEN SPACE

The Open Space Plan identifies strategic sites to 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.

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, laundromats, and cafés.

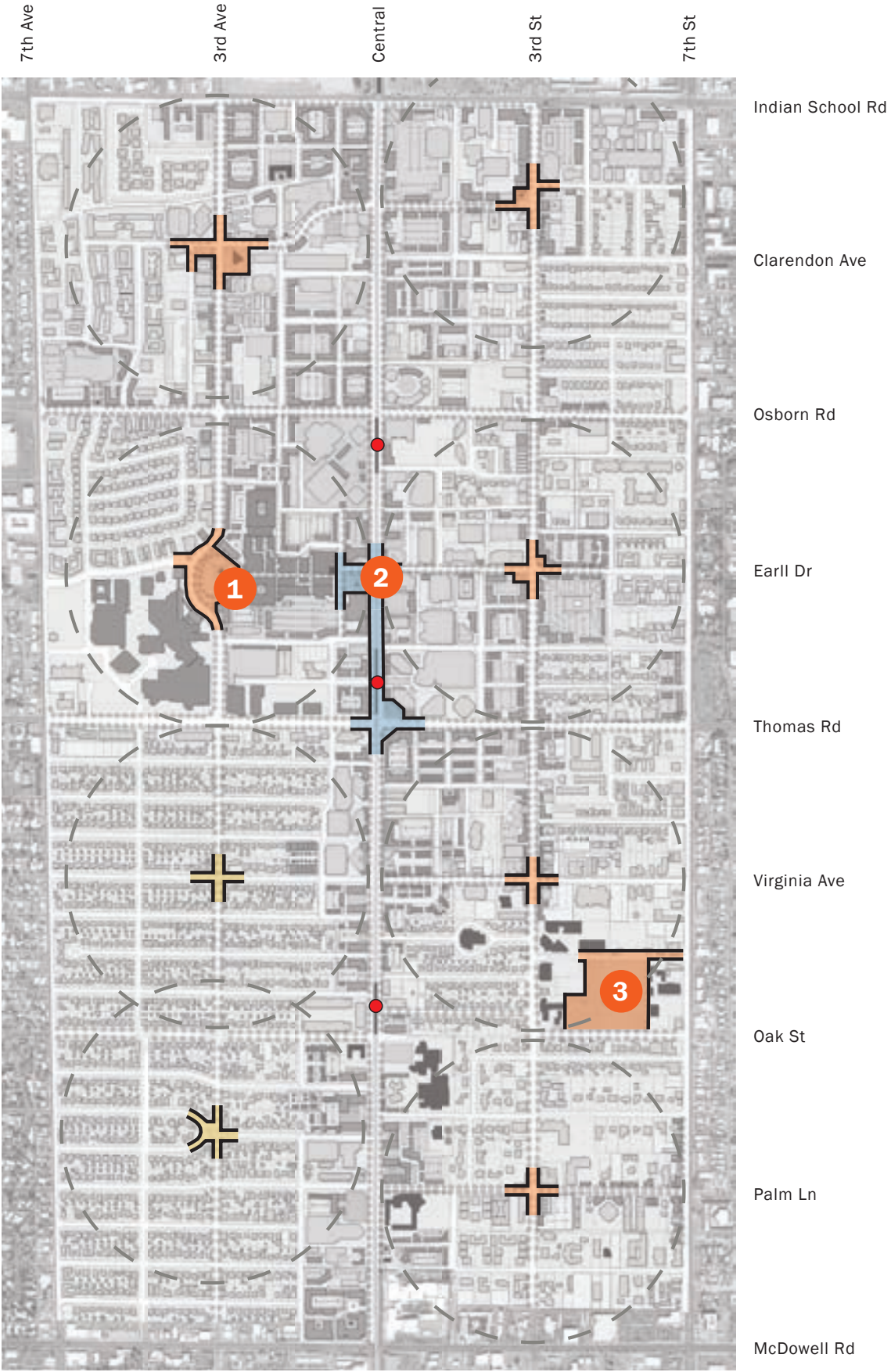
OPEN SPACE INVESTMENT PRIORITIES

- 1** PARK CENTRAL OVAL GREEN
- 2** PARK CENTRAL PLAZA
- 3** MONTEREY PARK

FOOD OUTLET INVESTMENT PRIORITIES

- 1** PARK CENTRAL OVAL GREEN (COMMUNITY GARDEN)
- 2** PARK CENTRAL PLAZA (FARMERS MARKET)

-  Light Rail Stops
-  New Public/Semi-Public/Improved Existing Spaces
-  Existing Public Spaces
-  New District Node
-  Neighborhood Shed



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

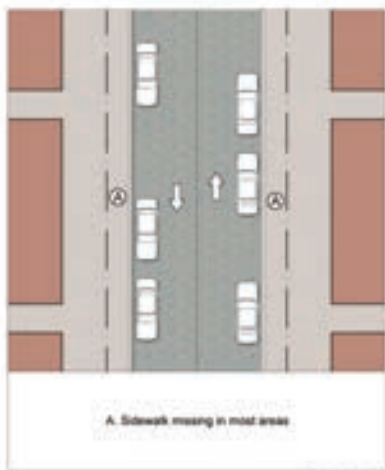
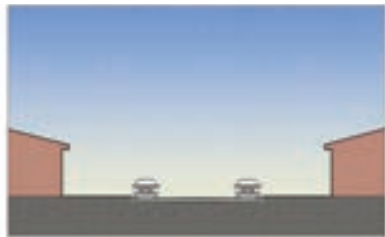
1 3RD STREET

2 CENTRAL AVENUE

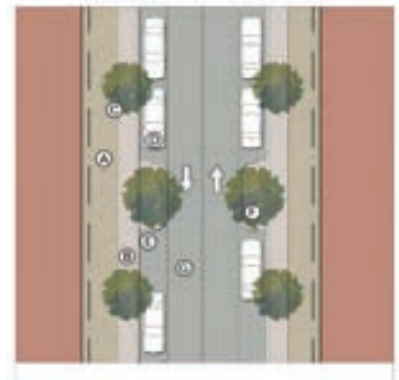
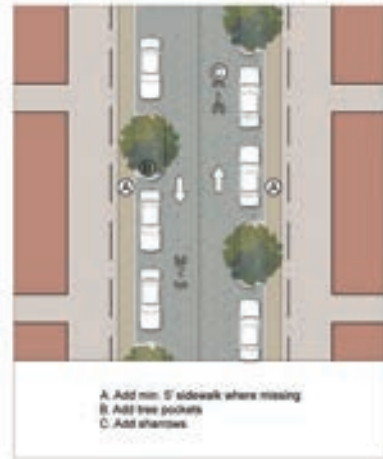
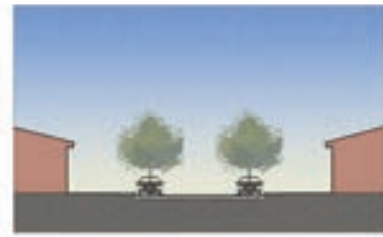
3 3RD AVENUE

RETROFIT STREET SECTION

Existing

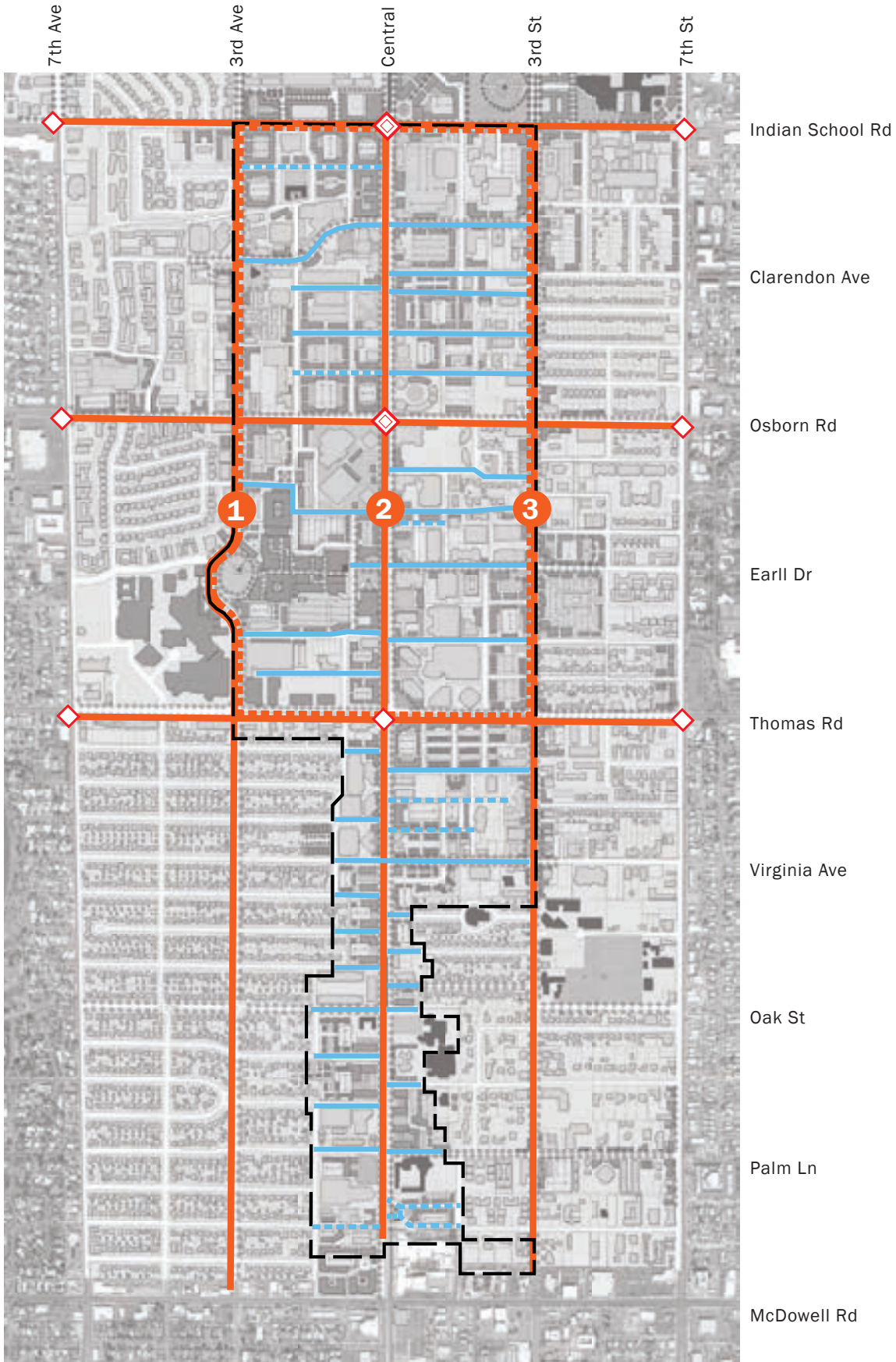


Proposed



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 - see proposed retrofit in Appendix
- Existing TOD (WUD) street - see "Typical TOD" retrofit
- - - Proposed new TOD (WUD) street
- - - Proposed new street car / trolley bus route
- ◊ High Priority - Intersection Improvements
- ◊ Medium Priority - Intersection Improvements
- - - - TOD-1 and TOD-2 Interim Overlay Boundary



MASTER PLAN | PUBLIC TRANSIT



The transit plan indicates transit routes that are prioritized for improvement based on community input, data analysis and field observations.

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

TRANSIT MOBILITY HUB PRIORITIES






- 1 THOMAS ROAD AND CENTRAL AVENUE**

TRANSIT ROUTE PRIORITIES



- 1 URBAN CIRCULATOR**
- 2 CENTRAL AVENUE**
- 3 7TH AVENUE**

-  Existing transit route
-  Proposed new street car / trolley bus route
-  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. A second phase will plan the WU Code along 3rd Street and 3rd Avenue.

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.

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 encoded in the Conceptual Master Plan.



CENTRAL AVENUE & ENCANTO BOULEVARD

	<p>Medium Urban Center</p>	<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: 80,000 sq. ft. 	<ul style="list-style-type: none"> Sub-Regional Destination Medium Regional Accessibility 		<ul style="list-style-type: none"> Medium Intensity 3-6 Stories Incentive: 10 Stories
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CENTRAL AVENUE & THOMAS ROAD

	<p>Regional Center</p>	<ul style="list-style-type: none"> Office Employment Industry Cluster High & Mid Rise Living Supportive Retail 	<ul style="list-style-type: none"> High Rise Mid Rise Apartment Town house Row house 	<ul style="list-style-type: none"> Mid-High Rise Office & Hotel Under 40,000 sq. ft. single tenant retail footprint Incentive: 60,000 sq. ft. 	<ul style="list-style-type: none"> Regional Destination High Regional Accessibility 		<ul style="list-style-type: none"> High Intensity 5-10 Stories Incentive: 20 Stories
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CENTRAL AVENUE & OSBORN ROAD

	<p>Regional Center</p>	<ul style="list-style-type: none"> Office Employment Industry Cluster High & Mid Rise Living Supportive Retail 	<ul style="list-style-type: none"> High Rise Mid Rise Apartment Town house Row house 	<ul style="list-style-type: none"> Mid-High Rise Office & Hotel Under 40,000 sq. ft. single tenant retail footprint Incentive: 60,000 sq. ft. 	<ul style="list-style-type: none"> Regional Destination High Regional Accessibility 		<ul style="list-style-type: none"> High Intensity 5-10 Stories Incentive: 20 Stories
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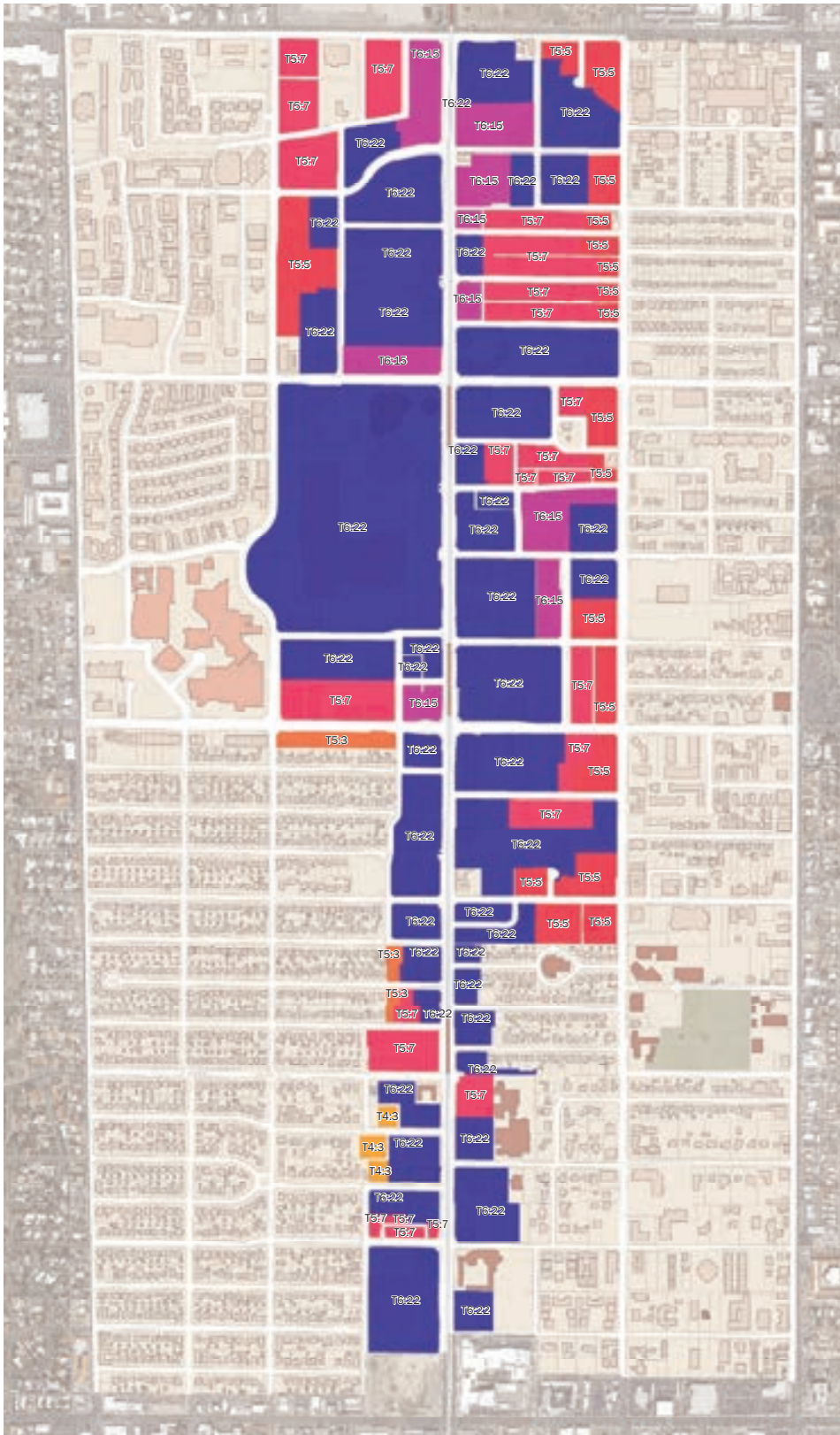
7th Ave

3rd Ave

Central

3rd St

7th St



Indian School Rd

Clarendon Ave

Osborn Rd

Earll Dr

Thomas Rd

Virginia Ave

Oak St

Palm Ln

McDowell Rd

ReinventPHX Conceptual Zoning Plan



CENTRAL AVENUE CORRIDOR





Reinvent
Entrepreneurship

Entrepreneurs at SeedSpot, a social impact business incubator in Midtown



COMMUNITY VISION

Central Corridor in 2040

Overview

In 2040, Central Avenue is Midtown’s business spine [IN7; IN10; SE3]. Lined with mixed-use high rises that once suffered from high vacancy rates, Central Avenue is now a bustling corridor of commerce and energy that welcomes visitors to Midtown from all over the city [IN1; IN2; IN9; SE2; SE3; W1; W2].

Theme: Green and Creative Building Reuse

During the decades leading up to 2040, Midtown overcame a 30 percent vacancy rate in its high rise offices [IN9] through an adaptive reuse strategy that has rehabilitated and repurposed vacant buildings into mixed-use towers. The creative integration of businesses and residences has filled most buildings along Central Avenue to full occupancy, which once suffered from nearly 3 million square feet of vacant space [W1; W2; VESC]. As the high-rises were renovated, the structures were

made more energy efficient. In addition to cost savings, these investments also provide sound barriers that allow residents to live close to one another and to businesses without any noise problems [W1]. Many buildings were also upgraded with cutting edge IT equipment that helped attract the numerous creative technology companies that now lease space in them.

Theme: Innovation and Entrepreneurship

In 2040, the office spaces along Central Avenue’s re-energized high rises are filled with small, local businesses. Companies along the corridor include high tech start-ups, service-oriented firms, and numerous non-profits [IN10; W1; W2]. The Central Corridor has been perfect for firms that want to be in an exciting, urban environment but can’t afford the high cost rents Downtown [IN9]. Seed-Spot, a social impact incubator located in the Corridor, has helped create a cluster of ambitious entrepreneurs who are focused on creating products that improve the communities around the

world. This has helped foster an international, socially-conscious cultural feel in Midtown.

Central Corridor entrepreneurs also benefit from a small business support organization that is funded by Midtown's Community Investment Bank. This program provides micro-loans to assist with start-up costs and operating expenses [Vision Pool; W2; VESC]. Some high-rises on Central Avenue feature floors dedicated to co-working spaces that allow organizations to share office resources and expertise [W2; VESC], which reduce costs and further help small organizations join the Central Avenue business community.

Theme: Phoenix's Signature Corridor

In 2040, Central Avenue is an active, pedestrian and bicycle-friendly street with slow moving traffic and numerous shops and restaurants. Central Avenue still has two lanes of traffic in both directions, but the combination of shortened left turn lanes and the removal of the striped, excess pavement along the light rail track have provided space for street parking along portions of the street and facilitated the striping of highly visible shared bike/car lanes called "sharrows" [W2; VPS]. Not only is Central Avenue safer for pedestrians and cyclists, but it also offers more attractions for visitors. Small plazas and greens provide spaces to relax [VPS], and outdoor cafés and restaurant patios occupy the ground floor of many high-rises [IN1]. With trees lining the sidewalk, Central Avenue's public spaces are cool and shaded.

Theme: Lower Cost of Living

In 2040, the Central Corridor is home to many new residents and businesses, and the increased activity reduces transportation costs because residents live close to where they work and shop [IN1; IN2; IN9; SE2; SE3; W1; W2]. While most of the development in the Corridor has focused on repurposing existing buildings, there have been a few major new construction projects on what used to be asphalt parking lots. These new buildings are generally 10 to 20 stories [VPS], which has significantly grown tax revenues without the added costs of extending infrastructure and city services further out into the desert. By 2040, the high-rises along Central Avenue are full of tenants after the Midtown Partnership carefully helped match the right tenants with the right buildings. New development was slow at first, which avoided saturating the area with real estate before it could support additional commercial and residential units [IN9]. Once the vacant high-rises were rehabilitated and converted to mixed-use, they filled up. This concentrated activity and renewed vitality pushed the area's market demand over a tipping point that unleashed capital and created a wave of development.

DAILY LIFE ON CENTRAL AVENUE IN 2040

Every morning I open my eyes to a beautiful sunrise over the Phoenix Mountain Preserve shining onto the bustling streets below [MTN05]. My apartment is in a renovated office building on Central Avenue, and I call the fourteenth floor home [VPS]. I begin my morning by taking the elevator down to the lobby, while chatting with one of my neighbors who works at the community development firm on the second floor [SE3; IN7; SE2; SE4; IN8; W2].

Once outside, I walk my son to his elementary school on 3rd Street, then head back to Central to grab a coffee on the ground floor of my office building. My office is in a co-working space in a high-rise, just two light rail stops from where I live [W2]. We have been able to make such progress in this new location, building invaluable connections with other small businesses in the area through a mentorship program [VESC; IN10; W1; W2].



PARK CENTRAL

New District Node

Overview

In 2040, Park Central is the anchor of the Midtown District. The redevelopment of its large surface parking lots helped catalyze the transformative changes that have occurred throughout the district over the past two decades [IN7; IN8; IN9; SE1; SE2; SE3; SE4]. Mid and high-rise buildings front Central Avenue, [IN9; IN13] and a pedestrian-oriented outdoor retail occupies the heart of the property. The shopping mall is now a mixed-use urban center that blends outdoor retail [SE3; IN7], restaurants, housing [SE2; SE4], office space and medical research facilities [SE2; SE4].

In 2040, Park Central is a major destination that draws people from around the city and provides residents easy access to retail and office jobs [IN8; W2]. Residents in the Willo neighborhood enjoy strolling along restaurant patios and storefront windows and employees from St. Joseph’s Hospital and Medical Center often walk over for lunch. The hospital has

partnered with a university to build a medical research center [IN8; W2; VESC], integrating cutting-edge technology jobs with great amenities - including shopping, nightlife, hotels and quality urban housing - all within a short walk. A concentration of people, including researchers, hospital staff, students, residents and frequent visitors have transformed Park Central into a vibrant urban environment, with a college-town feel. [IN9; IN13; W2].

Theme: An Innovation Eco-System

In 2040, Park Central’s mixed-use buildings are home to numerous local, independent businesses that are able to thrive with affordable lease payments [W2; VESC]. Midtown residents strongly support these businesses with a “buy Midtown” ethic, along with many other residents who come from all over the city for Park Central’s collection of unique stores, walkable streets, and beautiful open spaces [W2].

Theme: Quality Employment and Training

In 2040, Park Central provides a diverse range of employment opportunities for residents, including healthcare, education, service, retail, and hospitality. The medical research center attracts students from all over the country for high quality, hands-on learning. [IN8; W2; VESC]. This university-hospital partnership also provides opportunities for residents to increase their academic and professional capacities through affordable courses and numerous free lectures [W2].

Theme: Walkability

In 2040, Park Central is well-connected to surrounding neighborhoods. Along perimeter streets like Thomas Road, bike lanes and wider sidewalks have replaced automobile lanes to improve safety for bicyclists and pedestrians [W1; W2; VPS]. New streets within Park Central are designed for slow traffic with narrow travel lanes and street parking [W1; W2; VPS]. Heavily shaded sidewalks [W1] and bus stops [SE1; SE4; W1] provide comfort to pedestrians walking to and within Park Central, and residents that live farther away can ride the new streetcar circulator [W1; VESC]. People feel safe using well-lit streets and bus stops at any time of day [W1]. The close proximity of businesses, restaurants, offices, and housing helps residents meet their daily needs without having to travel very far, saving many families from the high cost of car ownership.

Theme: Parks at Park Central

Park Central's shaded paseo provides a pedestrian-friendly, active outdoor mall [W1; VESC] that links together two high quality open spaces: a beautiful plaza fronting Central Avenue and a lush green adjacent to 3rd Street. The spaces are highly used by surrounding residents and employees and also provide a place for weekend farmers' markets and other community events that draw people from around the city. [W1; VPS].



DAY IN THE LIFE NEAR PARK CENTRAL IN 2040

It has been great to live and work at Park Central. I eat lunch most days out on the plaza with my St. Joseph's coworkers and often look up to see my dog Nacho eagerly awaiting his mid-day walk as he peers out of my apartment window. Today, the plaza stage is hosting a free performance from Midtown's new theatre troupe. Park Central's conscientious developers installed a solar energy system on the stage's roof, providing free power for the plaza's lights and the audio / video equipment. It's so fun to have so many free concerts and cultural events right next door. The neighborhood is so full of life and it seems like each day there's a new unique small business opening, which now includes everything from small software design offices to day-care services and a small food co-op [SE2; SE3; MTN03]. [W1; W2; MTN02].

Park Central also has great local restaurants and entertainment, and I often have friends over for late night drinks on my 18th floor balcony [W2].



MASTER PLAN

Design Overview

Park Central is re-imagined as the heart of Midtown as a retail, residential, institutional and community node with a strong emphasis on healthcare and wellness education given Dignity Health’s presence as the area’s largest employer and already a mall tenant.

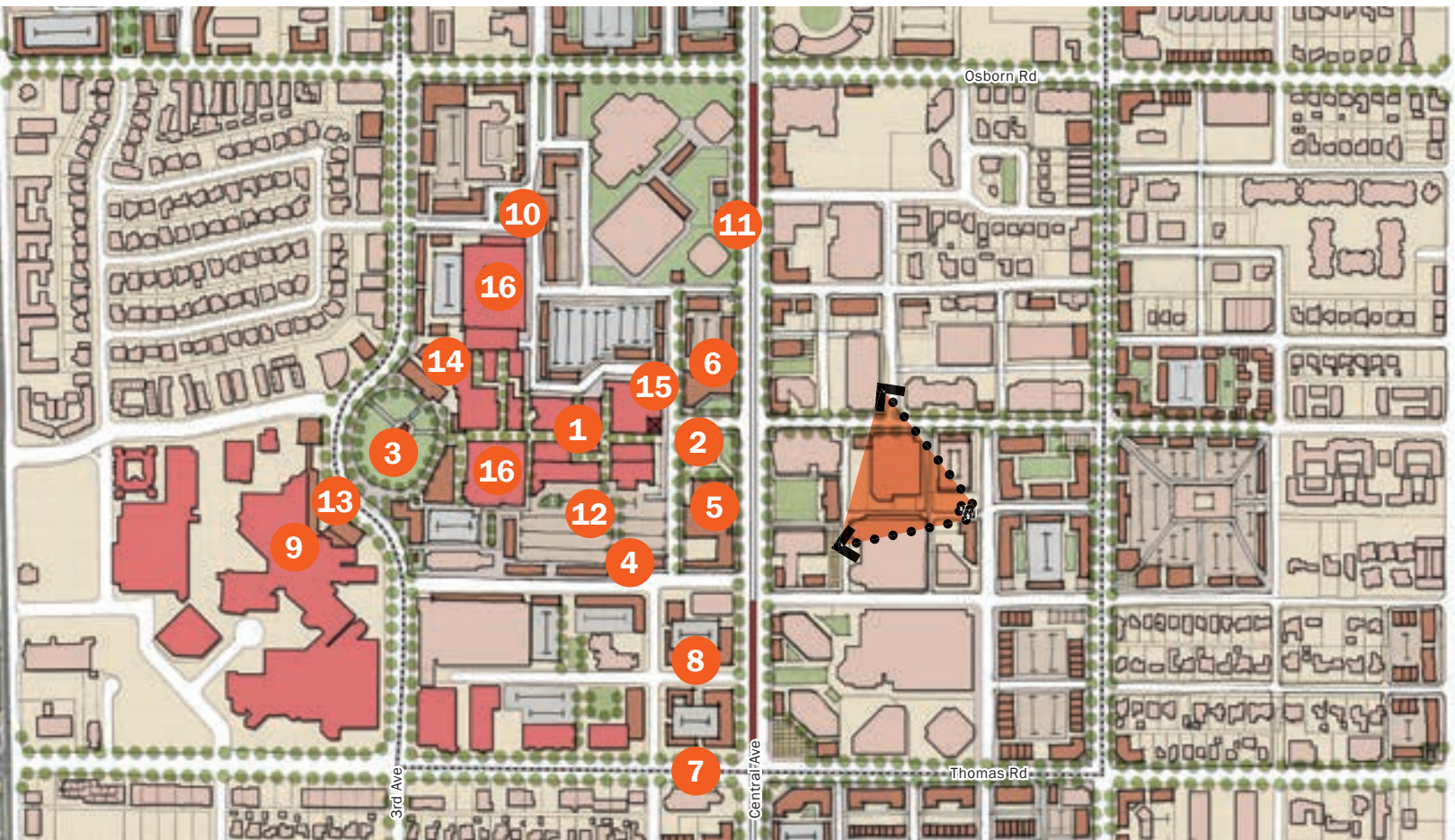
The first phase of the mall retrofit includes a complement of liner buildings and two new formal public spaces: a new square on Central Avenue and a large park at 3rd Avenue and Earll Drive.

The existing mall promenades are enhanced with additional courts and passages to connect the square with the park. The liner builders help screen parking facilities and accommodate a range of uses, including affordable office and residential space.

A future phase would involve high rise mixed-use buildings anchoring the major entry points to the reinvented Park Central.

Key Plan





Annotated Master Plan

Legend

1. The passages of the existing mall, which are open to the air, are extended out from the building to connect to the larger context and new passages will be added
2. A new plaza is proposed on Central Avenue, a formal urban space at the District's geographical and spiritual center
3. A park with amphitheater is proposed to take advantage of a fortuitous deviation in the city grid's otherwise rectilinear street alignment
4. Liner buildings help screen parking and accommodate a mix of uses including affordable office and residential space
5. Proposed grocery store site
6. Future high-rise to flank proposed plaza
7. The proposed streetcar / trolley bus provides extended access beyond the existing light rail corridor
8. New high-rise mixed-use infill development with internalized parking garages reinforce the structure of the city blocks
9. St. Joseph's Hospital and Medical Center
10. Hotel District plaza establishes a focal point for the existing concentration of lodging facilities north of the mall
11. Central Avenue low-rise infill
12. Parking court (and future development site)
13. Hospital Pavilion Expansions
14. Retail /educational
15. Enhanced clock tower terminating Earll Drive
16. Courtyards bring light and air into the "big box"

2040 Vision

3rd Avenue

5

4

2

Catalina Drive

3

6

Park Central Evolves - Phase 1

The first phase of the mall retrofit includes a complement of liner buildings and two new formal public spaces: a new square on Central Avenue and a large park at 3rd Avenue and Earl Drive.

The existing mall promenades are enhanced with additional courts and passages to connect the square with the park. The liner buildings help screen parking facilities and accommodate a range of uses, including affordable office and residential space.



Central Avenue

Earl Drive

7

8

1

- 1** **Green Civic Space** on Central Avenue
- 2** **District Parking Garage**
- 3** **Mixed Use Development** Liner buildings shield parking
- 4** Proposed new **Passive Park**
- 5** Existing St. Joseph's Hospital and Medical Center
- 6** New **Mixed Use Development** to establish block structure
- 7** Proposed **Full Service Grocery Store**
- 8** Terminated vista at the end of Earl Drive

3rd Avenue

4 The oval park at 3rd Avenue and the Park Central promenade is reinforced with a layer of mid-rise buildings that gradually become taller structures towards Central Avenue.

Catalina Drive

Park Central Evolves - Phase 2

Anticipating continued market growth in the central city, the second phase envisions mixed use high-rises framing the plaza at Earl Drive and the principal intersections along Central Avenue. The major entry points to the “reinvented” mall are also anchored with mixed-use towers, each connected to an adjacent parking structure.

With taller buildings and additional parking liner structures, a revitalized Catalina Drive is reimagined as a walkable thoroughfare connecting Central Avenue with an expanded St. Joseph’s Hospital and Medical Center’s new tower at 3rd Avenue.



Earll Drive

Central Avenue

1 The plaza at Central Avenue and Earll Drive honors the historical significance of Park Central Mall as the retail hub of Midtown by reenvisioning its front parking lot as a formal civic space for community gatherings and events.

3RD STREET PROMENADE





Residents and Stakeholders of 3rd Street Promenade.



COMMUNITY VISION

A Destination for Pedestrians

Overview

In 2040, 3rd Street is a destination for pedestrians and bicyclists. Independent businesses front the street, with residential neighborhoods within surrounding blocks. Contrasting the larger scale of development on Central Avenue, the 3rd Street Corridor is conscious of the smaller, more personal scale of adjacent historic neighborhoods, and is visually integrated into a historic residential setting [IN4; W2].

Theme: Locally Owned Retailers

In 2040, 3rd Street is a thriving, small-scale business “main street”. Inspired by the Melrose District on 7th Avenue, the street’s commerce is dominated by independent and boutique businesses that create a distinct sense of place [IN5; IN7; IN10; SE2; W2]. To improve their success and further integrate into the Midtown community, local-business owners have created a “buy local” initiative to provide incentives for keeping Midtown money in the District [W2; VESC]. Residents

participate in this initiative because they appreciate the friendly atmosphere [W2] that local businesses have brought to the area.

Theme: Connecting the City’s Best Parks

In 2040, 3rd Street is safe and comfortable for walking and bicycling. One lane of traffic in each direction has been replaced by wide sidewalks and a fully protected bike-lane located between the curb and street parking [SE4; W2; VPS;]. These improvements have slowed traffic and improved safety within the corridor, resulting in sidewalks that are always bustling with pedestrians. Along the corridor, small plazas and greens allow places to relax and people-watch [W2; VPS]. With the improved infrastructure, 3rd Street has linked together Steele Indian School and Margaret T. Hance Parks [IN9; IN18, SE3] and is now closed to cars every Sunday morning for a popular street festival [SE4] that draws numerous families with young children out to walk and bike from park to park.



Theme: Unique and Green Buildings

In 2040, single-story residential buildings and two to three-story office buildings have been adapted to house 3rd Street's independent businesses [IN4; W1; W2]. The reused buildings saved a significant amount resources compared to typical demolition and reconstruction methods. To further save money and energy, buildings have been renovated for efficiency and fitted with solar energy systems. To preserve the character of surrounding neighborhoods, solar panels are carefully placed to not impact the appearance of historic buildings [W1; W2].

Theme: Convenient Neighborhood Amenities

In 2040, 3rd Street's mixed-use character reduces the need to drive. New development is mixed use, compact and generally 3 stories, allowing more residents to live closer to businesses that provide day-to-day shopping and services, and allowing for increased savings due to lower transportation costs.

LIFE ON 3RD STREET PROMENADE IN 2040

It's another gorgeous Sunday morning, as I step down the stoop porch of my townhouse in East Alvarado [IN4; W2]. I'm eager to get to work at my corner bakery on Clarendon. I love to ride my bike to work on 3rd Street and see all the families already out doing errands or heading to the park [MTN02; W2; IN1; SE1; SE4;]. As I approach my bakery, I'm greeted by the aroma of fresh bread and several tables of smiling, loyal patrons who wave and say hello [MTN02]. Customers love dining in our shaded garden patio that fronts the sidewalk, especially because they can see the fruits, vegetables and herbs used in our most coveted recipes.

My husband has been working all morning with our dedicated staff, who all live in the Midtown [IN5; SE2]. It's hard to believe we've been open nearly a decade, with many thanks to the seed grant program provided by Midtown's "Buy-Local Initiative" [IN5; IN7; IN10; SE2; W2].



MASTER PLAN

Design Overview

Previous planning efforts have identified 3rd Street as an important pedestrian corridor with potential to serve as a local “Main Street.”

The desired character is for a walkable, shaded environment that averages 3 stories in height with storefronts featuring mostly local businesses.

The Master Plan celebrates several key intersections along 3rd Street with promenade development potential.

This vision was embraced by the design team and expanded to incorporate a streetcar circulator to further service and activate the corridor.

Key Plan

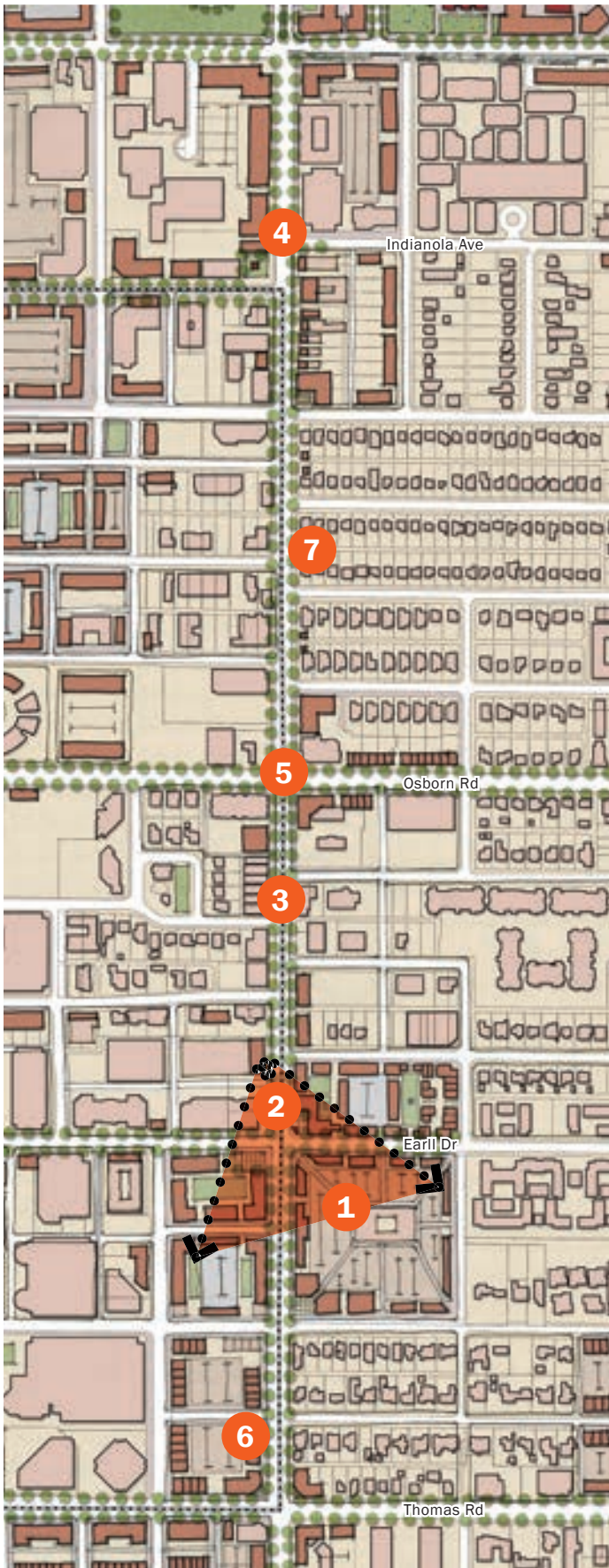


Annotated Master Plan

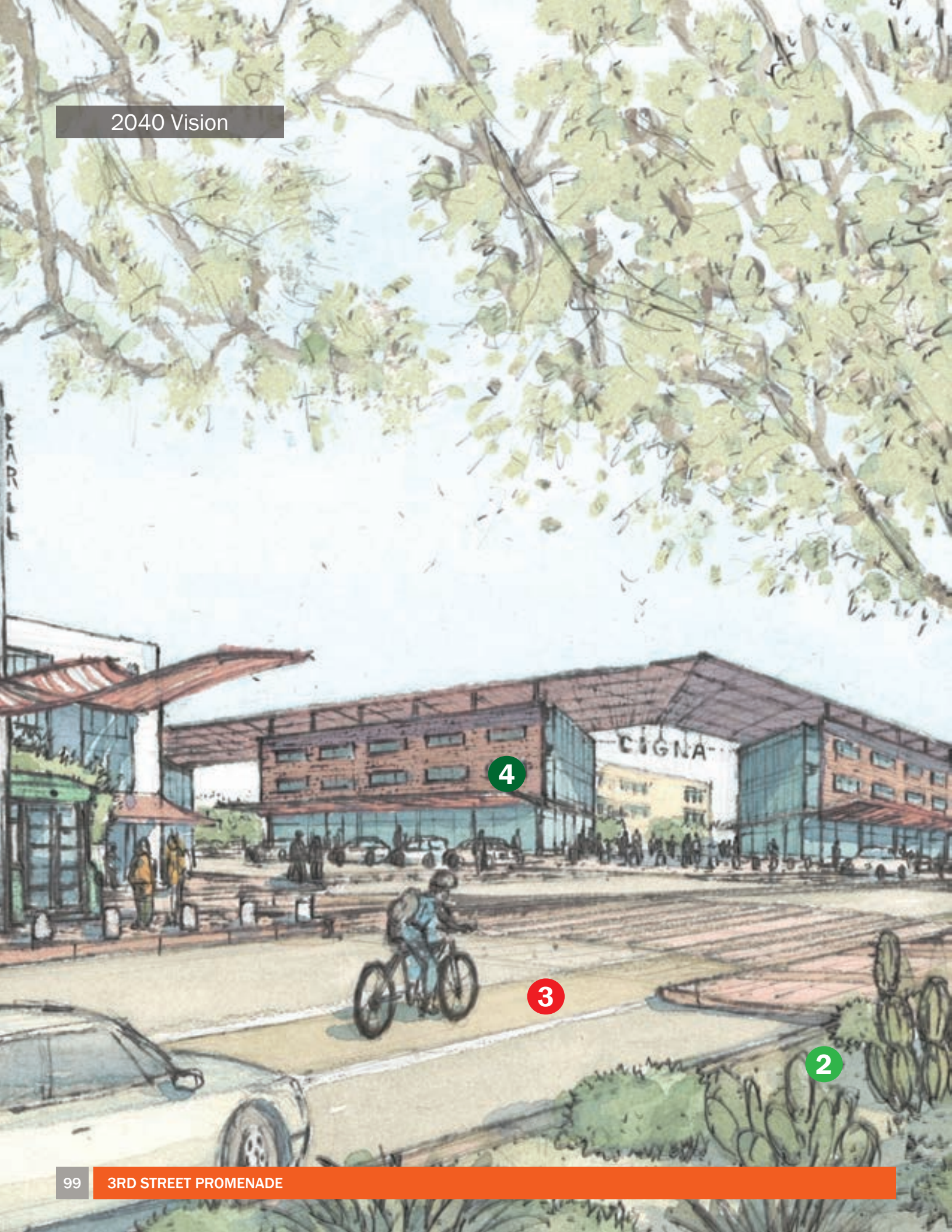


Legend

1. Proposed office building retrofit: the existing Cigna complex currently exemplifies a more suburban development model. This plan proposes to “wrap” the parking lot with shallow office/retail liner buildings to help define the street edge.
2. Proposed shopfront retrofit: An existing office building is proposed to receive a narrow shopfront retrofit to help it better relate to the pedestrian experience along 3rd Street.
3. A streetcar / trolley bus is proposed from Thomas Road to Indian School Road. This new transportation element will provide greater access from the light rail to the neighborhoods bordering 3rd Street.
4. Indianola Ave and 3rd Street: A new neighborhood node takes advantage of an existing green space, former fire-house and several redevelopment sites.
5. Osborn Road and 3rd Street: the area surrounding this intersection is proposed for greater intensity and height and to the southeast and southwest are three existing retail storefront buildings.
6. Live-work townhouses are a compatible building type for the reimagined 3rd Street.
7. Encourage the construction of accessory units (“granny flats”) for residential properties that are located along 3rd Street to reinforce the street wall and provide more “eyes on the street.”



2040 Vision



4

3

2



1

1 A storefront shade canopy provides some much needed **Engineered Shade and Cooling**.

2 Climate compatible vegetation in the planting strip performs as a component to the newly created **Green Street**.

3 Street retrofit with **Safe Bikelanes**.

4 Office building retrofit using **Mixed Use Development** as a liner building.



Existing Conditions

CATALYST PROJECT - ADAPTIVE REUSE

Activating the Sidewalk

The illustration above shows how the existing building, at the corner of Earll and 3rd Street, lacks visual interest and human activity at the pedestrian level.

A proposed retrofit on the next page, featuring additional openings, a large overhanging shade structure and cafe seating helps enliven the street and provides a much more desirable pedestrian experience.

Key Plan

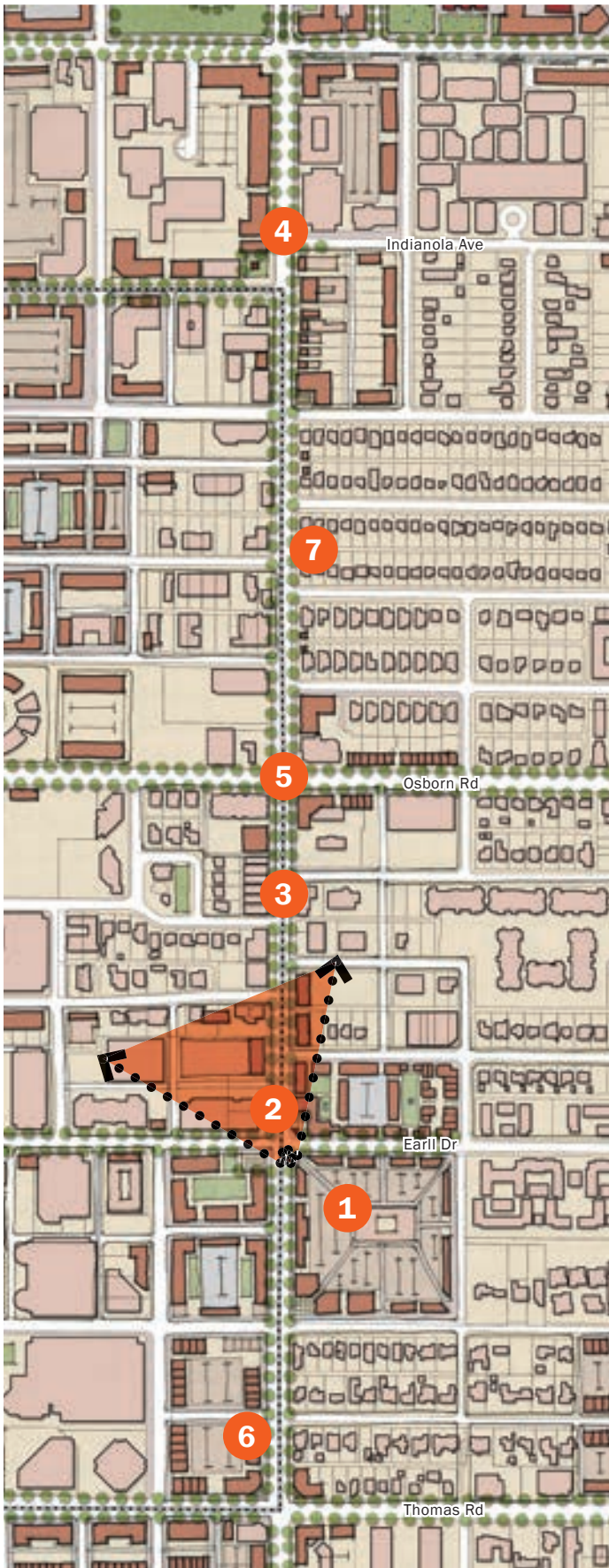



Annotated Master Plan



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2040 Vision

1 A storefront shade canopy provides some much needed **Engineered Shade and Cooling**.

2 Climate compatible vegetation in the planting strip performs as a component to the newly created **Green Street**.

3 “Eyes on the Street” from the newly created **Active Frontages**.

4 A vegetated planting strip and on street parking buffer pedestrians from vehicular traffic creating a **Safe Sidewalk**.



1

3

4

2



Existing Conditions

CATALYST PROJECT - COMPLETE STREET

3rd Street Retrofit

The photo above is of the existing condition on 3rd Street and illustrates some of the current deficiencies: the traffic lanes are wide, there is little shade along the sidewalk and insufficient pedestrian lighting. Some buildings do have storefronts facing the sidewalk, but the speed of traffic and lack of shade likely contribute to the lack of commercial vitality.

Key Plan





2 In the first phase of the retrofit, parking lanes and a buffered bike lane are painted on the street.



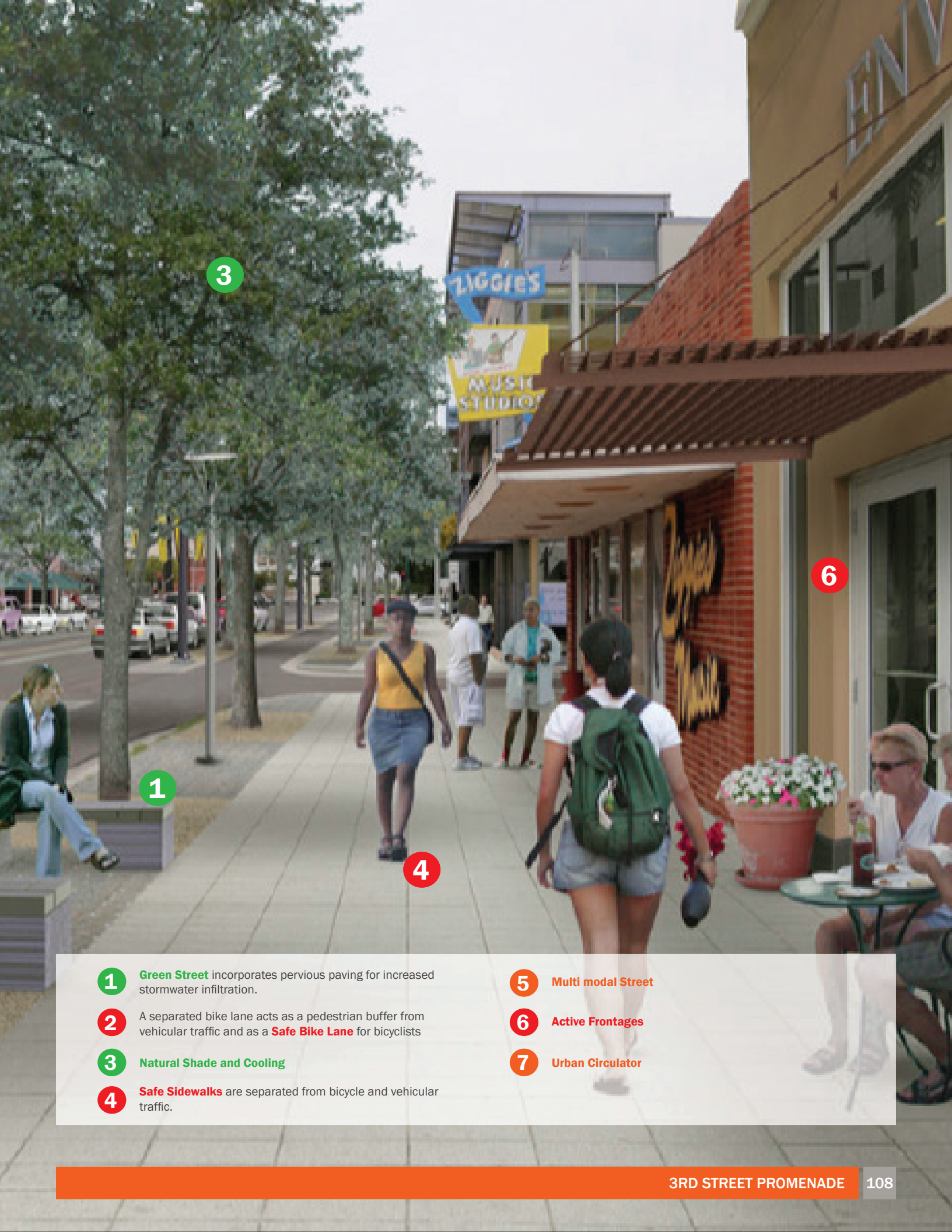
3 In the next retrofit phase, the bike lane buffer is replaced with pervious pavers and trees. The planter strip along the sidewalk receives benches, trees, pervious pavers, bike racks, and other street furnishings. The added shade and amenities attract new businesses to the corridor.



////////////////////////////////////
3rd Street Transformation

In the final phase, the streetcar/trolley bus circulator is implemented, solidifying 3rd Street as a multi-modal “Main Street” with thriving businesses serving the nearby neighborhoods.

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



3

1

4

6

1

Green Street incorporates pervious paving for increased stormwater infiltration.

2

A separated bike lane acts as a pedestrian buffer from vehicular traffic and as a **Safe Bike Lane** for bicyclists

3

Natural Shade and Cooling

4

Safe Sidewalks are separated from bicycle and vehicular traffic.

5

Multi modal Street

6

Active Frontages

7

Urban Circulator

110

MIDTOWN

HOW WE GET THERE



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

ACHIEVING THE VISION

Collective Impact

The Midtown 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 Reinvent PHX partners, including the Midtown 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 Midtown residents is critical for successful implementation.



Measurable Outcomes

The first step in the strategy-building process is operationalizing the vision with performance measures. Each measure has a long range aspirational target that is based on an optimal condition and may not be feasible in all cases. These measures help focus execution and provide a learning tool for evaluating progress and informing policy adjustments over time. Periodic updates and analyses of the indicators should be done by universities, research institutions, and urban policy organizations in collaboration with the city.

Evidence-Based and Innovative Strategies

Twenty-five strategies derived from national best practices and engagement with both community development professionals and Midtown residents, have been developed to accomplish the plan's Outcomes. Reinvent PHX 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 Midtown Steering Committee.

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

MEASURABLE OUTCOMES

Elements	Measures	Current	Benchmark
Land Use	Outcome 1: Efficient Infrastructure and Public Services		
	Development Intensity (Housing Units + Jobs per acre)	35	over 94
	Acres of Vacant Land	31	under 10
	% of District covered in asphalt surface parking	17%	under 5%
	Outcome 2: Convenient Neighborhood Amenities		
	Walkscore	68	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	1,163	over 1,163	
Housing	Outcome 1: Access to Affordable Housing		
	% of low income households with housing cost burden	88%	under 50%
	% of units affordable for moderate income households* - Owned	50%	over 67%
	% of units affordable for moderate income households* - Rented	88%	over 67%
	Overcrowding	1%	under 2%
	Outcome 2: Diverse Neighborhoods		
	Household Income Diversity	0.9	over 0.7
	Housing Type Diversity (bedrooms, MF, SF, etc)	0.6	over 0.7
	Household Diversity (family, single, married, etc)	0.4	over 0.7
	Outcome 3: High Quality Housing		
	% of housing units in disrepair	0%	under 2%
	Outcome 4: Low Cost of Living		
	% a household making the regional median income spends on housing	27%	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)	17	under 9
	# of Violent Crimes per 1,000 households over 3 years (2010 - 2012)	43	under 25
	Outcome 2: Access to Recreation		
	% of households within 1/4 mile walk to public recreation facilities	7%	over 70%
	Outcome 3: Access to Healthy Food		
% of households within a 1/4 mile walk to Healthy Food	33%	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	22%	under 10%
	Outcome 2: Access to Quality Education		
	% Public Schools with "A" designation	0%	100%
	% of residents with post-secondary degree	44%	Over 40%
	Outcome 3: Financially Stable Residents		
	Unemployment rate	7%	under 6%
	Outcome 4: Access to Quality Careers		
Number of jobs in key industries (healthcare, education, IT, professional services, retail & restaurants)	24,291	over 40,000	
% of residents self-employed	10%	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	18	over 22
	Average transit frequencies (bus + Irt)	13 min.	under 15 min.
	Annual light rail ridership (boardings/deboardings)	1,625,054	over 3,000,000
	Outcome 2: Efficient and Compatible Parking		
	Number of District parking facilities	0	over 2
	Number of arterial and collector streets with parking	0	4
	Outcome 3: Reduced Automobile Dependence		
	Vehicle Miles Traveled (VMT) per Household	9,075	under 7,000
	Outcome 4: Convenient and Safe Block Pattern		
Intersections per square mile	96	over 90	
Green Systems	Outcome 1: Clean and Efficient Stormwater Management		
	% Pervious groundcover	36%	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	7%	over 10%
% Surface Temperature over 130 degrees F in July	10%	under 5%	
Tree Coverage	7%	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

Adopt a Best Practice Form Based Code

Midtown'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 Midtown.

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 Encourage parking garages to be wrapped with liner buildings when adjacent to street frontages.	Codes
L1.4 Limit parking as a permanent primary use.	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 Conceptual 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 Conceptual Master Plan, unless the City determines that a reduction in property values 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.	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	■
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 and 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 prefer locations with predictable long term values that create a sense of place.

POLICIES	TOOLS
L2.1 Increase development intensity and a mix of uses at a level consistent with the Conceptual Master Plan.	Codes
L2.2 Minimize approval processes that require "case-by-case" decisions and numerous negotiations.	Operations
L2.3 Utilize the city's Design Review Committee (DRC) to overcome Design Guidelines if approval is unable to be granted by staff.	Operations
L2.4 Improve the Planning Hearing Officer (PHO) process to ensure generally consistent with the Conceptual 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 Midtown Steering Committee Chair or designee about all requests for rezoning, zoning adjustments (Use Permits/Variances), PHO hearings, DRC appeals, abandonments, and all site plan preliminary review meetings.	Knowledge
OUTCOMES	IMPACT
1 Efficient Infrastructure and Public Services	■
2 Convenient Neighborhood Amenities	■
3 High Quality Urban Development	■
4 Authentic Culture and Character	■

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.

CENTRAL CORRIDOR Action Plan 2015-2020

Elements	Actions	TOOLS	GOVERNMENT	BUSINESS	COMMUNITY
Land Use	1 Hold a property owner forum on the Walkable Urban Code	Knowledge	■		
	2 Create a final regulating plan and rezone properties to the Walkable Urban Code	Plan	■		
	3 Engage the land use law community to develop methods for strengthening the historic preservation ordinance	Operations			■
	4 Add Midtown Steering Committee Chair and Co-Chair to zoning notification system	Operations	■		
	5 Monitor all zoning hearings	Partnership			■
	6 Create a fact sheet and procedural guide on establishing Special Taxing Districts				
	7 Hold a property owner forum on Special Taxing Districts for financing enhanced infrastructure and services				
	8 Complete 3 beautification projects, such as murals, colorful building repainting and tree planting				
	9 Complete a Water / Sewer infrastructure needs assessment				
	10 Create marketing materials for development sites				
	11 Engage property ownership on Master Plan concepts				
Housing	12 Develop a Mixed Income housing demonstration project on city owned Columbus property				
	13 Develop two to three Mixed Use housing demonstration projects				
Economic Development	14 Sponsor an Adopt a Street for Central Avenue	Partnership			■
	15 Provide overview of Government Property Lease Excise Tax and impacts as related to possible expansion of Central Business District to Steering Committee				
	16 Assess City owned land and rezone develop-able properties to the Walkable Urban Code.	Codes	■		
	17 Issue Requests For Proposals to build on develop-able city owned properties. Invite the Midtown Steering Committee Chair, or designee, to serve on the selection panel	Operations	■		
	18 Engage Seedspot on methods for increasing access to entrepreneurship services for district residents				
	19 Write a grant to help fund a Midtown Economic Development strategy	Partnership			■
	20 Hold a forum with the Midtown Steering Committee and Downtown Phoenix Inc., Phoenix Community Alliance, and St. Joseph's Hospital and Medical Center on ideas for filling vacant space along the Central Corridor	Partnership			■
Health	21 Identify and reduce zoning and licensing barriers for temporary and mobile retailers and restaurants	Partnership			■
	22 Engage Healthcare and Workforce development institutions on strategies to create a healthcare cluster	Plan	■		
	23 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 Monterey Elementary	Financing			■

Elements	Actions	TOOLS	GOVERNMENT	BUSINESS	COMMUNITY
Mobility	24 Present Transportation Recommendations to the Citizens Committee on Transportation Needs	Plan	■		
	25 Complete an Urban Circulator feasibility study				
	26 Organize a coalition to support public transit service on 3rd Street, 3rd Avenue, Central, Indian School and 7th Avenue, including St. Joseph's Hospital, VA Hospital, Heard Museum, major employers, and neighborhood associations				
	27 Stripe a "sharrow" bike lane				
	28 Complete a study to add on-street parking within excess right of way adjacent to light rail and by possibly shortening turn lanes				
	29 Add creative wayfinding signage at the McDowell Road light rail station				
	30 Provide transit passes at St. Joseph's Hospital, Heard Museum, major employers and other institutions along Central				
	31 Identify corporate sponsorship opportunities for mobility enhancements at Thomas station, including wayfinding, car and bike share, public parking and station enhancements				
	32 Provide transit passes at St. Joseph's Hospital				
	Green Systems	33 Identify opportunities to adjust utility spacing standards to allow planting of shade trees that grow to full size	Codes	■	
34 Identify opportunities to adjust stormwater regulations to allow on-site retention to be provided within adjacent right of way		Codes	■		
35 Determine feasibility of a Shade Easement that allows structural shade over the public sidewalk without the need for a revocable permit		Codes	■		
36 Hold a community tree planting event		Partnership			■
37 Create standard construction details for Tree Pocket concept					
38 Hold a professional training forum on financing methods for Green Infrastructure, including the Water Infrastructure Financing Authority					
39 Write two Green Infrastructure grants					



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.



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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

LEAD PARTNER
GOVERNMENT 

Adopt a Best Practice Form Based Code

Midtown’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 Midtown.

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	Encourage parking garages to be wrapped with liner buildings when adjacent to street frontages.	Codes
L1.4	Limit parking as a permanent primary use.	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 Conceptual 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 Conceptual Master Plan, unless the City determines that a reduction in property values 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.	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	■
2	Convenient Neighborhood Amenities	■
3	High Quality Urban Development	■
4	Authentic Culture and Character	■





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 and 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 prefer locations with predictable long term values that create a sense of place.



POLICIES		TOOLS 
L2.1	Increase development intensity and a mix of uses at a level consistent with the Conceptual Master Plan.	Codes
L2.2	Minimize approval processes that require “case-by-case” decisions and numerous negotiations.	Operations
L2.3	Utilize the city’s Design Review Committee (DRC) to overcome Design Guidelines if approval is unable to be granted by staff.	Operations
L2.4	Improve the Planning Hearing Officer (PHO) process to ensure generally consistent with the Conceptual 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 Midtown Steering Committee Chair or designee about all requests for rezoning, zoning adjustments (Use Permits/Variations), PHO hearings, DRC appeals, abandonments, and all site plan preliminary review meetings.	Knowledge
OUTCOMES		IMPACT 
1	Efficient Infrastructure and Public Services	■
2	Convenient Neighborhood Amenities	
3	High Quality Urban Development	■
4	Authentic Culture and Character	

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 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
BUSINESS 

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 Midtown District lacks transit oriented development and creative place-making projects that are essential for vital urban communities. Providing risk-mitigation assistance to projects will help implement the Conceptual Master Plan.

POLICIES		TOOLS 
L4.1	Continue providing technical assistance to adaptive reuse projects.	Knowledge
L4.2	Support creative place-making projects such as street festivals and public art.	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) for suitable properties.	Codes
L4.5	Include consistency with the Conceptual Master Plan in RFP evaluation criteria.	Operations
L4.6	Invite multiple departments and the Midtown Steering Committee chair or designee to serve on RFP evaluation panels for projects located in the District.	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



Develop an Innovative Infrastructure Financing Tool

The Midtown Conceptual 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, 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 Conceptual Master Plan. An innovative tool that efficiently integrates funds from the public, private, and non-profit sectors and provides “one stop shop” access for developers would help enable and accelerate implementation.

POLICIES		TOOLS
L5.1	Support the development of an innovative infrastructure fund that combines 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 improvement 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, improvement 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 Midtown District has several 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. Joseph’s Hospital and Medical Center, Park Central Mall, and Phoenix College 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



Construct Innovative Housing Demonstration Projects

Innovative housing developments, such as mixed-income, adaptive reuse and historic preservation projects, are important for maintaining diversity and increasing economic vitality in Midtown. These projects are often more expensive and complicated due to small irregular lots, aging utilities, and 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 Conceptual 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 housing demonstration projects that are consistent with the Vision.	Knowledge
OUTCOMES		IMPACT 
1	Access to Affordable Housing	■
2	Diverse Neighborhoods	■
3	High Quality Housing	■
4	Low Cost of Living	■



STRATEGY 8

LEAD PARTNER
COMMUNITY

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 improving 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.	Plans

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

STRATEGY 9

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 Midtown 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 Plan with the Conceptual Master Plan.	Operations
H8.2	Encourage the coordination of the State's Qualified Allocation Plan with the Conceptual Master Plan.	Operations
H8.3	Explore partnerships with anchor institutions, such as St. Joseph's Hospital and Medical Center on developing work-force and student housing.	Partnerships

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

ECONOMIC DEVELOPMENT

STRATEGY 10



Revitalize Unique and Historic Commercial Buildings

Midtown’s stock of vintage mid-century retail shops, offices and apartment buildings is an asset that should be leveraged. Many of these buildings are vacant and some are in disrepair; however, with targeted financial assistance, quality restoration and entrepreneurial innovation, they have the potential to become unique place-making catalysts for further investment in the District.

POLICIES		TOOLS
ED10.1	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
ED10.2	Pursue green building retrofit and solar energy grant programs.	Financing
ED10.3	Partner with small business incubators and small business support organizations to market creative leasing opportunities to entrepreneurs.	Partnership
ED10.4	Conduct ongoing outreach to the real estate development industry on the adaptive reuse program and historic preservation incentives.	Knowledge
ED10.5	Prioritize technical assistance on adaptive reuse opportunities and historic commercial buildings identified in the Conceptual Master Plan.	Knowledge
OUTCOMES		IMPACT
1	Strong Local Businesses	■
2	Access to Quality Education	
3	Financially Stable Residents	
4	Access to Quality Careers	■

STRATEGY 11



Develop a Midtown Hiring and Purchasing Program

The Midtown District offers a variety of jobs, and one of the largest concentrations of employment in the city. 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
ED11.1	Add hiring of Midtown District residents into RFP criteria for applicable projects located in the district.	Operations
ED11.2	Support the creation of a “Buy Midtown” marketing campaign.	Knowledge
ED11.3	Encourage the creation of a jobs and skills information sharing network between employers and neighborhoods.	Partnership
ED11.4	Support partnerships with anchor institutions, including St. Joseph’s Hospital and Medical Center, to recruit mutually beneficial businesses to the District through a preferred purchasing policy.	Partnership
OUTCOMES		IMPACT
1	Strong Local Businesses	■
2	Access to Quality Education	
3	Financially Stable Residents	■
4	Access to Quality Careers	





STRATEGY 12

LEAD PARTNER BUSINESS 

Grow the Number of Jobs in Key Midtown Industries

Midtown’s unique assets position the District for job growth in several key industries, including healthcare, education, information technology, non-profits, professional services, retail and restaurants. The continued development of businesses in these industries is important for the economic revitalization of the District.



POLICIES		TOOLS 
ED12.1	Market tools and real estate opportunities to key industries, consistent with the Conceptual Master Plan.	Knowledge
ED12.2	Support the expansion of existing employers within key industries.	Partnership
ED12.3	Encourage the accelerated build out of the Conceptual Master Plan to increase construction jobs.	Financing
ED12.4	Include job growth in key industries within the evaluation criteria of RFP’s for City owned properties.	Operations
ED12.5	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.	Plans
ED12.6	Support the creation of a healthcare employment cluster around St. Joseph’s Hospital and Medical Center with college, laboratories, and research and development firms.	Financing
OUTCOMES		IMPACT 
1	Strong Local Businesses	■
2	Access to Quality Education	
3	Financially Stable Residents	■
4	Access to Quality Careers	■

STRATEGY 13

LEAD PARTNER COMMUNITY 

Develop Residents’ Skills in Key Midtown Industries

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

POLICIES		TOOLS 
ED13.1	Support the development of a small business incubator/accelerator or expansion of an existing incubator/accelerator for middle skill and high skill businesses in key industries.	Financing
ED13.2	Provide outreach to District residents on the availability of training programs.	Knowledge
ED13.3	Monitor and apply for strategic grants to enhance workforce development programs in key industries.	Financing
OUTCOMES		IMPACT 
1	Strong Local Businesses	
2	Access to Quality Education	■
3	Financially Stable Residents	■
4	Access to Quality Careers	



HEALTH

STRATEGY 14

LEAD PARTNER
BUSINESS 

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 or by starting a new business. The Midtown District’s abundance of convenience stores provides an opportunity to engage these businesses on methods for better serving the health needs of the community.

POLICIES		TOOLS 
HE14.1	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 incentives on the acceptance of the Women Infant Children (WIC), and Supplemental Nutrition Assistance Programs (SNAP) for low income residents.	Financing
HE14.2	Provide technical assistance for existing convenience stores or entrepreneurs who are interested in opening corner grocery stores.	Knowledge
HE14.3	Encourage a corner grocery store support coalition, including schools, St. Joseph’s Hospital and Medical Center and neighborhood associations to provide collective purchasing power that could help encourage and support a healthy food retailer.	Partnership
HE14.4	Partner with the Arizona Department of Health Services to improve existing WIC access in Midtown.	Partnership
OUTCOMES		IMPACT 
1	Safe Walking and Bicycling Environment	
2	Access to Recreation	
3	Access to Healthy Food	■
4	Reduce Obesity Related Diseases	■





STRATEGY 15

LEAD PARTNER
COMMUNITY 

Encourage Community-Based Healthy Food Sources

The Midtown District’s supply of vacant and underutilized parcels of land provides opportunities for community based 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 Midtown.



POLICIES		TOOLS 
HE15.1	Partner with St. Joseph’s Hospital and Medical Center and Midtown neighborhoods to expand the farmers’ market to a weekly schedule with the potential for multiple days of operation during the week. Partner with the Arizona Department of Health Services to provide the equipment to accept federal food assistance programs like WIC and SNAP.	Partnership
HE15.2	Identify ways to reduce regulatory barriers and permitting fees for produce stands and healthy food trucks.	Codes
HE15.3	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
HE15.4	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 16

LEAD PARTNER
GOVERNMENT 

Enhance Existing Recreation Facilities

The Midtown District currently has one public park, Monterey Park. While mostly in good condition, not many people use it, resulting in fewer “eyes on the park”. The sense of isolation is exacerbated by a lack of homes on three sides of the park.

POLICIES		TOOLS 
HE16.1	Assess improvement needs at Monterey Park, including shade and lighting to increase the sense of security.	Plans
HE16.2	Identify methods to increase use of Monterey Park, such as additional marketing and programming.	Knowledge
OUTCOMES		IMPACT 
1	Safe Walking and Bicycling Environment	
2	Access to Recreation	■
3	Access to Healthy Food	
4	Reduce Obesity Related Diseases	

STRATEGY 17



Develop Additional Open Space in the District

The Midtown District needs additional free and safe open spaces. Temporary Parks, such as small “pop-up” parks on vacant parcels could provide a lower cost and more near term opportunity to enhance recreation. However, with Midtown’s current parkland-to-resident ratio at half the city-wide measure and plans for adding high density housing, there is a justification for new open space.

POLICIES **TOOLS**

HE17.1	Engage the ownership of Park Central and other property owners on partnership opportunities to install open spaces consistent with the Conceptual Master Plan.	Partnership
HE17.2	Identify vacant land owners willing to allow temporary pop-up parks on their properties.	Partnership

OUTCOMES **IMPACT**

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

STRATEGY 18



Improve Safety in Public Spaces

The physical and social environment in Midtown discourages walking, bicycling, and transit use. Some streets lack sidewalks. 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, there is still room for improvement. Addressing the safety issues in Midtown is a fundamental prerequisite to becoming a healthy community.

POLICIES **TOOLS**

HE18.1	Encourage active street frontages such as storefronts, patios, and porches.	Codes
HE18.2	Evaluate and install safe crosswalks on routes to schools, transit, parks and other destinations where appropriate, in general conformance with the Conceptual Master Plan.	Financing
HE18.3	Increase resident participation within existing neighborhood associations or establish new neighborhood associations.	Partnership
HE18.4	Support the creation of a coalition of residents, the Police, Fire, and Street Transportation Departments, and St. Joseph’s Hospital and Medical Center 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 19

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. The Midtown District should be considered a “pedestrian and bicycle safety zone” with streets that are designed for slower driving speeds compared to other areas of the city that are planned for greater vehicular use.

POLICIES		TOOLS 
M19.1	Prepare new design standards for streets identified in the Conceptual Master Plan and use the Conceptual Street Sections for guidance.	Codes
M19.2	Prepare a new subdivision standard that require 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
M19.3	Identify adjustments to the 8 foot public utility easement requirement along street frontages to encourage the installation of shade trees and structures.	Codes
M19.4	Eliminate or streamline the revocable permit requirement for shade structures over the right of way.	Codes
M19.5	Prepare soil volume standards that allow street trees to grow sufficiently and provide effective shade.	Codes
M19.6	Identify adjustments to underground utility spacing standards to allow cost effective shade tree planting with adequate soil volumes.	Codes
M19.7	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.	Plans
M19.8	Allow on-street parking on arterial and collector streets where appropriate and feasible.	Codes
M19.9	Establish best practices for raised crosswalks and develop guidelines to encourage installation.	Codes
OUTCOMES		IMPACT 
1	Quality Transportation Choices	■
2	Efficient and Compatible Parking	■
3	Reduced Automobile Dependence	■
4	Convenient and Safe Block Pattern	■





STRATEGY 20

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 
M20.1	Coordinate street and transit improvements identified in the Conceptual Master Plan with the Capital Improvement Program.	Operations
M20.2	Pursue transportation formula funding programs to fund street and transit priorities identified in the Conceptual Master Plan.	Financing
M20.3	Identify and apply for discretionary funding programs to implement street and transit priorities identified in the Conceptual Master Plan.	Financing
M20.4	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
M20.5	Research measures to increase quality of public transit services for special needs residents, including specialized training and technology improvements.	Knowledge
M20.6	Pursue funding 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.	Financing
M20.7	Add Midtown 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 21

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 
M21.1	Add District Parking to RFP selection criteria for suitable City-owned redevelopment projects.	Operations
M21.2	Engage anchor institutions, such as St. Joseph's Hospital and Medical Center, on the development of district parking facilities.	Financing
M21.3	Support funding District Parking through Improvement Districts or other financial tools.	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 22



Develop Best Practice Green Systems 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
GS22.1	Research practices for amending stormwater codes to create “context sensitive” regulations that are consistent with the intensity of development.	Codes
GS22.2	Research practices for amending building codes to remove barriers to plumbing and irrigation systems for water capture and reuse.	Codes
GS22.3	Pursue opportunities to create standard details for green infrastructure approaches, including tree pockets, bioswales, permeable paving, and neighborhood retention basins.	Plans
GS22.4	Identify methods for improving the City’s Green Construction Code by providing a tiered performance system, such as gold, silver, bronze.	Operations
GS22.5	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 23



Encourage Green Infrastructure 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
GS23.1	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
GS23.2	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
GS23.3	Pursue research and development grants to fund planning, engineering and implementation of demonstration projects.	Financing
GS24.4	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 24

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 
GS24.1	Engage utility providers, office building owners and institutions on the mutual benefits of combined heat/power, microgrids, and chiller systems.	Knowledge
GS24.2	Add district energy to RFP selection criteria for suitable City-owned redevelopment projects.	Operations
GS24.3	Encourage the installation of solar panels on rooftops and shade structures for commercial and residential properties.	Knowledge


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 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 
GS25.1	Support funding District Stormwater Management services through an Improvement District or other financial tool, such as EPA stormwater loans and grants, impacts fees or in-lieu fees.	Financing
GS25.2	Add District Stormwater management to RFP selection criteria for suitable City-owned redevelopment projects.	Operations
GS25.3	Engage anchor institutions, such as St. Joseph's Medical Center on opportunities to provide district stormwater management.	Financing

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

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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 Midtown 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 Midtown 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 Midtown 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 Midtown Steering committee

Policy AP 3: Establish an interdepartmental Transit-Oriented Development team to support the implementation of the Midtown 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.







CENTRAL CORRIDOR Action Plan 2015-2020

Elements	Actions		 TOOLS	 GOVERNMENT	 BUSINESS	 COMMUNITY
Land Use	1	Hold a property owner forum on the Walkable Urban Code.	Knowledge	■		
	2	Use the Conceptual Master Plan as a guide when rezoning to the Walkable Urban Code.	Codes	■		
	3	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	■		
	4	Add Midtown Steering Committee Chair or designee to zoning notification system.	Operations	■		
	5	Encourage Midtown Steering Committee to monitor all zoning hearings.	Partnership			■
	6	Create a fact sheet and procedural guide on establishing Special Taxing Districts.	Knowledge	■		
	7	Hold a property owner forum on Special Taxing Districts for financing enhanced infrastructure and services.	Knowledge	■		
	8	Complete 3 beautification projects, such as murals, colorful building repainting and tree planting.	Partnership			■
	9	Complete a Water / Sewer infrastructure needs assessment.	Operations	■		
	10	Create marketing materials for development areas in partnership with property owners.	Partnership			■
	11	Engage property ownership on Conceptual Master Plan concepts.	Operations	■		
Housing	12	Develop a Mixed Income housing demonstration project on City-owned Columbus Avenue property.	Financing	■		
	13	Develop two to three Mixed Use housing demonstration projects.	Financing			■
Economic Development	14	Sponsor an Adopt a Street for Central Avenue.	Partnership		■	
	15	Provide overview of Government Property Lease Excise Tax and impacts as related to possible expansion of Central Business District to the Steering Committee.	Knowledge	■		
	16	Assess City owned land and rezone develop-able properties to the Walkable Urban Code.	Codes	■		
	17	Issue Requests For Proposals to build on developable City-owned properties. Invite the Midtown Steering Committee Chair, or designee, to serve on the selection panel.	Operations	■		
	18	Engage Seedspot on methods for increasing access to entrepreneurship services for District residents.	Partnership			■
	19	Write a grant to help fund a Midtown Economic Development strategy.	Partnership			■
	20	Hold a forum with the Midtown Steering Committee and Downtown Phoenix Inc., Phoenix Community Alliance, and St. Joseph's Hospital and Medical Center on ideas for filling vacant space along the Central Corridor.	Partnership			■
	21	Identify and reduce zoning and licensing barriers for temporary and mobile retailers and restaurants.	Codes	■		
	22	Engage healthcare and workforce development institutions on strategies to create a healthcare cluster.	Plan	■		
Health	23	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 Monterey Elementary.	Financing			■

Elements	Actions		 TOOLS	 GOVERNMENT	 BUSINESS	 COMMUNITY
Mobility	24	Present Transportation Recommendations to the Citizens Committee on Transportation Needs.	Plan	■		
	25	Complete an Urban Circulator feasibility study.	Plan	■		
	26	Organize a coalition to support public transit service on 3rd Street, 3rd Avenue, Central Avenue, Indian School Road and 7th Avenue, including St. Joseph’s Hospital and Medical Center, Carl T. Hayden VA Medical Center, Heard Museum, major employers, and neighborhood associations.	Knowledge	■		
	27	Study the feasibility of a “sharrow” bike lane.	Plans	■		
	28	Complete a study to add on-street parking within excess right of way adjacent to light rail and by possibly shortening turn lanes.	Operations	■		
	29	Add creative wayfinding signage at the McDowell Road light rail station.	Operations	■		
	30	Provide transit passes for sale at St. Joseph’s Hospital and Medical Center, Heard Museum, major employers and other institutions along Central Avenue.	Partnership			■
	31	Identify corporate sponsorship opportunities for mobility enhancements at the Thomas Road station, including wayfinding, car and bike share, public parking and station enhancements.	Partnership			■
Green Systems	32	Evaluate and modify utility spacing standards to allow planting of shade trees that grow to full size.	Codes	■		
	33	Identify opportunities to adjust stormwater regulations to allow on-site retention to be provided within adjacent right of way.	Codes	■		
	34	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	■		
	35	Hold a community tree planting event.	Partnership			■
	36	Create standard construction details for Tree Pocket concept.	Codes	■		
	37	Hold a professional training forum on financing methods for Green Infrastructure, including the Water Infrastructure Financing Authority.	Knowledge	■		
	38	Write two Green Infrastructure grants.	Financing	■		

3RD STREET CORRIDOR Action Plan 2015-2020

Elements	Actions		 TOOLS	 GOVERNMENT	 BUSINESS	 COMMUNITY
Land Use	1	Hold a property owner forum on the Walkable Urban Code.	Knowledge	■		
	2	Use the Conceptual Master Plan as a guide when rezoning to the Walkable Urban Code.	Codes	■		
	3	Add Midtown Steering Committee Chair and Vice Chair to zoning notification system.	Operations	■		
	4	Encourage Midtown Steering Committee to monitor all zoning hearings.	Partnership			■
	5	Complete 3 beautification projects, such as murals, colorful building repainting and tree planting.	Partnership			■
	6	Create marketing materials for development sites.	Knowledge	■		
Housing	7	Create standard plans for live/work and urban housing on typical 3rd Street lot sizes.	Financing		■	
Economic Development	8	Pursue partnerships with District employers to provide information about jobs, internships, and apprenticeships at Monterey School.				■
	9	Hold a street festival.	Partnership			■
	10	Identify and reduce zoning and licensing barriers for temporary and mobile retailers and restaurants.	Codes	■		
Health	11	Continue Block Watch program.	Partnership			■
	12	Hold a professional training forum on Healthy Corner store programs and identify a lead non-profit to develop a program in Midtown.	Knowledge	■		
	13	Pursue funding for improvements at Monterey Park.	Financing			■
Mobility	14	Complete an Urban Circulator feasibility study.	Plans	■		
	15	Pursue grants, fundraising campaigns, and other funding opportunities for an enhanced bicycle lane.	Financing	■		
	16	Create a fact sheet about the Complete Street Concept for property owners.	Knowledge	■		
	17	Hold a property owner workshop on the Complete Street concept.	Knowledge	■		
Green Systems	18	Hold a community tree planting event.	Partnership			■

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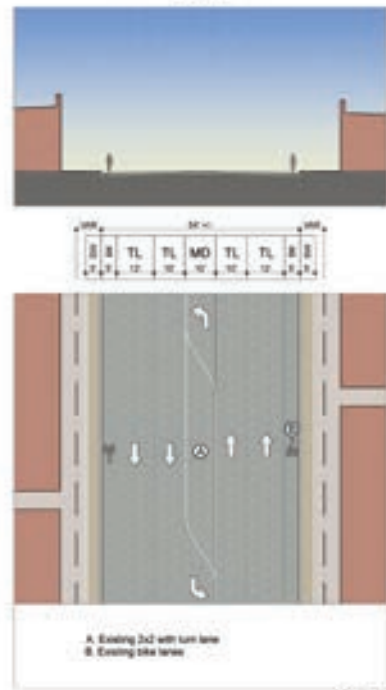
MIDTOWN
APPENDICES

CONCEPTUAL STREET SECTIONS

A - 3rd Street



B - 3rd Avenue

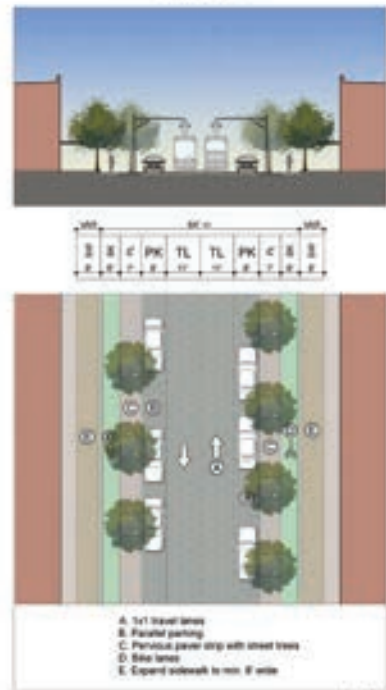


EXISTING

RETROFIT

EXISTING

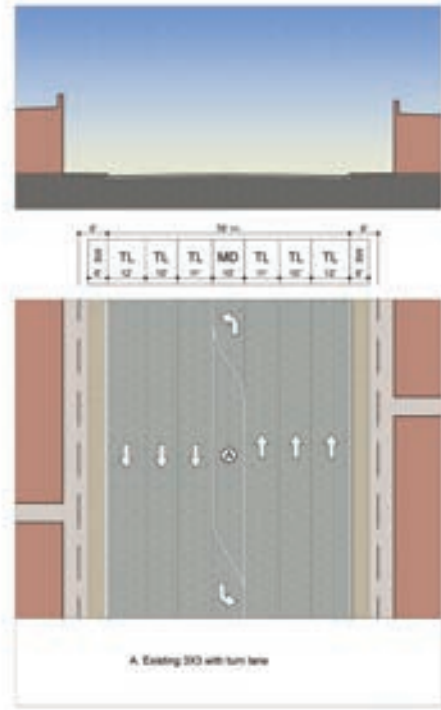
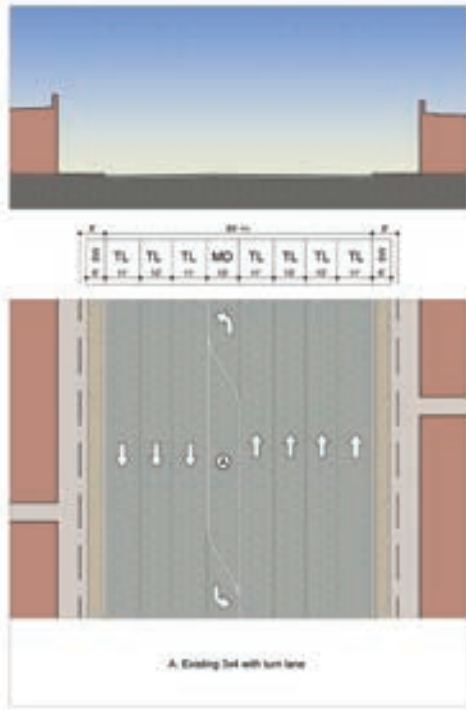
RETROFIT



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.

C - Indian School Road

D - Thomas Road

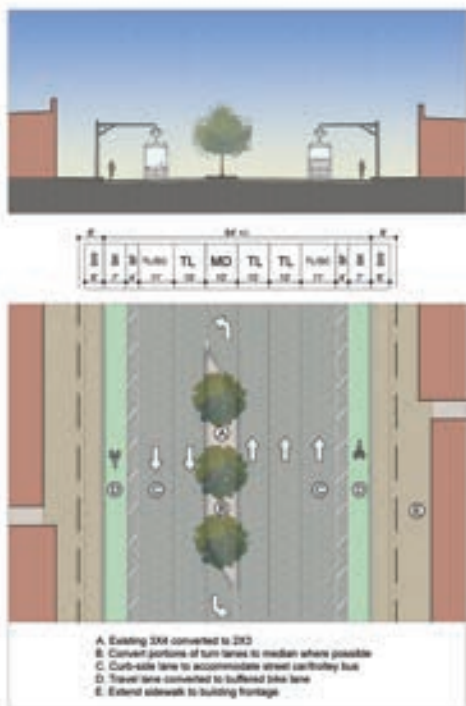


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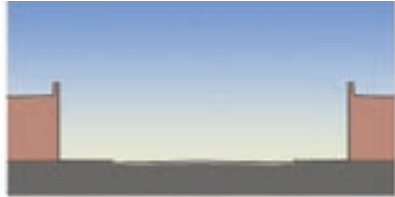
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RETROFIT



CONCEPTUAL STREET SECTIONS

E - Osborn Road

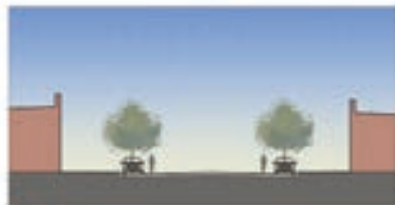


A. Existing 2-lane with turn lane

EXISTING

RETROFIT A

RETROFIT B



- A. Convert to 2-lane with turn lane
- B. Parallel parking with tree pockets
- C. Bike lane
- D. Expand sidewalk, min. 8' recommended

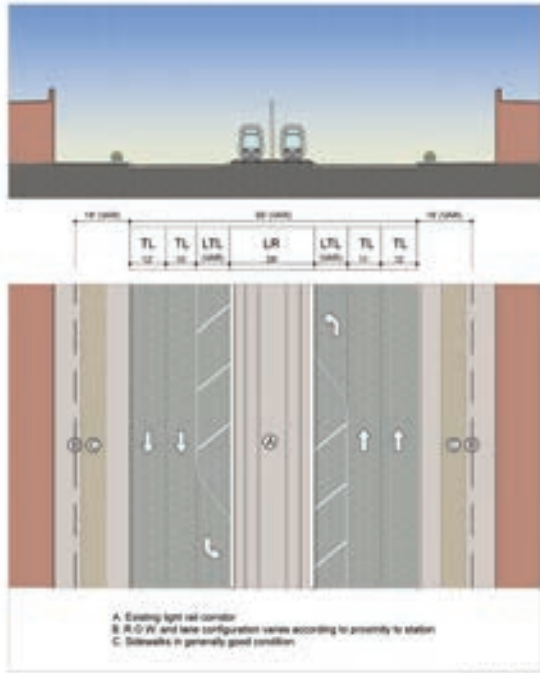


- A. Convert to 2-lane travel lanes
- B. Parallel parking
- C. Side lane buffer striping
- D. Bike lane
- E. Expand sidewalk, min. 8' recommended
- F. 12' x 12' tree pockets

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.

F - Central Avenue

Typical TOD (WUD)



EXISTING

RETROFIT

EXISTING

RETROFIT

