



SOLANO

TOD POLICY PLAN

Phoenix Public Library
Yucca Branch
5648 N. 15th Avenue

Hours
Monday Closed
Tuesday - Thursday 10am - 8pm
Friday - Saturday 9am - 5pm
Sunday Closed

No Weapons Allowed
Check All Weapons
at the Information Desk





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Steering Committee Meetings
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Resolution from City Council

RESOLUTION 21331

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

WHEREAS, the Solano 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 15th Avenue on the east, 23rd Avenue on the west, Kiem Drive and Rose Lane on the north and Campbell Avenue on the south; and,

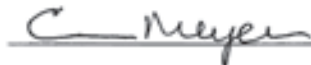
WHEREAS, the Solano Steering Committee, the Alhambra Village Planning Committee, the Planning Commission, and the Neighborhoods, Housing, and Development Subcommittee of the City of Phoenix have recommended approval of the Gateway Transit-Oriented District Policy Plan;

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

SECTION 1. That the Solano 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 3rd day of June, 2015.

ATTEST:

 City Clerk

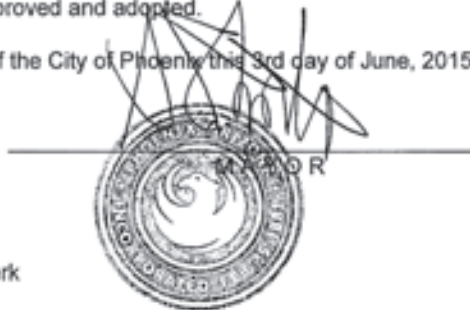
APPROVED AS TO FORM:

 Acting City Attorney *PAH*

REVIEWED BY:

 City Manager

PL:trn:1184-10: (CM #24) (Item #52) - 5/3/15



About Reinvent PHX

In 2008, the largest light rail construction project in the nation's history was completed in Phoenix. This major achievement was the result of a partnership between local and federal agencies, strong civic leadership, and visionary urban planning that began decades earlier. Valley Metro rail has outperformed all expectations, achieving 2020 ridership goals in just four years of operation. The infrastructure, however, was designed to not just add high quality transportation options, but to lay a foundation for reinventing the neighborhoods surrounding it and creating new urban living choices in a city planned almost entirely for the automobile.

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

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

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

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

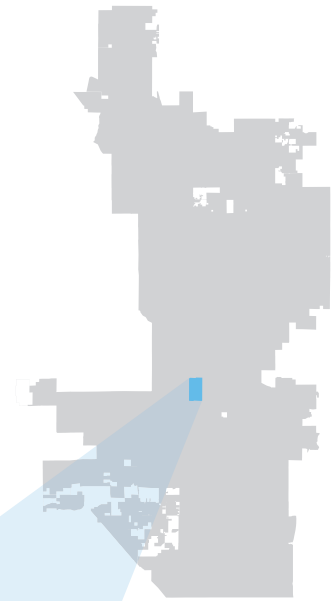
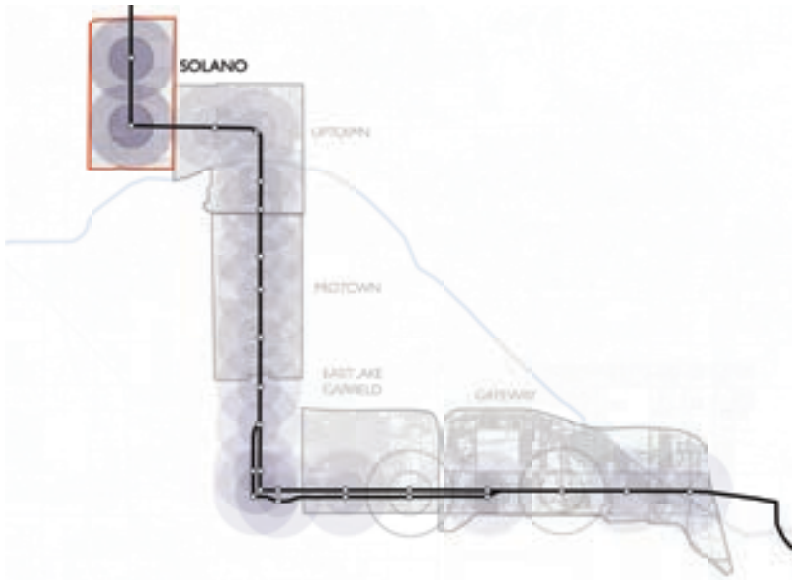
- Housing available for all incomes, abilities, and preferences.
- An abundance of fulfilling career and entrepreneurial possibilities.
- High performing schools and training for middle and high skill careers.
- Resource efficient buildings, infrastructure, and access to parks and healthy food.
- Historic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

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

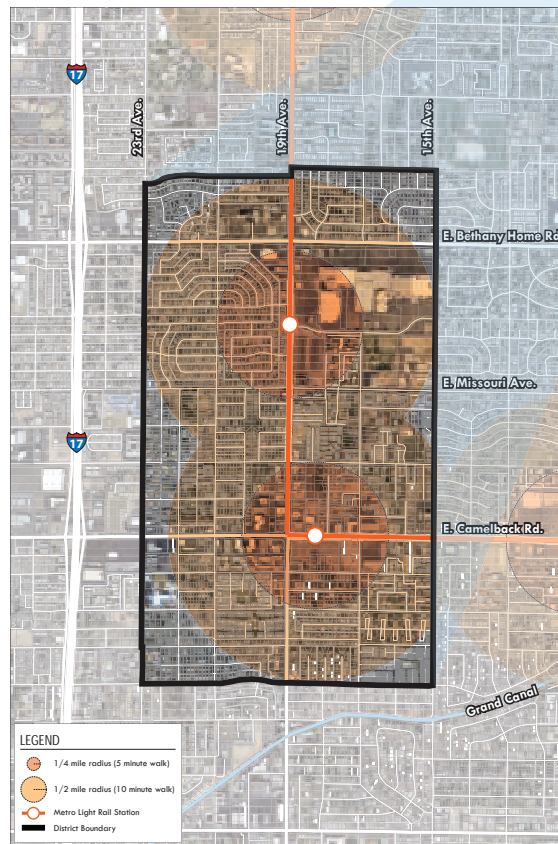
- Create an attractive environment for investment in high quality and equitable development.
- Empower the community, including low-income and limited English-speaking residents, to be actively involved in decision-making.
- Maximize the benefits of light rail by guiding development to improve the quality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

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

Solano in Context



ReinventPHX Districts



Solano District



Steering Committee Members sworn in by the Mayor and City Council

EXECUTIVE SUMMARY

The Solano 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 - Camelback Road Corridor and Christown Mall Area - are provided Action Plans that identify specific implementation steps for 2015-2020.

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SOLANO

INTRODUCTION



SOLANO HISTORY

A Mid-Century Suburb with Arizona's First Indoor Mall

By 1925, the Old Black Canyon Road had changed its name to 19th Avenue and Chris Harri, a Swiss-born pioneer and Salt River Valley farmer had just sold part of his farm holdings, 160 acres, from Camelback Road to Missouri Avenue and 15th to 19th Avenues. The buyers, Olive and S. F. Williams, platted the first subdivision in the Solano Transit-oriented District called the Nile Tract which featured 2+ acre lots.

The Nile properties were subdivided into smaller parcels, but the Tract and the Solano area remained mostly agricultural until the early 1950's when Phoenix experienced its largest population boom. Properties along Camelback Road transitioned to commercial while the large parcels south of the new shopping center on Bethany Home Road provided a great opportunity for redevelopment and over the last three decades, the area transitioned from large parcel single-family homes to multi-family and condominiums between Missouri Avenue and Colter Street. Although much has changed, a few large properties and early residences from the 1920's still remain in Solano, mostly around 18th Avenue and on Colter Street between 17th and 18th Avenues.

After the completion of Uptown Plaza and the Sahara Hotel

in Phoenix, Del E. Webb Construction Company was ready to expand its commercial, single-family and apartment development to the west side of Phoenix. William Collins, in his book, *The Emerging Metropolis: Phoenix, 1944-1973*, points out that Del Webb knew the west side “*still lacked sufficient residential development to support a major shopping center, [so] Webb began building houses and apartments. By 1958 he was ready to proceed with the shopping center.*” The Webb Company purchased part of the Chris Harri farm, 160 acres, from 7th to 15th Avenues and Camelback Road to Missouri Avenue, to be developed as the Camelback Village residential subdivision, which the company began platting in 1955. An important feature of the village was the construction of a new home for Mr. Harri, who was at the time, 78 years old (Del Webb Spinner, February, 1957). Originally, approximately 40 acres had been set aside at the corner of 7th Avenue and Camelback Road for a regional shopping center, but soon the company decided the site was too small based on growth projections for the west valley and set their sight on the remainder of Mr. Harri's farm, at 19th Avenue and Bethany Home Road.

Between 1953 and 1958, farm land gave way to new



Chris Harri was born in 1879 and arrived in Phoenix from Kansas in 1904 with his father, the late pioneer G. L. Harri. At one point, he and his family owned over 400 acres of land in the west valley, from 7th to 19th Avenue and Camelback Road to Bethany Home Road, including their 320-acre farm. Mr. Harri died in Phoenix, in 1971 at the age of 94. Courtesy of www.chris-town.com



Court of Flowers. Courtesy of www.chris-town.com

residential and multi-family subdivisions that sprouted all around the future shopping mall site.

By 1959, the Webb Company and co-developer Roy Drachman, an innovator in commercial real estate, began the construction of a 63-store shopping mall on eighty acres of farm land leased for 99 years from Chris Harri. As a tribute to the agriculturalist, the shopping city would be named after him: Chris-Town.

Chris-Town opened on August 24, 1961 at 10:00 am and it is estimated that over 130,000 visitors came on opening day, filling in the 5,200 parking spaces. Del Webb estimated that over a 2-week period after the opening, approximately over 750,000 visitors entered its mall.

Advertised as the first indoor mall in Arizona, Chris-Town set a new standard for shopping centers as the first air-conditioned mall, and an elegant design and character that was “lacking in the other local malls of the day.” The major three anchor store entrances were enhanced by courtyards, each with its own design, the Court of Fountains, Flowers and Birds.

The same growth that fueled Solano also extended the boundaries of the city even further to the west and north, and by the end of the 1970’s, new mega shopping malls and gated residential subdivisions would take residents and shoppers away from the neighborhood.

The planned construction of the Paradise Parkway, with an alignment approximately on Colter Street from the west and then swinging south across Camelback Road at 11th Avenue, lead to widespread disinvestment in the neighborhoods it would decimate. In 1994, the Arizona Department of Transportation abandoned plans for the Paradise Parkway and the previously threatened neighborhoods began to stabilize and attract investment.

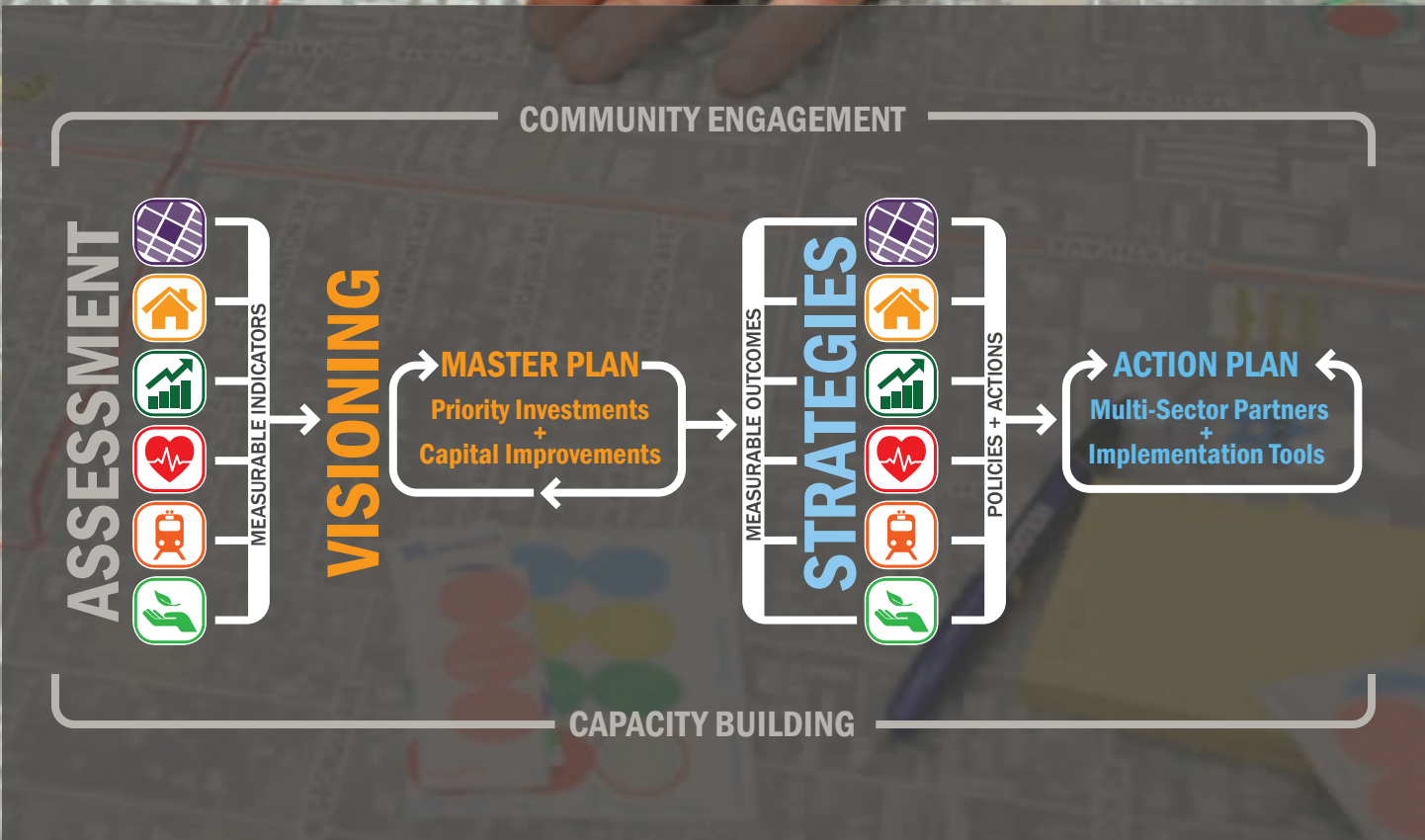
Fifty years later, the expansion of the Light Rail provides a new beginning for a Solano community that was truly innovative for its time.

PLANNING PROCESS

3 Key Steps: Assessment, Visioning, Strategies

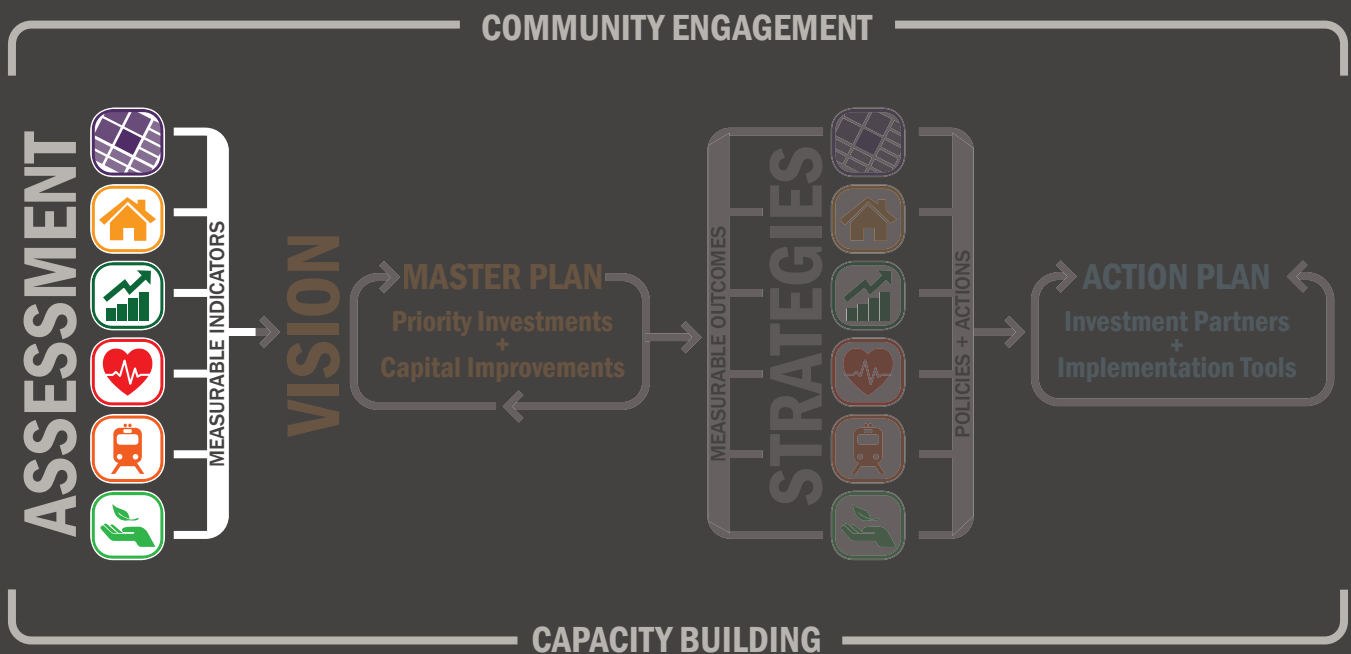
The planning process was structured in three phases, Assessment, Visioning and Strategies. Community engagement was integrated into each step. The Assessment phase entailed a data-driven analysis of the current conditions within the District using information derived from resident workshops and existing 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.



ASSESSMENT

Residents and other district stakeholders participated in surveys, bilingual workshops, and field audits designed to identify and map assets, liabilities, and improvement opportunities. This input was then synthesized with secondary data, such as demographic, land use, crime, 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.



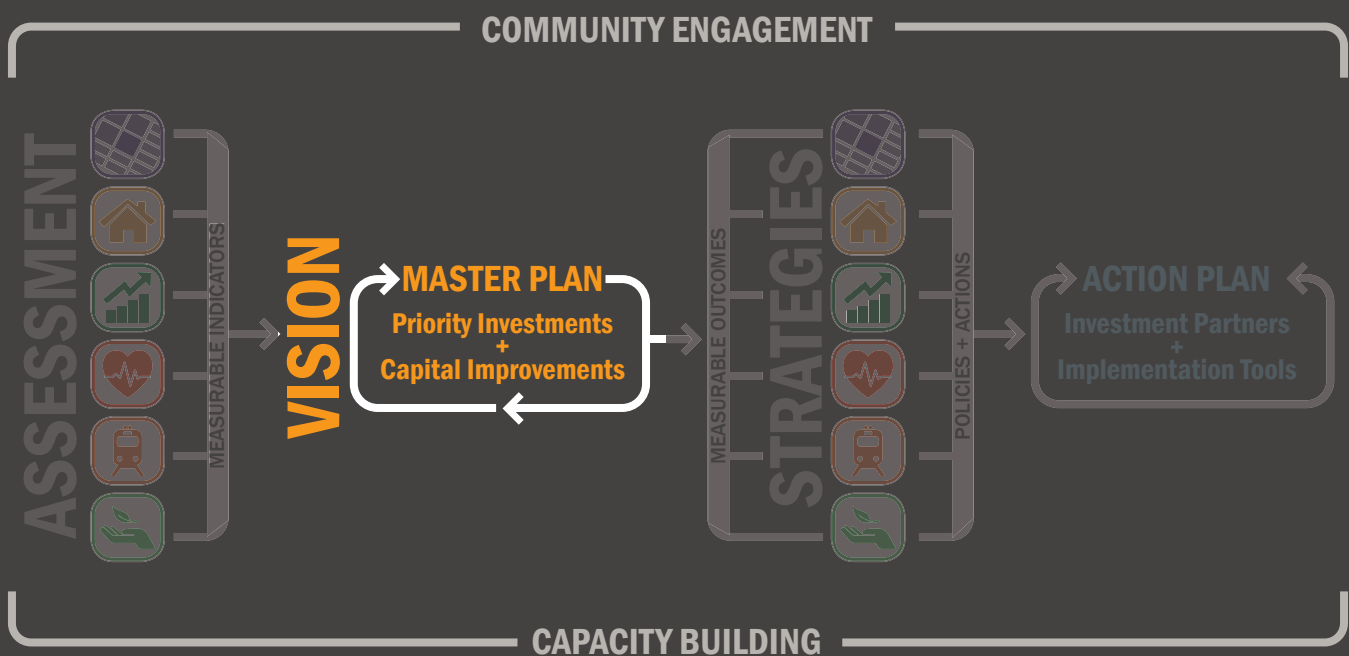
Participants completed multiple surveys that included questions about the health impacts of the built-environment and perceptions about changes to neighborhood character that might result from urban development.



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 compiled, 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.



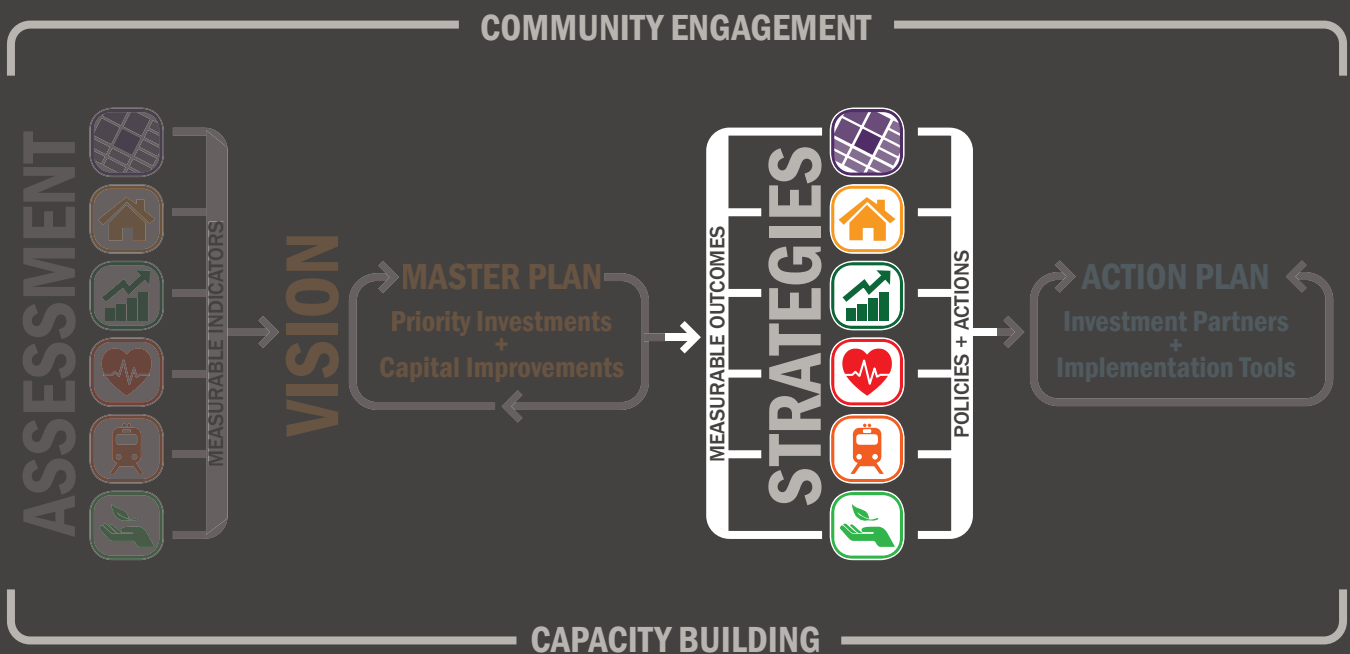
Neighborhood Compatibility meetings were held to discuss height transitions and connectivity between the transit corridor and existing single family neighborhoods.



A two 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 Solano 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 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 in other cities.



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



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



Workshops with District residents and the Solano 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 Solano 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 Solano 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.

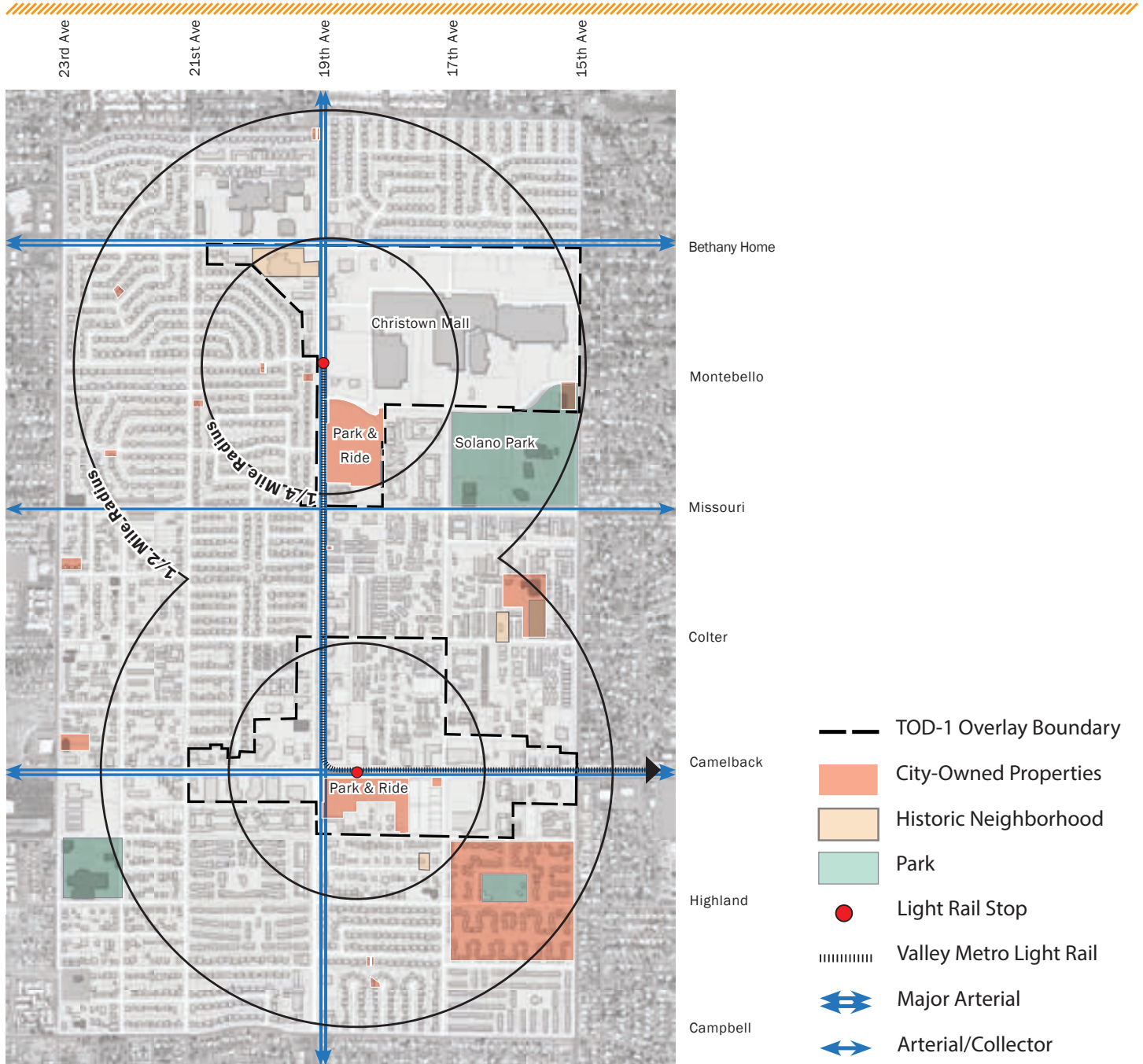
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SOLANO

TODAY

EXISTING CONDITIONS MAP



OVERVIEW

The Solano District is located between 15th Avenue and 23rd Avenue from Campbell Avenue to Kiem Drive and Rose Lane. Solano has a car-centric development pattern, with strip commercial zones lining 19th Avenue, Camelback Road and Bethany Home Road. There are concentrations of multi-family housing closer to the arterial streets, generally south of Camelback Road, and northeast of Camelback Road and 19th Avenue. Single-family neighborhoods are generally west of 19th Avenue and northwest and northeast of 19th Avenue and Bethany Home Road. The District is home to Christown Spectrum Mall which has several big box retail stores and some banks. Solano Park is a large open space with grass and mature trees. The Ocotillo Public Library, while small, is heavily used. Two elementary schools, Solano and Westwood, serve the southeast and southwest quadrants of the District respectively. The Mark Atkinson Recreation Center serves the southwest quadrant of the District. The District has suffered in recent years from high crime, especially along Camelback Road. Many residences were purchased by the Arizona Department of Transportation in the area between Missouri Avenue and Colter Street for a freeway alignment which did not get built. The area is still recovering from the resulting disinvestment.

5,124 TOTAL JOBS

29%
Population under
18 years of age



33%
in Poverty



21%
No Car
Household



29% Spanish
Speaking Homes



\$36,197

MEDIAN HOUSEHOLD INCOME

LARGEST EMPLOYERS

Phoenix Baptist
Hospital
780 employees

City of Phoenix
194 employees

Walmart
398 employees

Costco Wholesale
193 employees

Target Stores Inc.
218 employees

ASSETS

Current Conditions 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. Phoenix Baptist Hospital
2. Historic AMF Christown Lanes
3. Christown Spectrum Mall
4. Yucca Public Library
5. Solano Elementary School
6. Solano Park
7. Valley Metro Light Rail Stop
8. Westwood Primary School
9. Simpson School
10. Imagine Camelback
11. Arizona Recreation Center
12. Christown YMCA
13. Fire Station
14. Park and Ride
15. Park Lee Neighborhood

— — Interim TOD overlay boundary

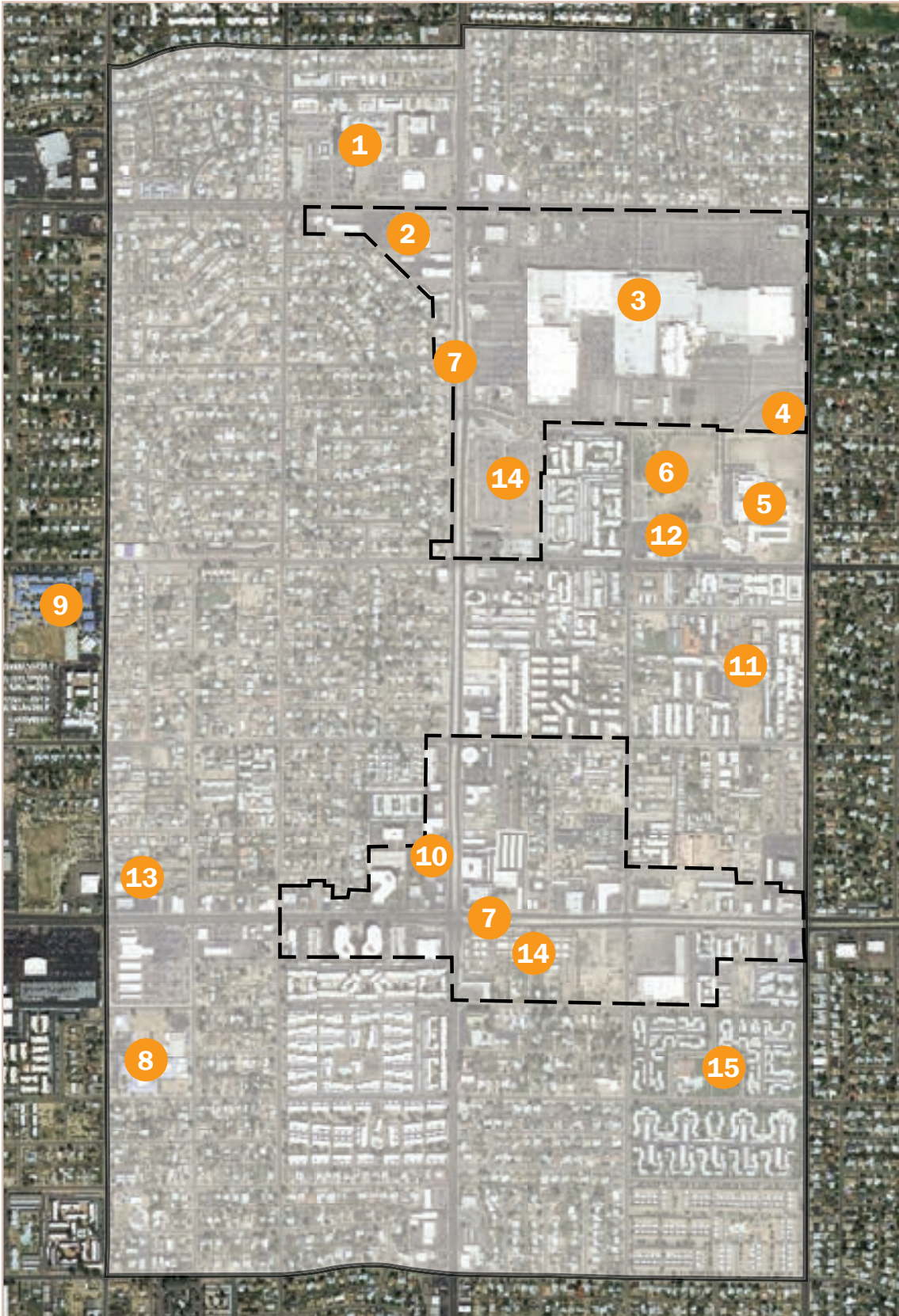
23rd Ave

21st Ave

19th Ave

17th Ave

15th Ave



Bethany Home Rd

Montebello Ave

Missouri Ave

Colter St

Camelback Rd

Highland Ave

Campbell Ave





1

Phoenix Baptist Hospital



2

Historic AMF Christown Lanes



9

Simpson School



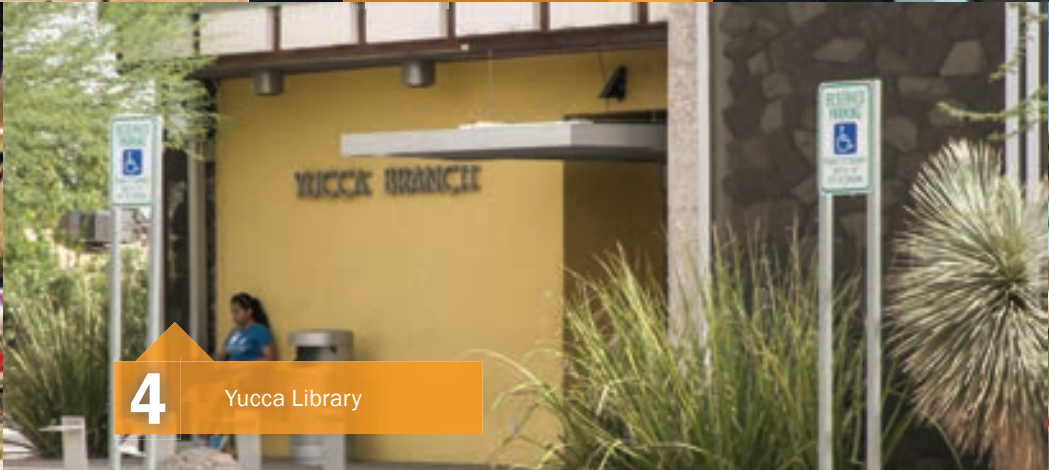
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Imagine Camelback



25

Oriental market



4

Yucca Library



7 Light Rail Station



8 Westwood Primary School



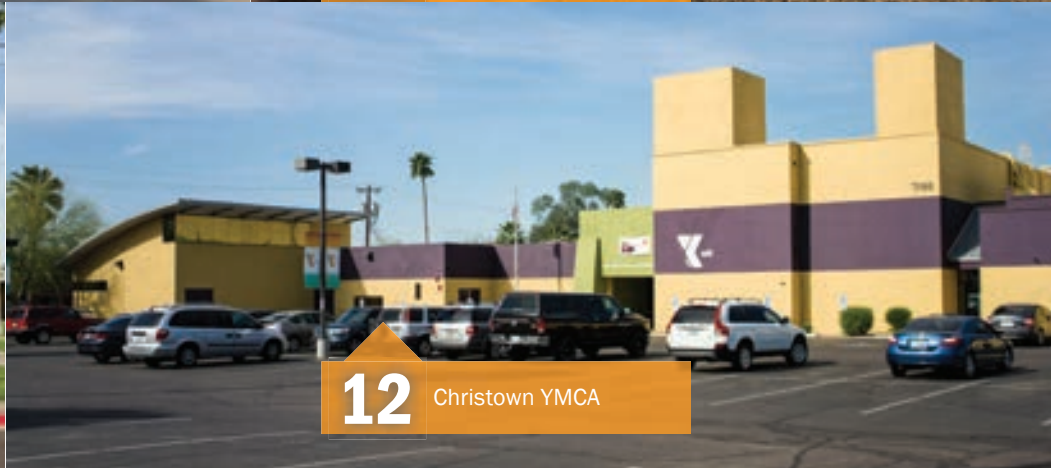
11 Arizona Recreation Center



13 Fire Station



15 Park Lee Neighborhood



12 Christown YMCA

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

The Solano District is characterized by a transition from the older, established neighborhoods of Uptown to the newer and more affordable neighborhoods of the suburbs. The District is home to a large immigrant population seeking housing close to services and public transportation, resulting in a rich ethnic diversity. Solano's population includes a variety of nationalities, including a significant refugee community from Bhutan, Somalia, Burma and other nations. This diversity is an opportunity to build a unique cosmopolitan destination containing multi-cultural markets, restaurants, shops, and entertainment.

Zoning

The majority of Solano is regulated by a conventional, euclidean zoning code. The Interim TOD Overlay - a stop-gap measure to prevent auto-dominated development close to light rail prior to the adoption of a complete replacement zoning code - is in place for approximately 1/4 mile surrounding the Camelback Road and Montebello Avenue light rail stations. Commercial zoning is prevalent along the major arterial thoroughfares, including Camelback Road, 19th Avenue, and Bethany Home Road. There is a significant amount of multi-family zoning that has produced a large supply of garden-style apartments in the District.

Anchors

Christown Spectrum Mall is an opportunity to build on an existing asset. The mall incorporates a large theater complex that can be better integrated with the neighborhood and park to the south, while providing a more direct link to the light rail stop on 19th Avenue. Phoenix Baptist Hospital occupies the northwest corner of Bethany Home Road and 19th Avenue and has the potential to become an urban node that better addresses the street while expanding health and wellness services in the area. There are two large parcels of land owned by the City that are good candidates for public-private partnership development. The two sites, one at the intersection of Camelback Road and 19th Avenue, and the other near Christown Spectrum Mall are currently being used as park-and-ride lots, but both have low usage.



11%
Development intensity
(housing + jobs per acre)

2

Historic buildings



16%
District covered in surface parking

65

Walkscore



36

Acres of vacant land

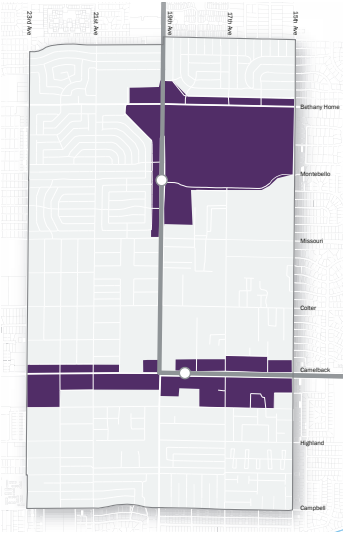




LAND USE ELEMENT

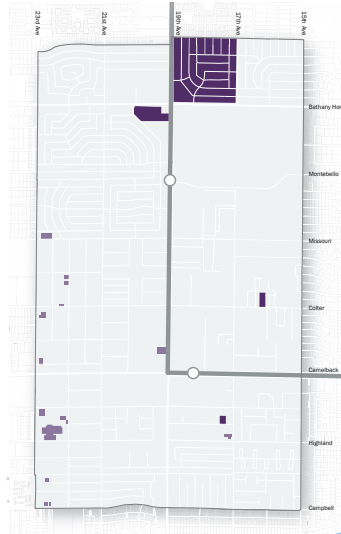
Assessment Maps

COMMUNITY INPUT



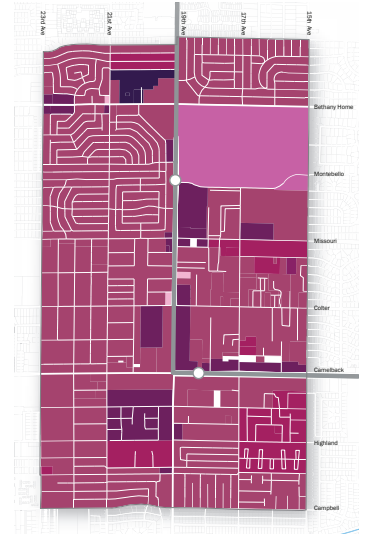
Community Identified Areas of Change

CIVIC, HISTORIC, ADAPTIVE REUSE



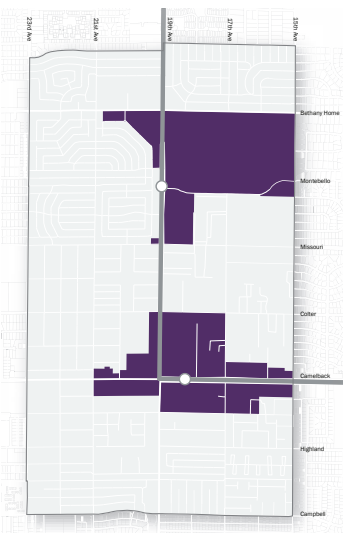
Historic (designated and eligible)
Civic
Adaptive Reuse

HEIGHT ANALYSIS



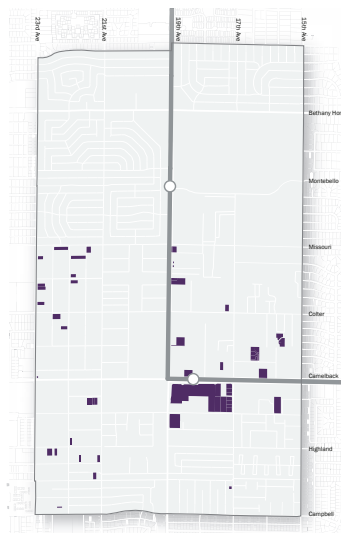
15' 48'
25' 56'
30' 250'
40'

ZONING OVERLAYS



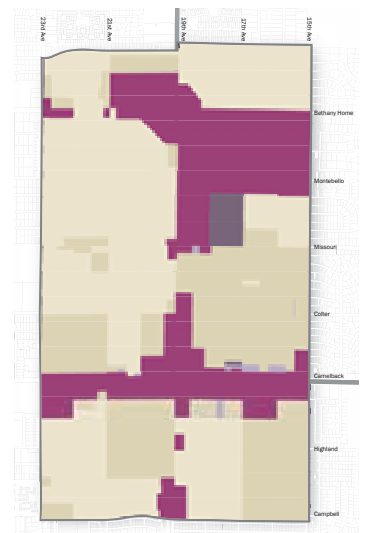
Interim TOD-1 & Interim TOD-2

VACANT LAND



Vacant

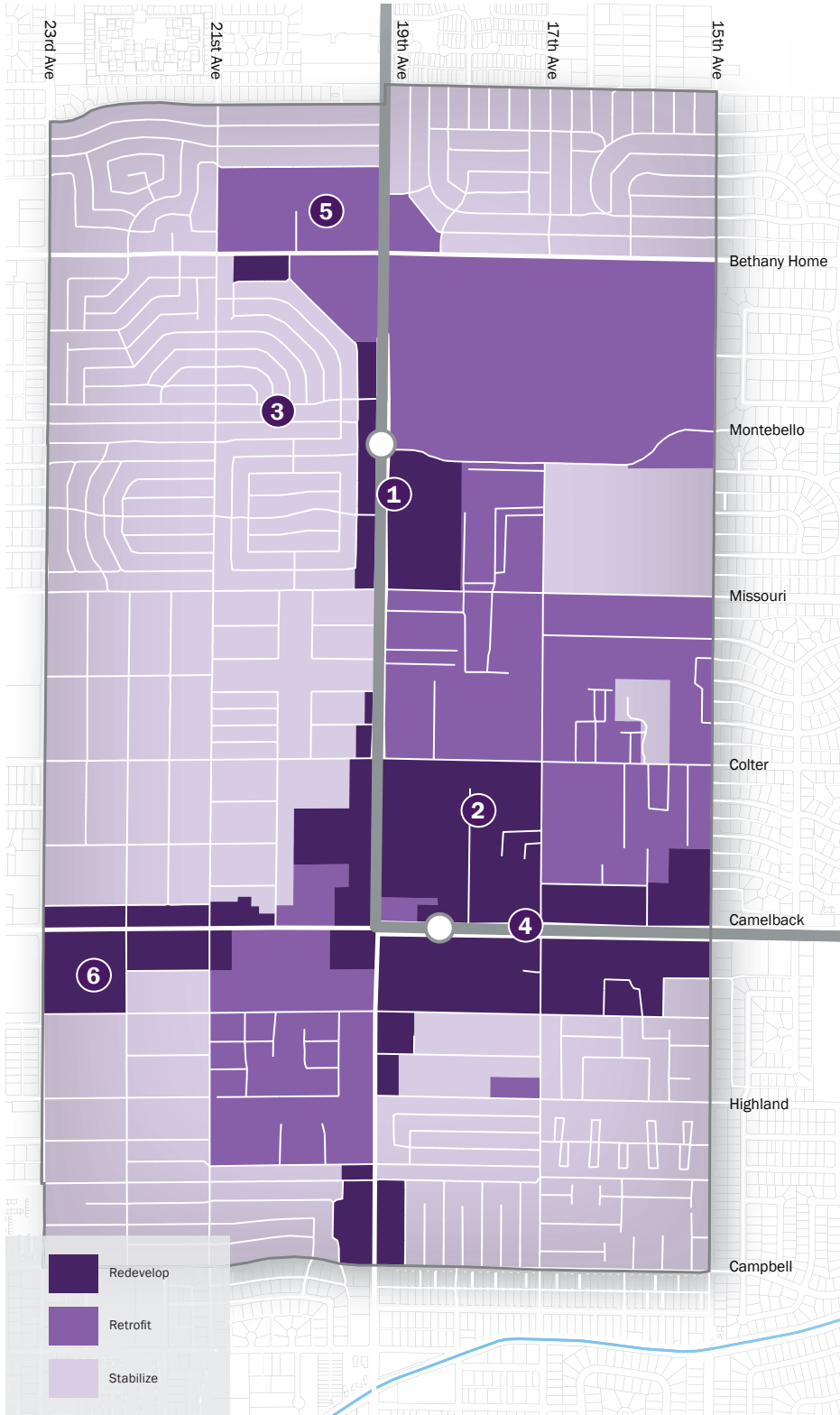
EXISTING ZONING



Low Density Residential
Higher Density Residential
Planned Residential
Commercial
Parking

LAND USE ELEMENT

Investment Opportunities Map



Best Practices





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

HOUSING ELEMENT

Current Conditions



Quality

The current quality of housing in Solano is relatively high. A housing conditions survey did not find housing units in disrepair and Census data does not indicate any housing units lacking basic amenities, such as electricity or other energy source.

Affordability

Approximately 91% of low-income residents in Solano are housing cost burdened, meaning they are struggling to pay rent and do not have subsidies. Approximately 49% of households spend more than 30% of their income on housing, and transportation costs over 23% of income. Overcrowding is an issue in the District, as 7% (393 units) are overcrowded and 6% of households (336 units) are severely overcrowded.

Needs

A market analysis projects a housing shortage of 8,443 units in Solano by 2035. The District currently has a variety of housing types and sizes among its 5,608 units. Based on tract data, three or more bedroom units (37%) and single family homes (35%) are the predominant housing type, and are suitable for large families. Studio or one-bedroom units make up 27% of available housing, and are most appropriate for singles or couples without children.

?%

Low income households cost burdened

67%

Units affordable for moderate income households – owned



93%

Units affordable for moderate income households – rented



13% Overcrowding

.9 Household income diversity

.5 Housing type diversity

28%

Household making the regional median income spends on housing



23%

Household making the regional median income spends on transportation

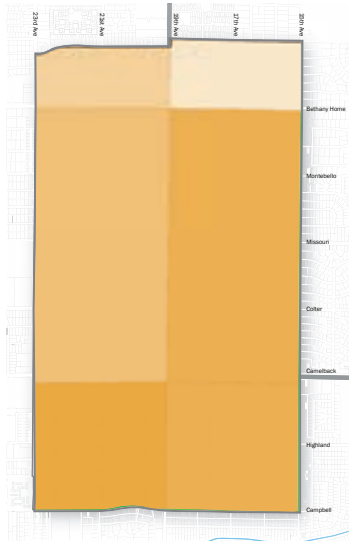




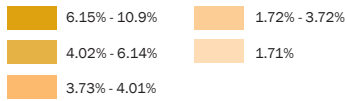
HOUSING ELEMENT

Assessment Maps

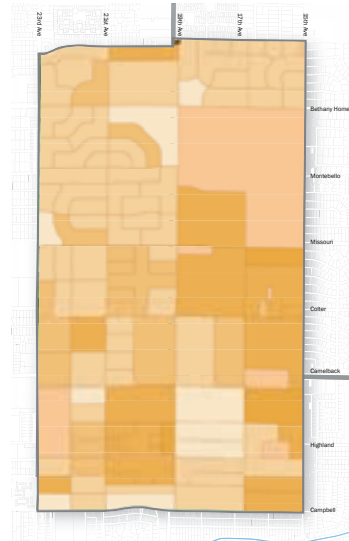
EXTREMELY OVERCROWDED



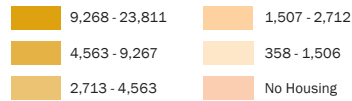
1.51 or More People Per Room



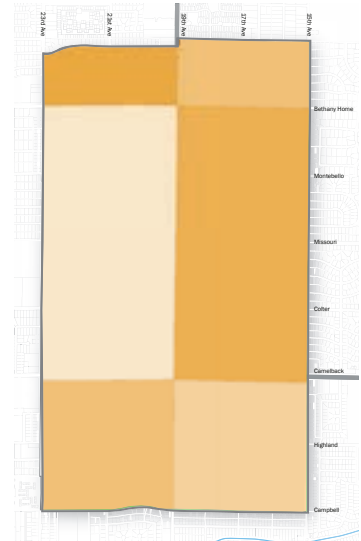
HOUSING DENSITY



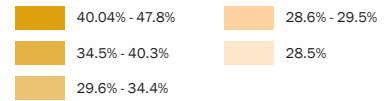
Housing Units Per Square Mile



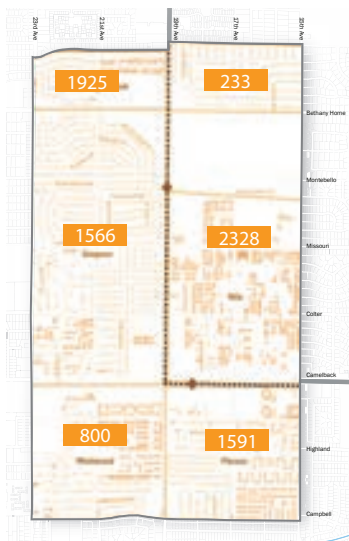
RENT AS % OF INCOME



Percent of Income



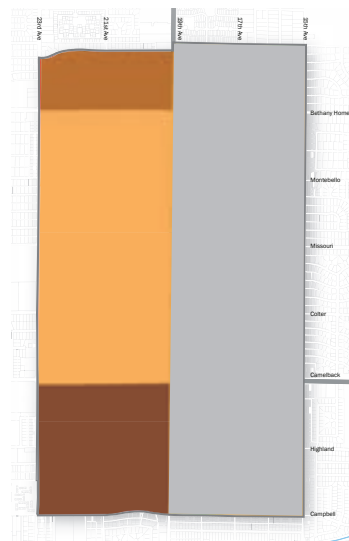
HOUSING NEEDS



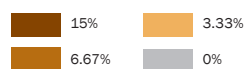
Unit Demand

Housing Units Needed by 2035

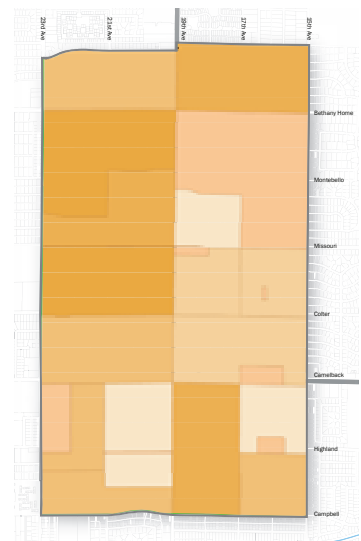
HOUSING FITNESS



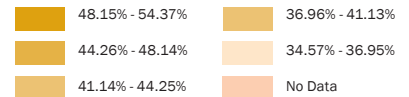
Percent of Housing



HOUSING AND TRANSPORTATION COSTS

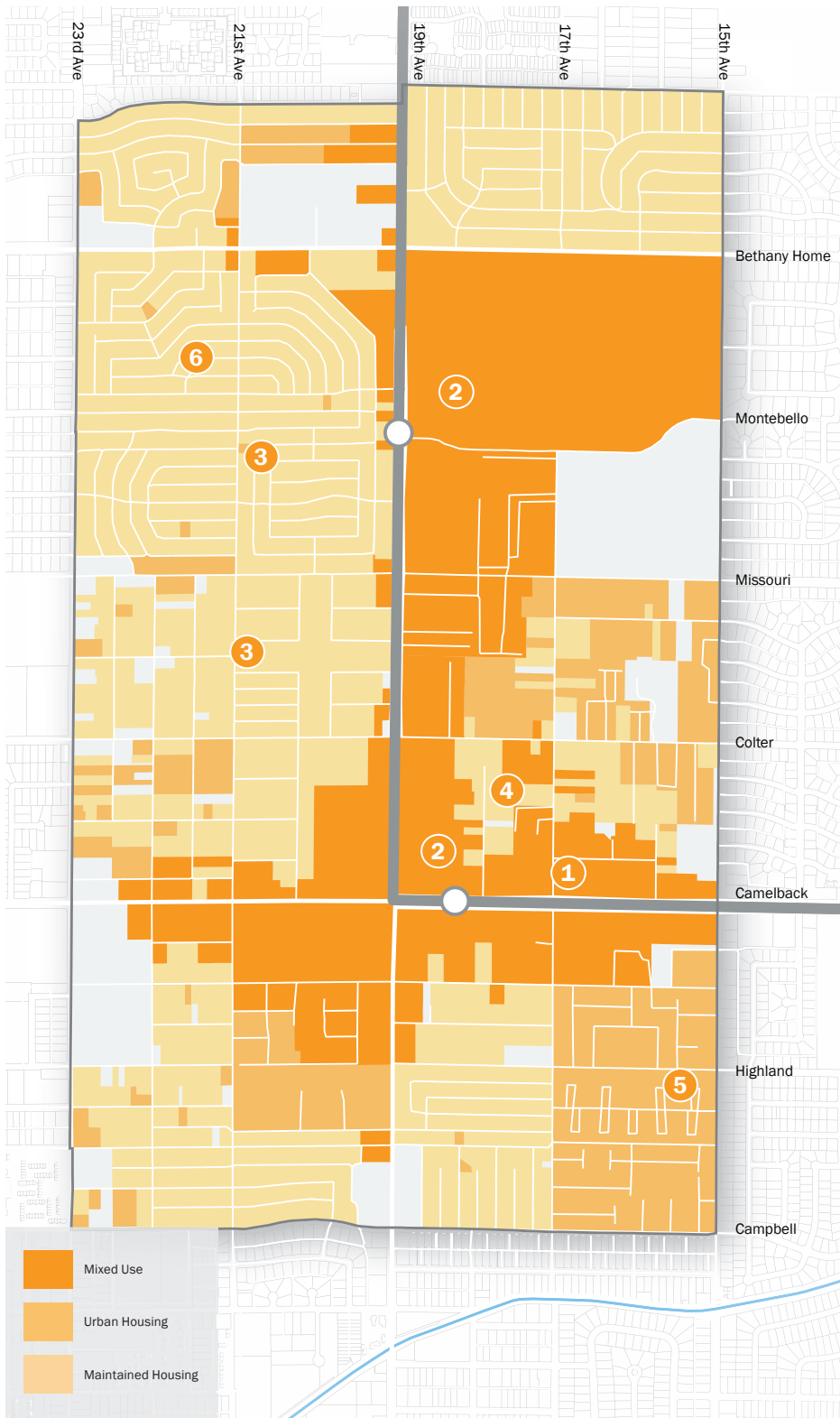


Percent of Income



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 Solano is \$33,136, lower than the city-wide median of \$47,139. Poverty is relatively high, as 33% of households are below the poverty level, compared to 23% for the city as a whole. There is a significant refugee population in Solano, which is reflected in the high rate of ethnic diversity in the District.

Workforce

23% of Solano residents hold a Bachelors or Associates degree, slightly less than the city-wide rate of 26%. Employees in the healthcare sector make up the largest share of the workforce at 12%, followed closely by retail at 11%. Notably, two of the four public schools in Solano have “A” designations from the Arizona Department of Education, including Solano Elementary and Imagine Camelback Elementary, providing an opportunity to improve the workforce over the next decade.

Jobs

Solano is primarily a residential district, but does provide over 5,000 jobs. Phoenix Baptist Hospital is the District’s largest employer, with 780 employees. Assets in the District, including the unique ethnic diversity, Christown Spectrum Mall, quality public schools, and large infrastructure and TOD development opportunities, particularly at the City’s underutilized park and ride lots, position the District for continued growth in healthcare, retail, restaurant, and construction jobs.



50%
Public schools
with “A” designation

3,623

Jobs in key industries

23%

Residents with
post-secondary
degree



7%
Residents
self-employed

12%
Commercial
vacancy

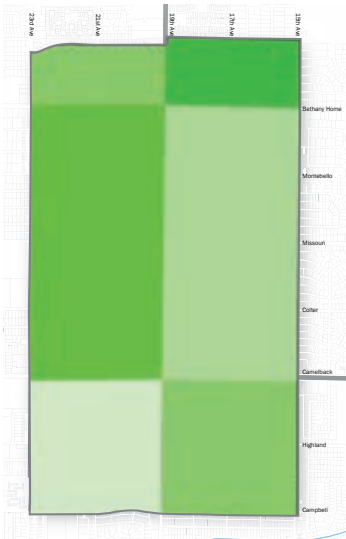




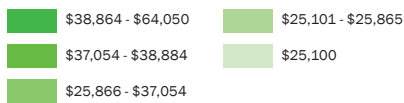
ECONOMIC DEVELOPMENT ELEMENT

Assessment Maps

MEDIAN HOUSEHOLD INCOME



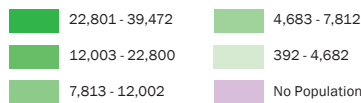
United States Dollars



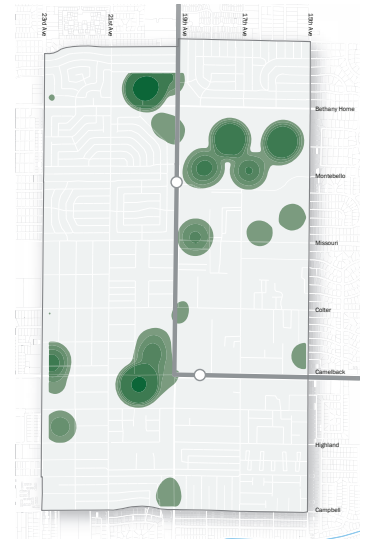
POPULATION DENSITY



Population Per Square Mile

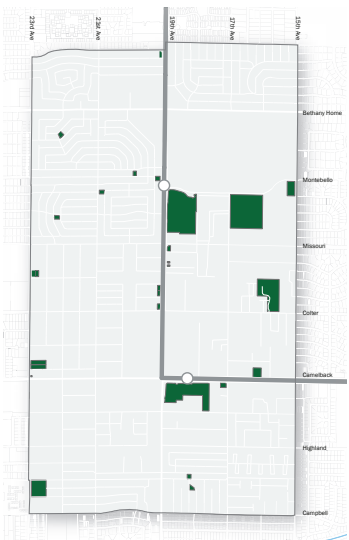


EMPLOYMENT DENSITY



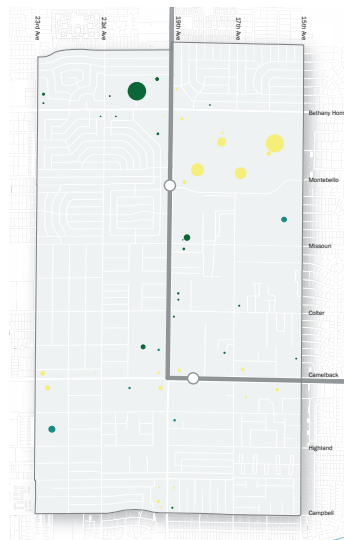
Higher Crime **Lower Crime**

CITY-OWNED PROPERTY



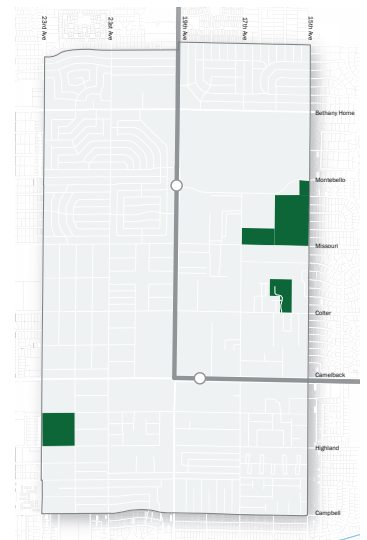
City Owned Properties

INDUSTRY SECTORS



Healthcare
 Retail/Restaurant/Hospitality
 Education

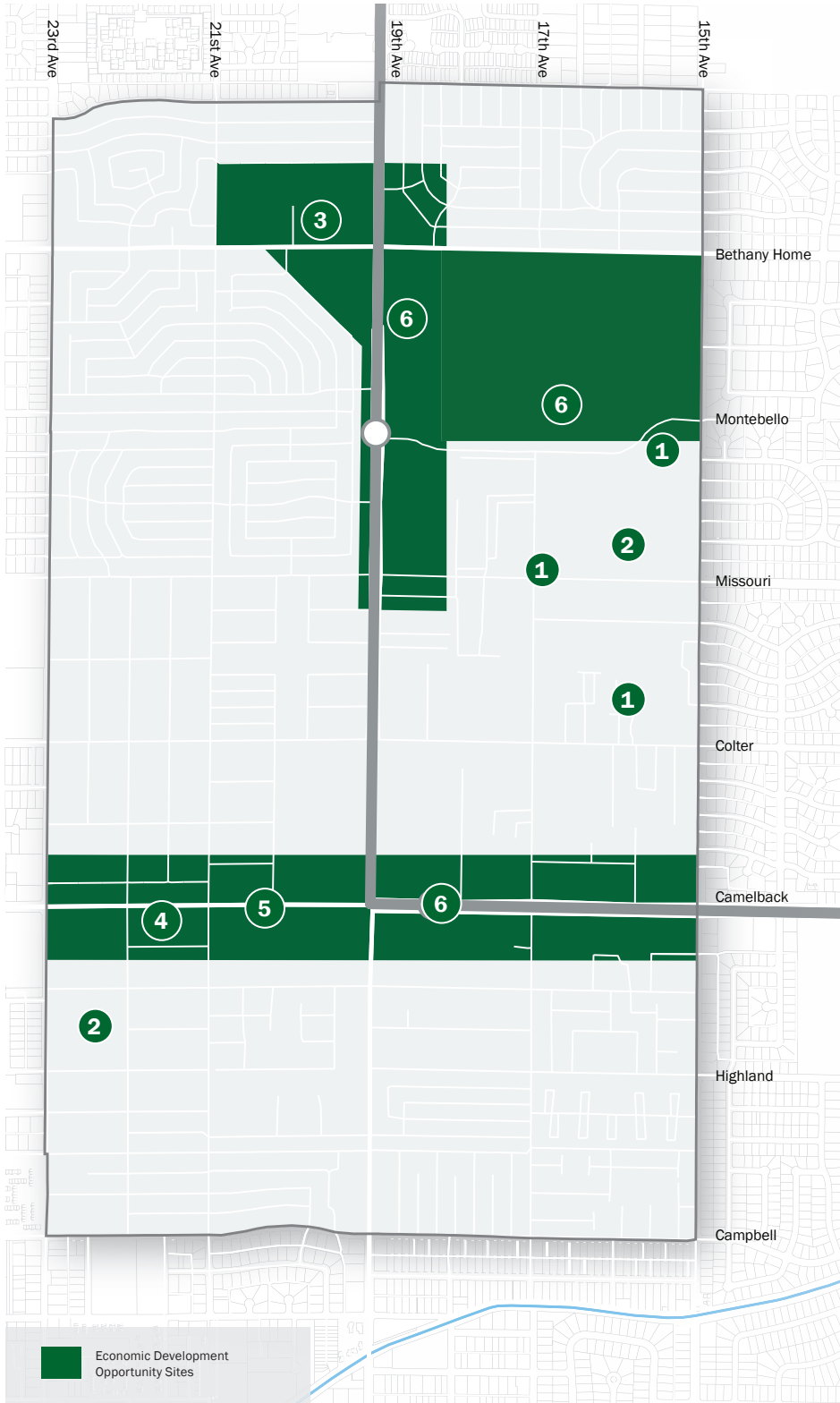
EDUCATION & TRAINING



Education and Training

ECONOMIC DEVELOPMENT ELEMENT

Investment Opportunities Map



Best Practices

1

Community Learning Center

2

Quality Neighborhood School

3

Healthcare Cluster

4

Advanced Manufacturing 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

Solano's two supermarkets—Super Target and Walmart Supercenter— at Christown Spectrum Mall, both accept Women Infant Children (WIC) vouchers, which provide assistance to low income residents. Costco is also at Christown Spectrum Mall and provides healthy foods, but requires a membership. There is a corner grocery store - ABC Mart at 19th Avenue and Camelback Road that accepts WIC and carries a variety of healthy foods. Only 21 percent of Solano residents live within a 5 minute walk to these stores.

Recreation

The vast majority of residents - 83% - do not have a park within a 5-minute walk of home and have less than one-third the parkland acres per person than City residents as a whole. Solano Park is a great asset, but has limited shade and some residents report feeling unsafe while using it.

Transportation

Vacant lots and abandoned buildings were seen by workshop participants as significant barriers to walking due to a sense of danger. The community is eager to transform these vacant lots and ill-maintained buildings to meet essential needs and deter current uses. In particular, residents mentioned vacant lots along Camelback Road and the recently vacated Goodwill Career Center at 17th Avenue and Camelback Road. Workshop participants cited crime as a significant liability for the Solano District as a whole. 19th Avenue and Camelback Road and Solano Park were repeatedly mentioned as high crime areas. Some residents are reluctant to visit Christown Spectrum Mall because of the prevalence of gang activity nearby. In addition, seven streets were identified as particularly dangerous because of speeding traffic and the condition of sidewalks —23rd Avenue, 21st Avenue, 19th Avenue, 15th Avenue, Camelback Road, Missouri Avenue and Montebello Avenue.



17%

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

21%

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



154

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

129

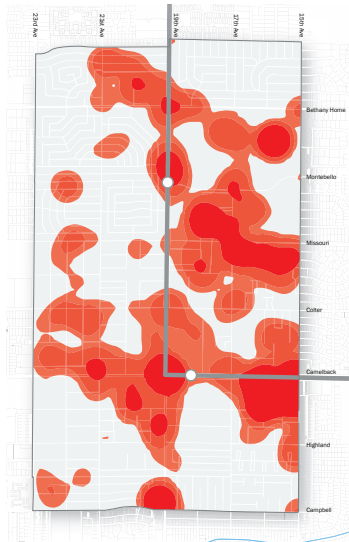
**Violent crimes per 1,000
household over 3 years
(2010 - 2012)**



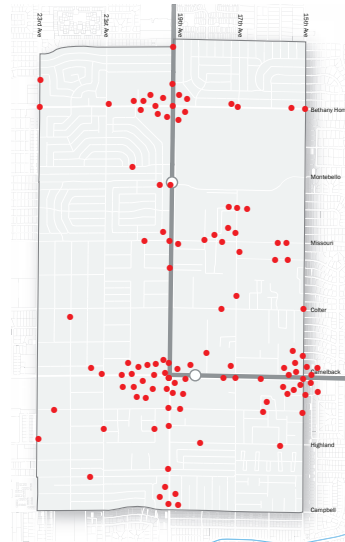
HEALTH ELEMENT

Assessment Maps

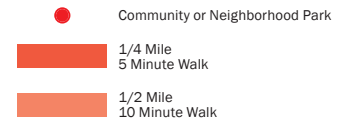
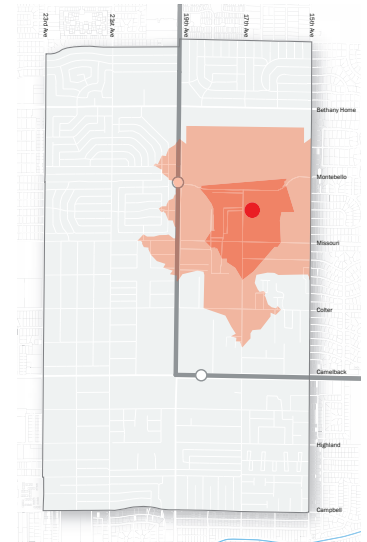
CRIME DENSITY



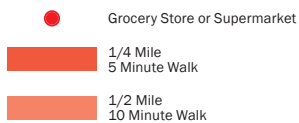
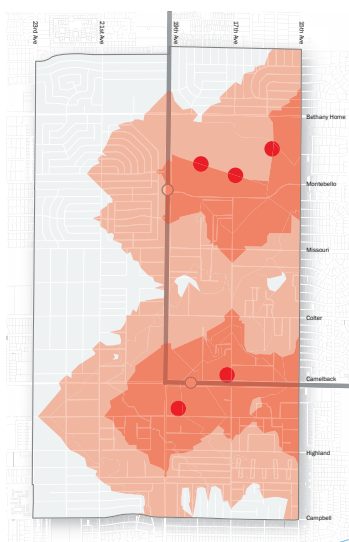
PED+BIKE INJURIES



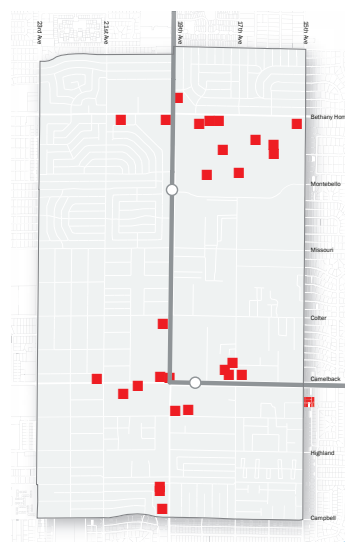
RECREATION ACCESS



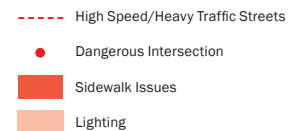
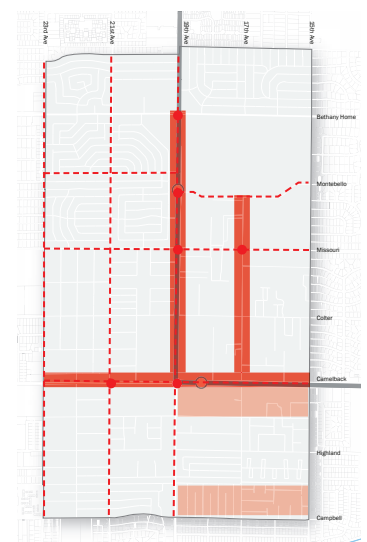
HEALTHY FOOD ACCESS



ALL FOOD OUTLETS

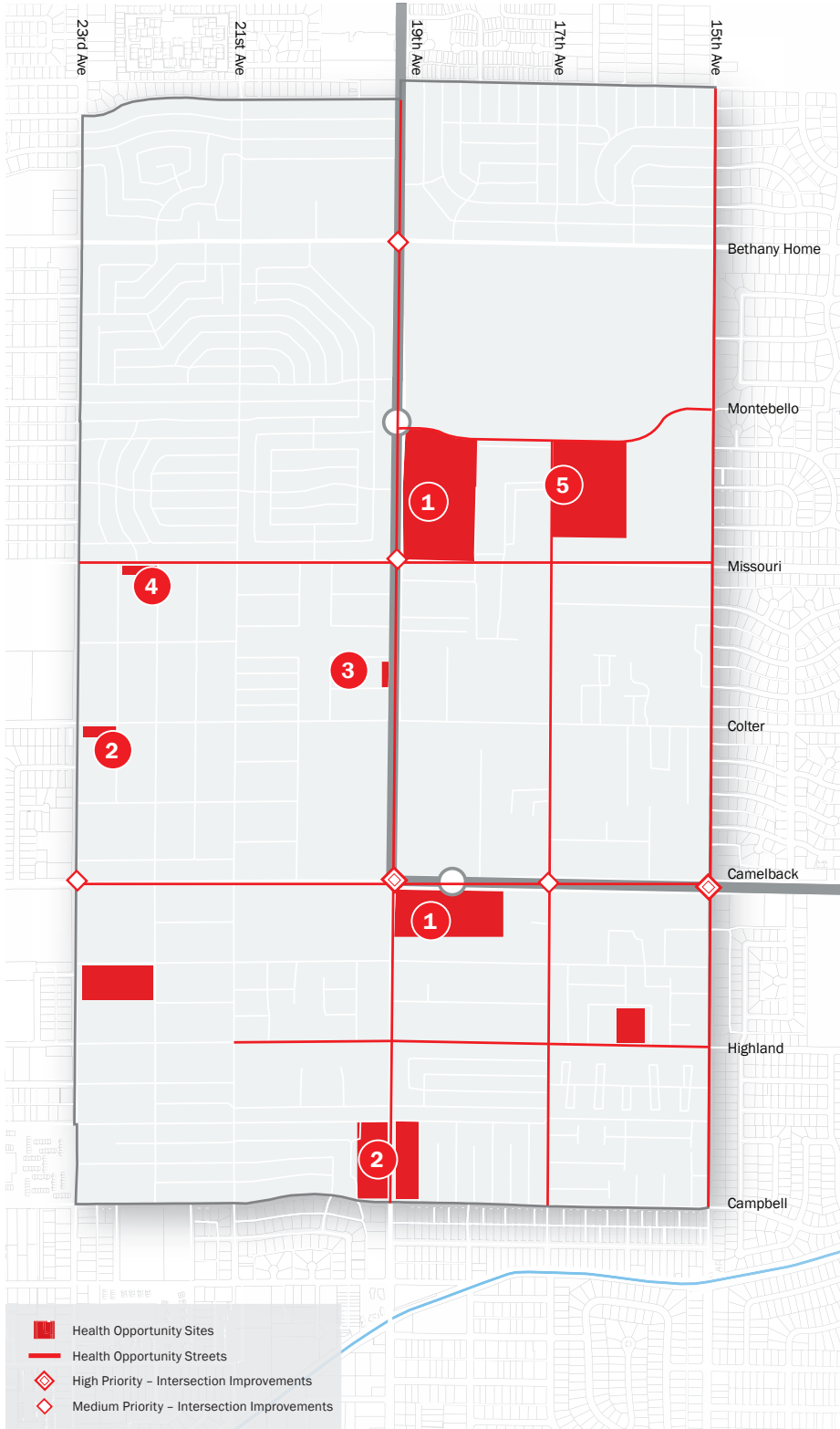


STREETS HAZARDS



HEALTH ELEMENT

Investment Opportunities Map



Best Practices

1

Full Service Grocery

2

Corner Grocery Store

3

Community Garden

4

Passive Park

5

Active Park

6

Active Frontage





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

MOBILITY ELEMENT

Current Conditions



Streets

Walkability is a key objective of Reinvent PHX. In this context, mobility applies to all forms of transportation, from pedestrians on sidewalks to passengers on rail. Many streets in Solano were “improved” in the past without primary consideration for pedestrian comfort and safety, a practice that should not be repeated moving forward. Mobility is also enhanced by smaller block sizes that disperse vehicular traffic and provide greater connectivity for pedestrians. The street grid in Solano is a mid-century suburban pattern. While the intersection density is 107 per square mile, there are several large super blocks, such as Christown Spectrum Mall and the two Park and Ride lots, where additional streets or pedestrian paseos would help pedestrian connectivity in the District.

Bicycles

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

Transit

Solano is served by bus routes on Camelback Road, Bethany Home Road, 19th Avenue and 15th Avenue and two light rail stations on 19th Avenue at Camelback Road and Montebello Avenue. Frequencies and hours of transit use are both moderate, averaging 17 minute frequencies and 18 hours of service per day. It is possible that Christown Spectrum Mall and Phoenix Baptist Hospital would partner in circulator service, which would enhance transit services in the District.



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

18

Average hours of transit
services (bus + light rail)

12,649

VMT per household

107

Intersection density
intersections per sq. mile

17 Minutes

Average transit
frequencies
(bus + light rail)



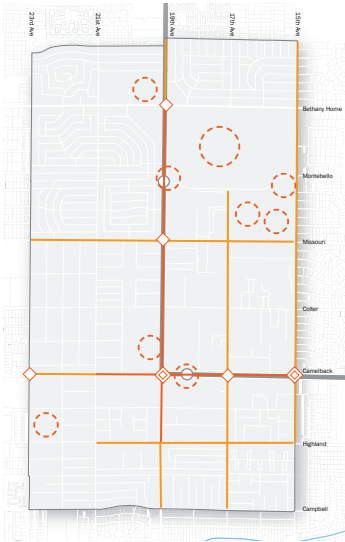
2,958,171
Annual light rail use
(boardings/deboardings)



MOBILITY ELEMENT

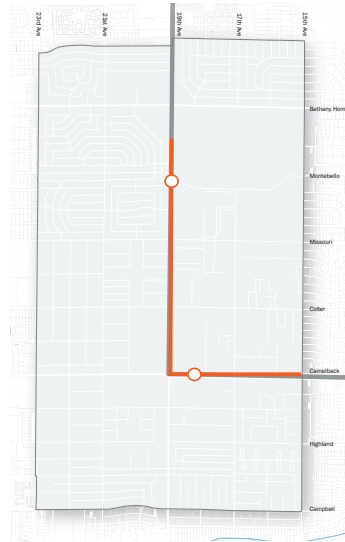
Assessment Maps

PEDESTRIAN ANALYSIS



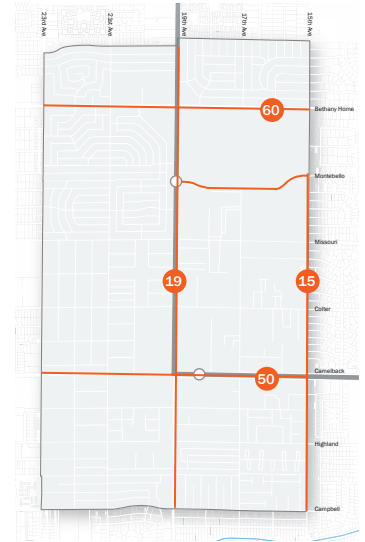
- High Priority
- Medium Priority
- Pedestrian Destination
- ◇ Medium Priority - Intersection Improvements
- ◇ High Priority - Intersection Improvements

RAIL NETWORK



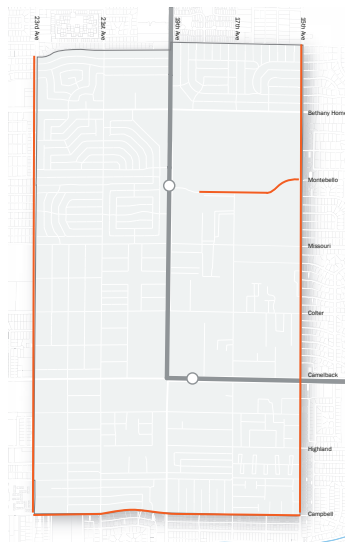
- Existing Light Rail

BUS NETWORK



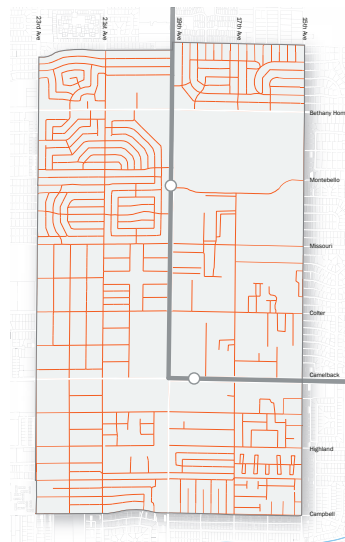
- Existing Bus Route

BIKE NETWORK



- Existing Bike Lane

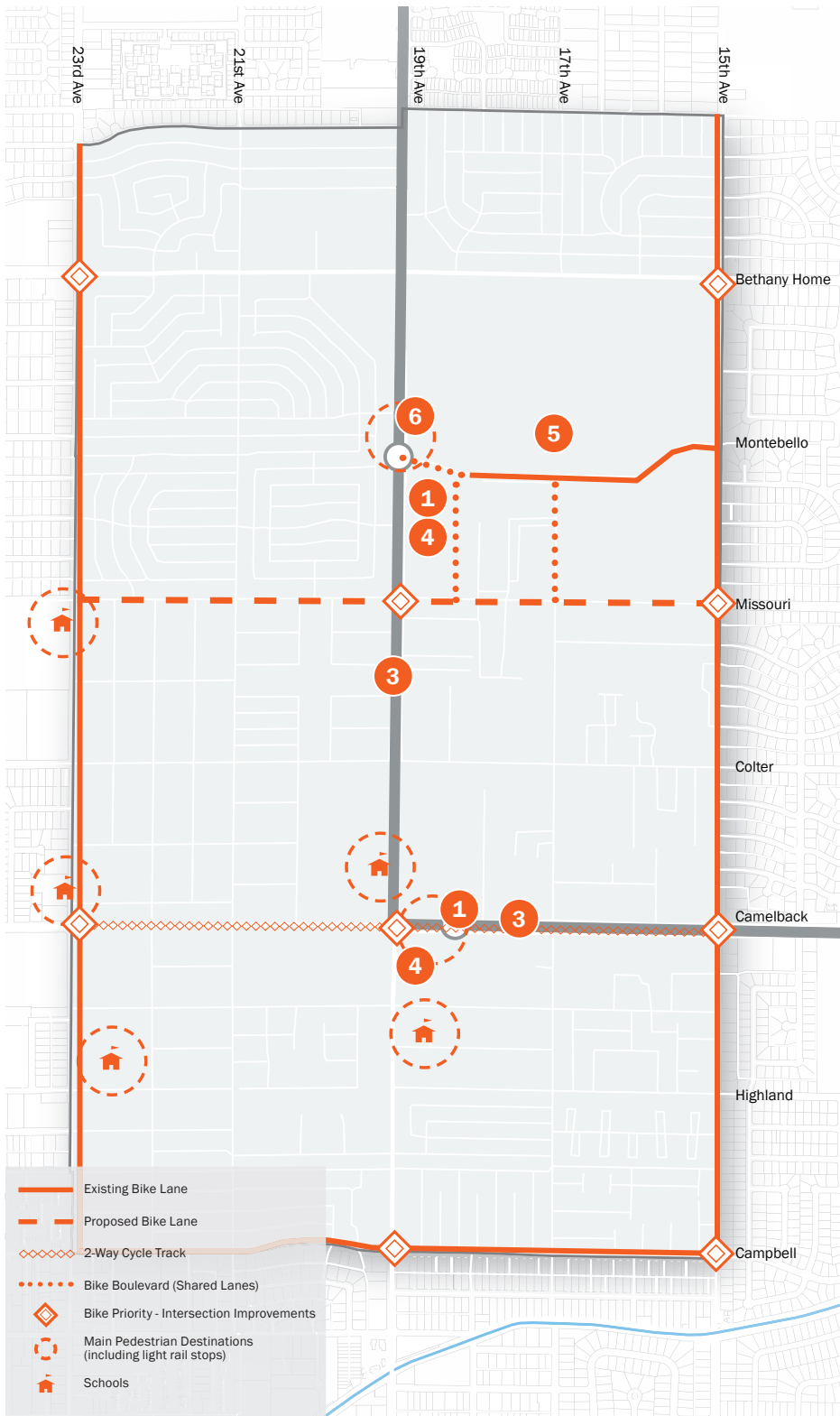
STREET NETWORK



- Existing Streets

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

Almost half of Solano's surface is impervious to rain water. During a one-inch storm, the District's buildings and pavement produce approximately 7.3 and 12 million gallons of runoff respectively, for a total of 19.3 million gallons of water. Based on the average annual rainfall in Phoenix of 7 inches, the amount of stormwater runoff is equivalent to 70 days of District potable water consumption, based on Solano's 1.8 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.

Temperature

High temperatures in Solano are in need of mitigation. District temperature data reveal that only 8% of surface temperatures in the summer in the District 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, Solano could see increases in heat-related illnesses and diseases from declining air quality. In addition, Solano will face rising costs to cool buildings as temperatures continue to increase.

Water

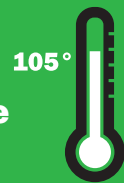
Water management is also a significant issue in Solano. Water use is high, at nearly 170 gallons per capita, per day (GPCD) - more than double the U.S. average of 80-100 GPCD. With climate change increasing uncertainty about Phoenix's water future, water conservation is a serious issue. Improved water management could also increase the District's dearth of trees, which only cover 4% of the District, which could subsequently help reduce temperatures.



4%
Tree coverage

8%

Surface temperature cooler than 105°



18%

Surface temperature hotter than 130°



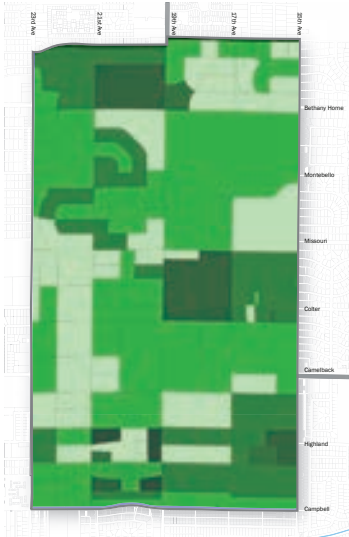
32%
Pervious groundcover



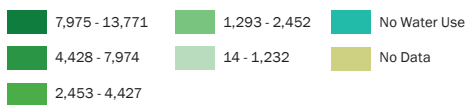
GREEN SYSTEMS ELEMENT

Assessment Maps

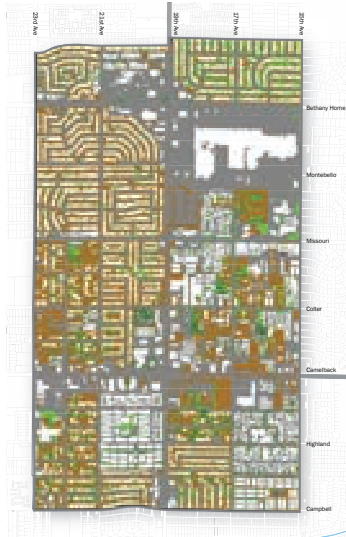
LANDSCAPE WATER USE



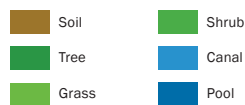
Gallons per Day per Acre



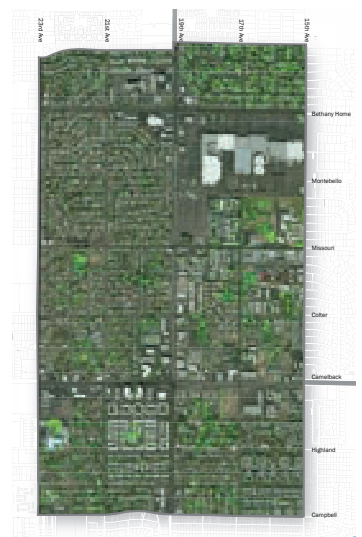
MATERIAL POROSITY



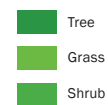
Porous



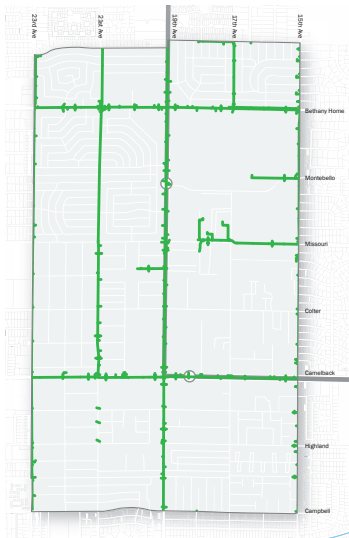
TREES, SHRUBS + GRASS



Type

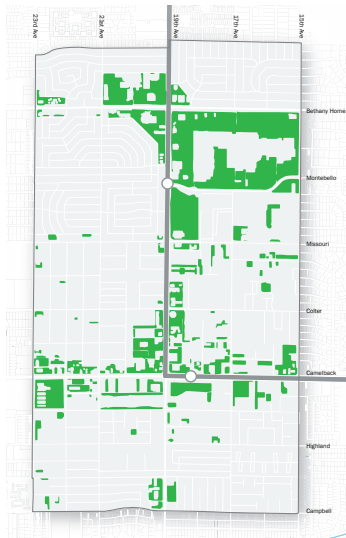


STORMWATER INFRASTRUCTURE



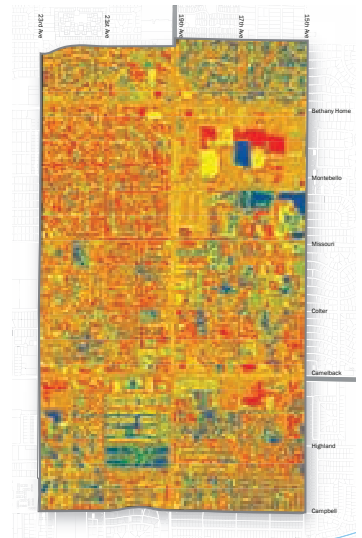
Existing Storm Infrastructure

SURFACE PARKING LOTS

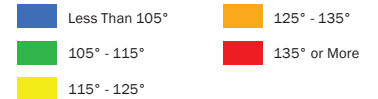


Existing Surface Parking

TEMPERATURE

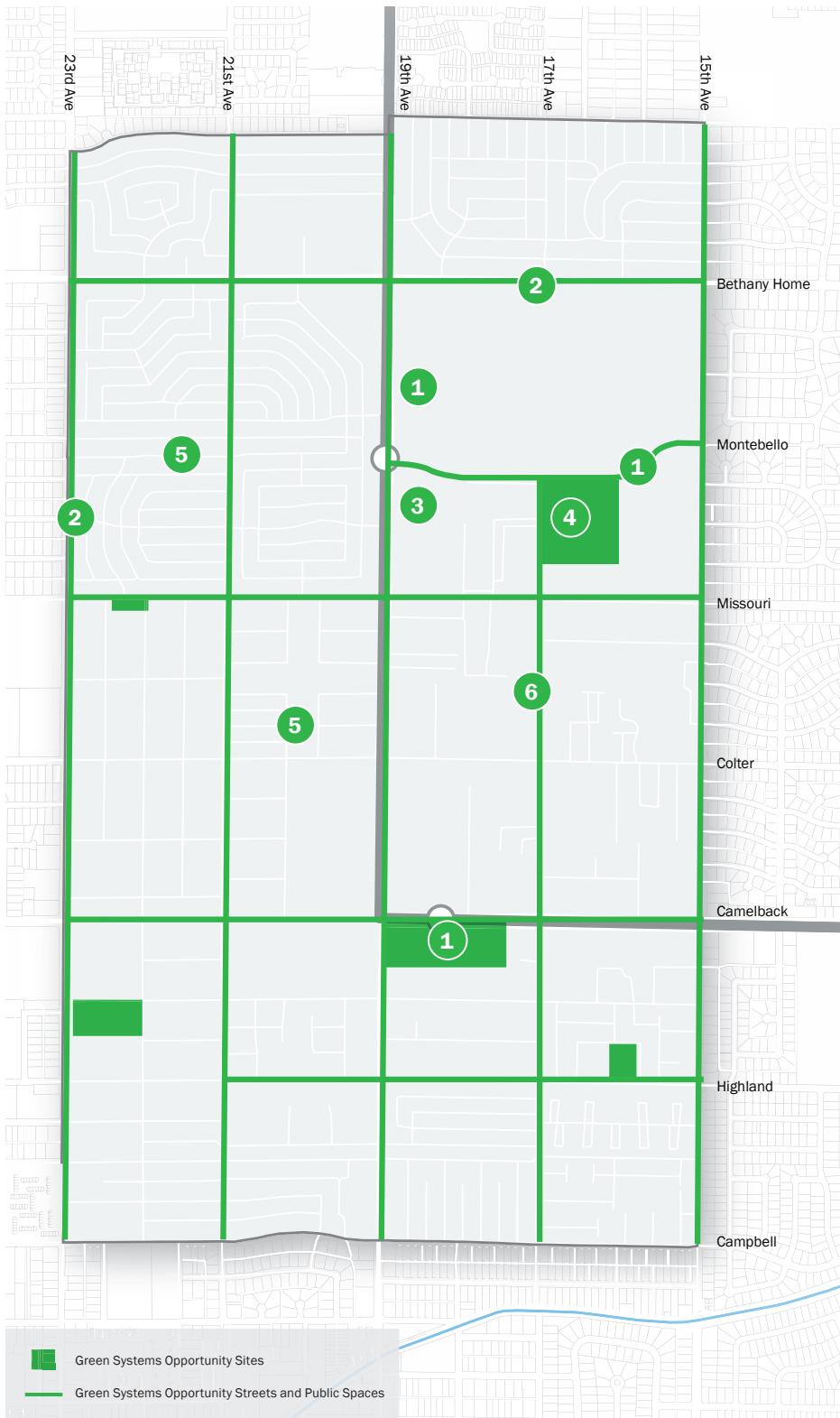


Degrees Fahrenheit



GREEN SYSTEMS ELEMENT

Investment Opportunities Map



Best Practices

1



Green Civic Space

2



Green Street

3



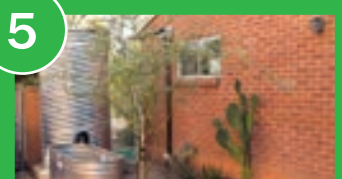
Green Parking

4



Neighborhood Retention

5



Water Harvest and Reuse

6



Shade and Cooling



60



SOLANO

TOMORROW

DISTRICT OVERVIEW

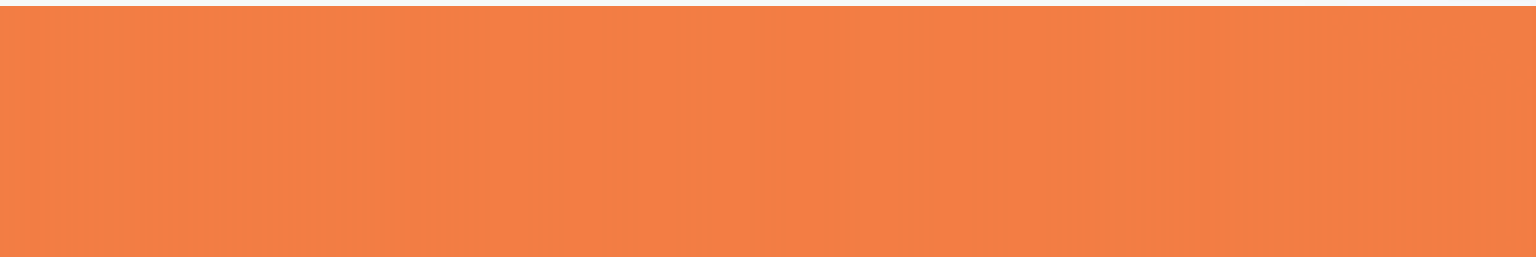
Community Vision and Master Plan

The Tomorrow chapter contains a long range plan for the Solano District with more detailed information for two Priority Development Areas: the Camelback Corridor and the Christown Mall Area. Each section includes a Community Vision and Master Plan.

The **Community Vision** is a descriptive story of Solano 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, and interviews 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 Solano Sustainability Vision report cited in the Appendix.

Event	Location	Date	Total Participants
SE1	Solano Elementary School	06/26/13	23
SE2	Simpson and Washington Park Leaders	07/13/13	3
SE3	Westwood Neighborhood Association	11/16/13	15
SE4	Park Lee	06/23/13	15
W1	Park Lee Housing	03/23/13	35
W2	Solano Elementary School	03/28/13	20
W3	Camelback Road Landowners	04/26/13	18
OS	Online Visual Preference Survey	06/17/13 - 07/18/13	5
SLHI	Solano Elementary School	09/28/13	54
Total			188

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 HIA workshop

COMMUNITY VISION

The Solano District in 2040

In 2040, Solano is a vibrant and culturally diverse District. Preserved single-family homes, revitalized multi-family housing, and new construction near light rail stations provide quality living choices for all ages and incomes. Mixed-use buildings have attracted new residents and affordable housing, job training, and a small business incubator has maintained a diversity of cultures, which is reflected in the District’s shops and restaurants.

Theme: A Multi-Cultural Destination

In 2040, Solano is a destination for people who love trying new, exotic foods [IN, W1, W3]. Diverse small businesses on Camelback Road plus large-scale shopping and medical employment near Christown Spectrum Mall make Solano a vibrant economic location [W2; W3].

District parking at 19th Avenue and Camelback Road has shifted the parking burden away from residential areas, allowing residents and visitors to park and walk to their favorite stores and restaurants [W3]. Family-owned businesses stem

from the District’s welcoming neighborhoods for refugee communities [W2]. There are an abundance of women and minority-owned businesses, and residents enjoy the rich retail choices [W1; W2]. The weekly outdoor food and craft market helps incubate small businesses and builds community cohesion [W1]. Bhutanese, Laotian, and Sudanese are just a few of the cultures sharing their talents, crafts, and cooking at the market [W1; W2]. Job training and support for young business owners has helped establish many of the District’s small businesses [W1; W2; W3]. Interest in local commerce sparked the Solano Business Association, which stimulates the local economy with festivals and events celebrating local products, art, and crafts [W1; W2].

Theme: Education and Training

In 2040, investment in education and job training has built a creative and highly skilled work force [W2; IN]. Local school districts, Arizona State University, and Maricopa Community Colleges offer “cradle-to-career” education that supports



children through adults with job skills [SE1; W1; W2; IN]. Early needs assessment provides the base for training [W2], with each course linked to employment opportunities.

A training center produces electricians, mechanics, plumbers, cooks, and medical staff, in addition to offering sewing, English language and GEDs [W1; W2] and a commercial kitchen incubator helps residents start ethnic restaurant businesses that continue to open in Solano [W1; W2]. After school and summer programs help keep teenagers out of trouble, and help connect them to part time jobs [W2]. Overall, the efforts have created the “Solano Generation” of professionals and business owners raised and educated in the District.

Theme: Safe and Affordable Neighborhoods

In 2040, all backgrounds are welcome in Solano [W1; W2]. Single family homes in the Westwood, Washington Park, and Simpson neighborhoods have been restored and are popular with families. [SE7; SE9]. Mixed-income apartments help ensure an opportunity for people of all incomes to reside in the District [W1; W2]. Mixed-use apartments near the 19th Avenue

and Camelback Road light rail station are ideal for commuters, and critical to the young, urban feel of Solano [W1; W3]. Major clean up efforts on Camelback Road have helped attract investment and improve safety in adjacent neighborhoods [SE1; SE2, SE3; W1; W2; W3]. Revitalized multi-family buildings in the Nile and Westwood neighborhoods offer clean and well-lit places to gather in the day and at night [SE1; SE3; W1; W2].

Theme: Walkability







In 2040, Solano is a safe and comfortable place to walk and bicycle [W2; SLHI]. Major improvements to crosswalks and public safety have transformed 19th Avenue and Camelback Road into a welcoming destination [SE1, SE2; SE3, SE4; W1; W2; W3; SLHI]. 15th Avenue provides easy access to the Grand Canal and [SE3; W2] 17th Avenue offers a convenient route to Solano Park and Christown Spectrum Mall [W2]. Many Solano residents work in the District, and many who don't take light rail to jobs in Midtown, Downtown, and the Gateway District, allowing them to save on transportation expenses [W2; W3].

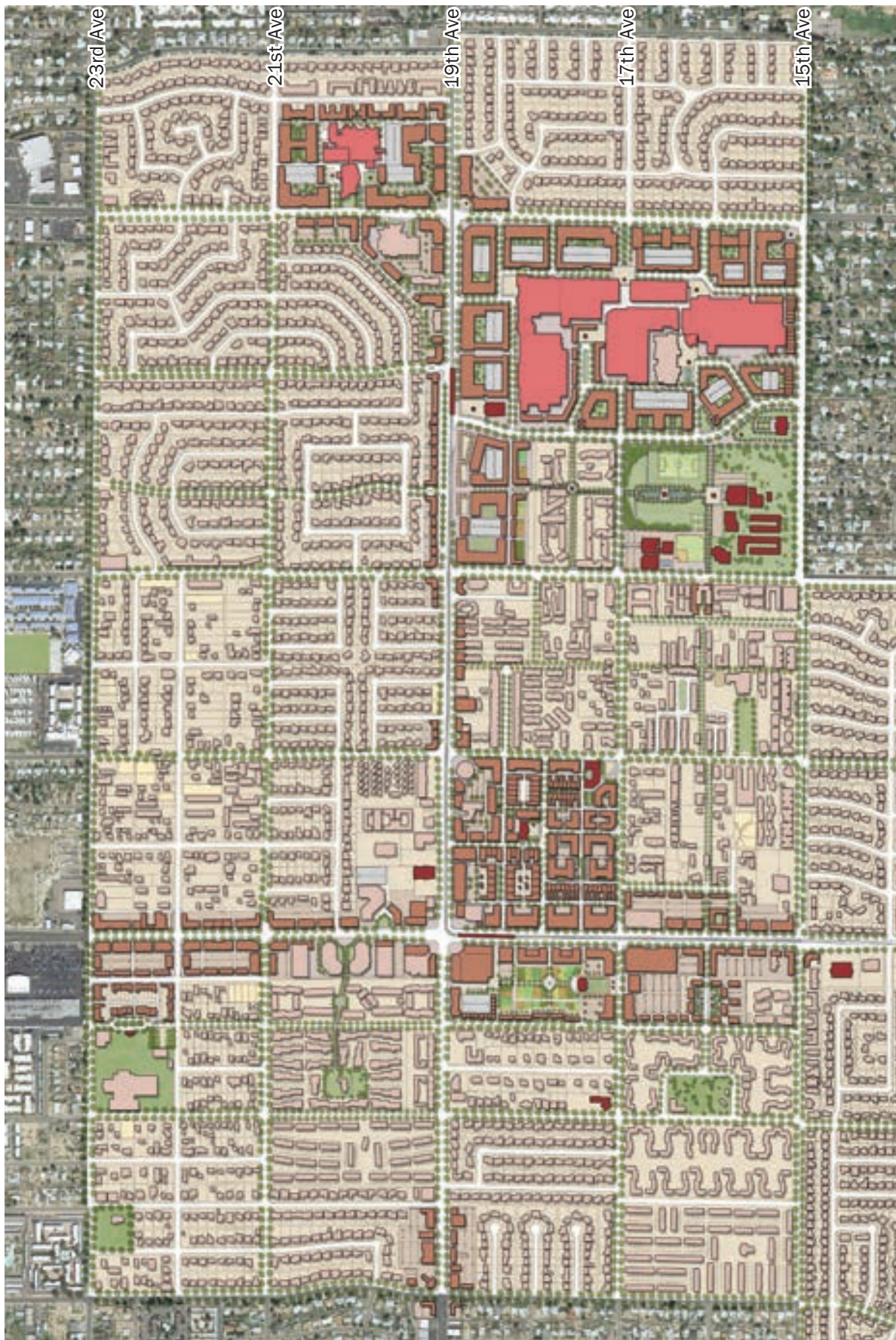
MASTER PLAN | DEVELOPMENT

//////

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.

- | | |
|--|---|
|  Building of Importance |  Green Space |
|  Civic Building |  Proposed building |
|  Existing Building |  Proposed parking |



Bethany Home Rd

Montebello Ave

Missouri Ave

Colter Ave

Camelback Rd

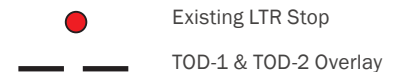
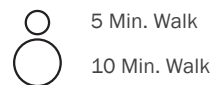
Highland Ave

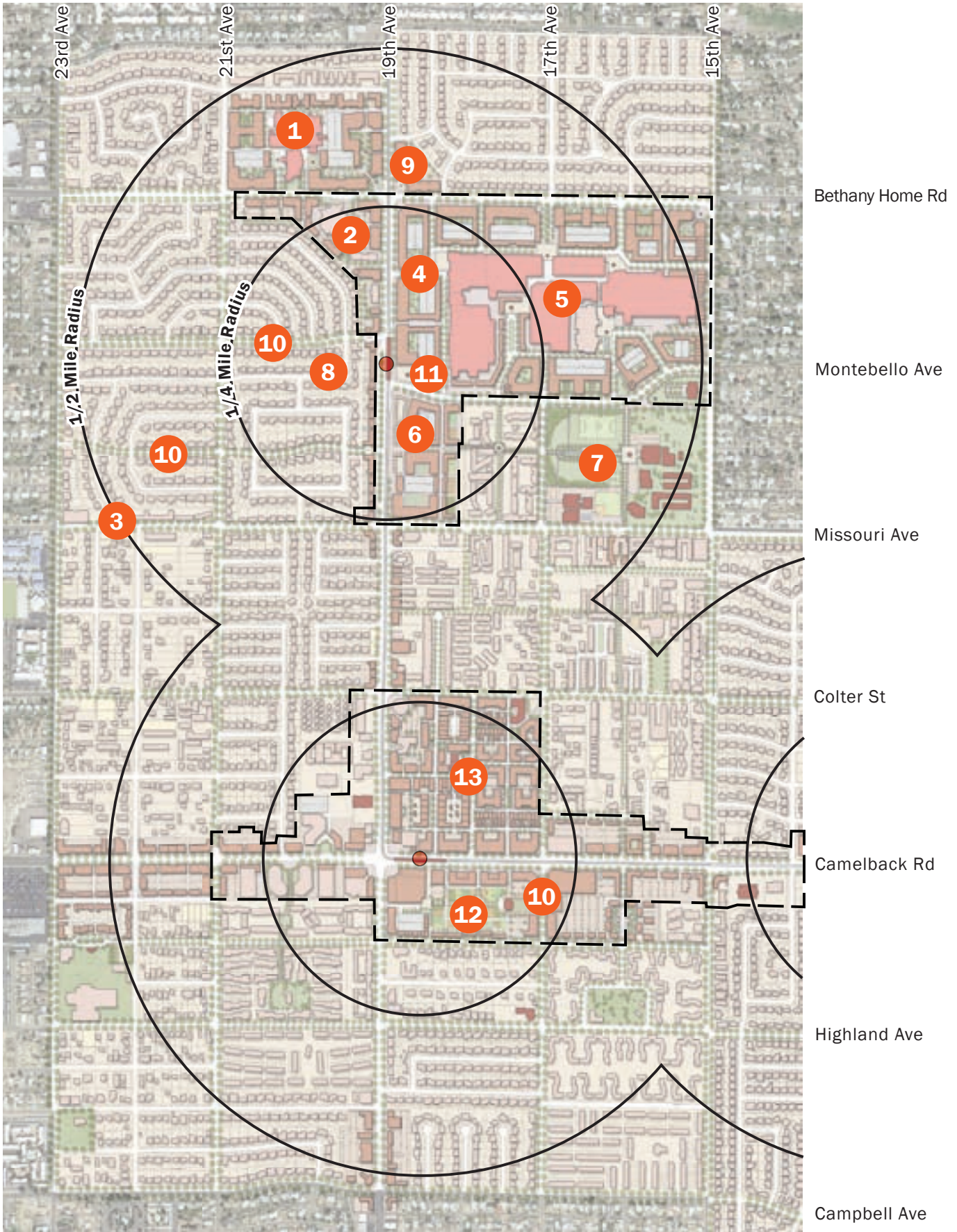
Campbell Ave



MASTER PLAN | ANNOTATIONS

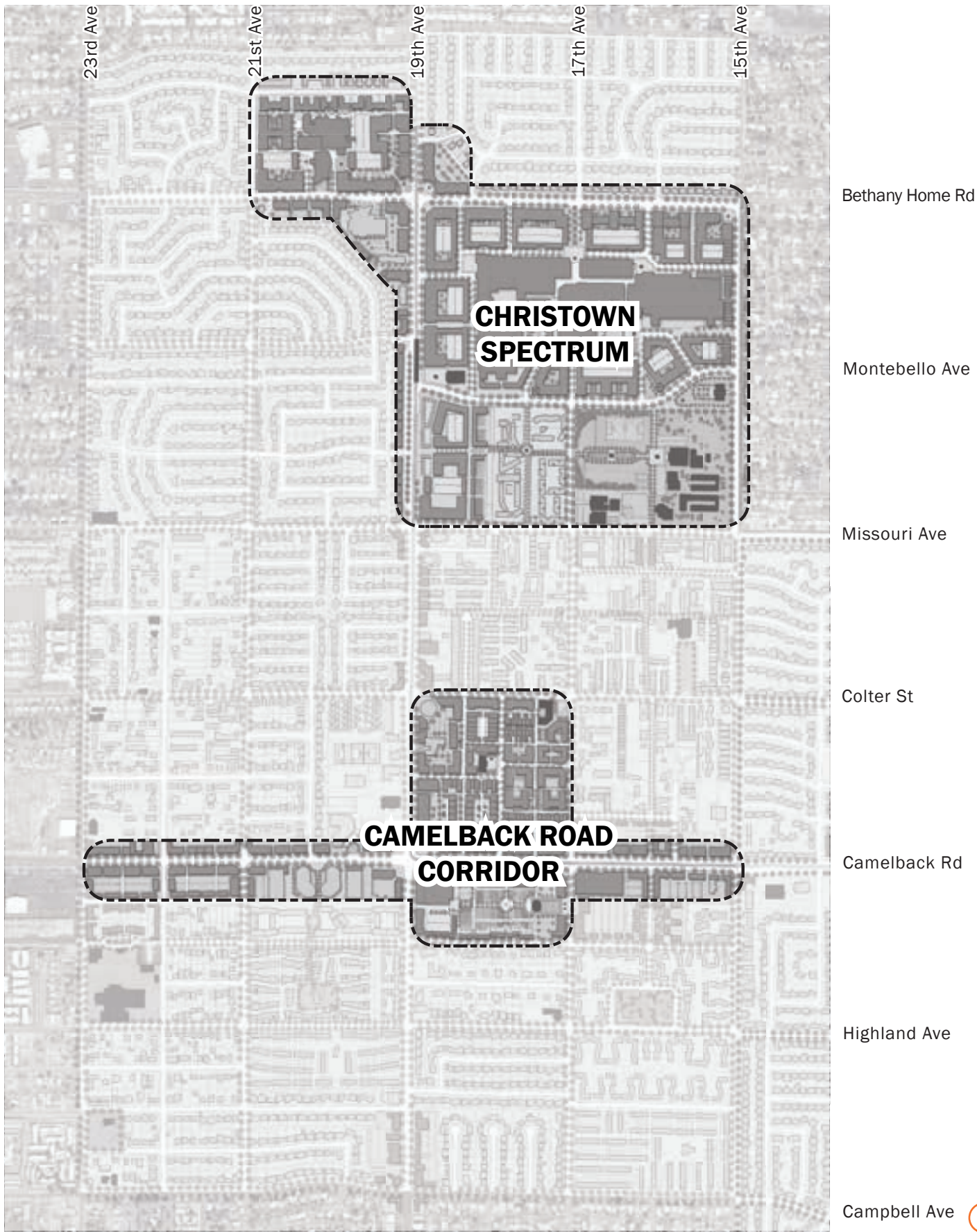
-
1. Phoenix Baptist Hospital is retrofitted to accommodate expansion and mixed-use buildings with retail and office space. The upper floors could house new buildings with medical facilities and health related uses. The redevelopment of the residential area north of the hospital could accommodate housing for doctors, nurses, and other employees.
 2. The parking surplus around Christown Bowling Lanes is transformed into a defined block where pedestrians are given an alternate route to the hospital from the Light Rail Stop. Additional buildings also help frame the mid-century structure as an important landmark.
 3. A new pocket park is proposed for the vacant site on Missouri Avenue and 22nd Drive. A group of townhouses is proposed to front the new park to better define the space and create safer environment.
 4. Courtyard buildings with internalized parking structures are used to create a block structure with walkable streets. The floors above the main ground level are mostly offices, taking advantage of the Light Rail stop's proximity and encouraging car-free commuting.
 5. The mall is retrofitted to accommodate mixed-use buildings with retail in the first floor and medical office space above near the hospital. Residential buildings are proposed fronting Solano Park and Elementary.
 6. The Park-Ride facility is redeveloped as mixed-use buildings including retail, farmer's market, business start-ups, library, community gardens and housing.
 7. Upgrades to Solano Park include better pedestrian connections linking the park and Solano School with the neighborhood west of the light rail.
 8. The Simpson neighborhood is an established residential area primarily with single-family homes. Because of its proximity to the 19th Avenue corridor and the Montebello Station, it is subject to zoning use changes along 19th Avenue from residential homes into commercial, office, and live-work uses. In this transitional area, a special building type called a "liner building" is proposed. This unit type can accommodate commercial and residential uses that would not disrupt the residential area behind with excessive massing.
 9. On the corner of 19th Avenue and Bethany Home Road some mixed use buildings with retail in the first floors and office or residential on upper floors are proposed close to the street frontage, not to disrupt adjacent neighborhoods.
 10. Better pedestrian connections to light rail are proposed, providing a shaded, safe and comfortable walk or bicycle ride to the station.
 11. Yucca Public Library is proposed to be relocated to a more prominent location on 19th Avenue near light rail.
 12. A large-scale community garden surrounded by mixed-use buildings and an anchor grocery store is proposed to replace the existing park-and-ride facility at Camelback Road and 19th Avenue.
 13. Area for redevelopment – prototypical neighborhood with a variety of building types.





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, the city-owned park and ride lots, Christown-Spectrum Mall and Phoenix Baptist Hospital. These areas also had the most community support for redevelopment and need for focused investment.



MASTER PLAN | OPEN SPACE

The Open Space Plan identifies strategic sites to for publically-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.

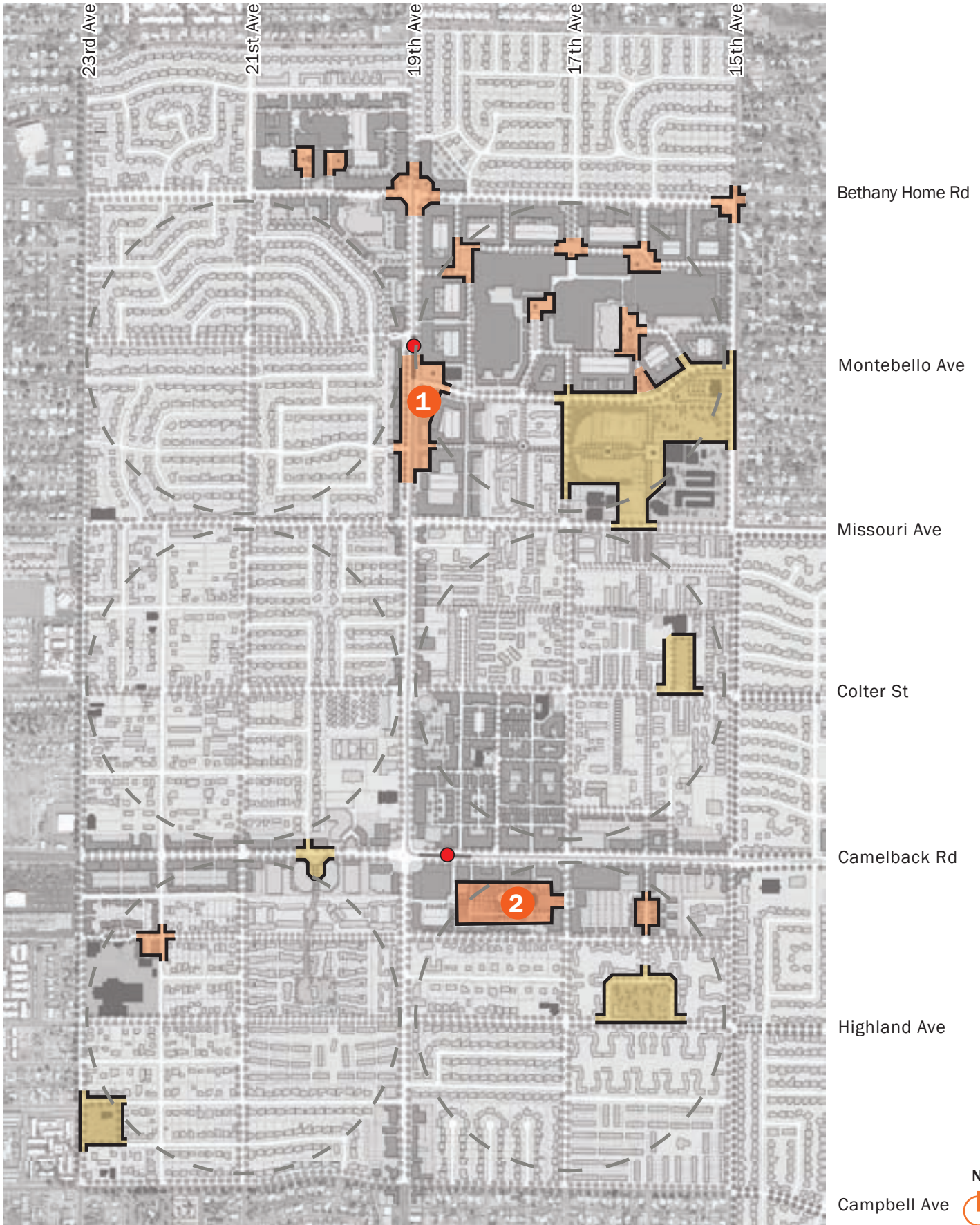
To provide more opportunities for community interaction, the plan proposes various small plazas and squares within walking distance of most residential areas. These open spaces are ideal locations to cluster neighborhood-oriented small businesses, such as corner markets, laundromats, and cafés.

OPEN SPACE PRIORITIES

- 1 SOUTH EAST CORNER OF 19TH AVENUE AND MONTEBELLO AVENUE**
 - GREEN CIVIC SPACE
 - SHADE AND COOLING

- 2 SOUTH EAST CORNER OF 19TH AVENUE AND CAMELBACK ROAD**
 - GREEN CIVIC SPACE
 - NEIGHBORHOOD RETENTION
 - SHADE AND COOLING
 - PASSIVE PARK

-  Light Rail Stops
-  New Public/Semi-Public/Improved Existing Spaces
-  Existing Public Spaces
-  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

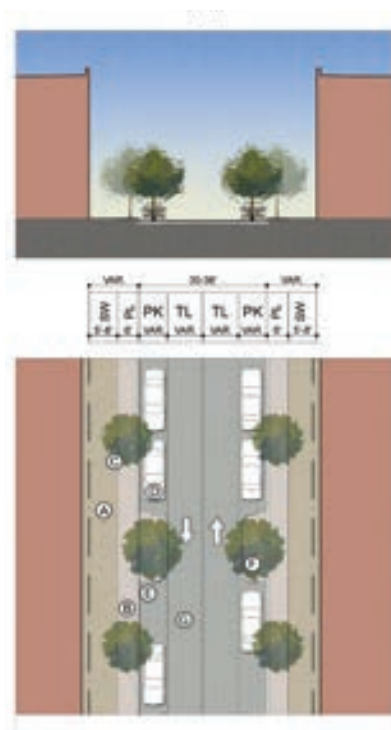
1 19TH AVENUE

2 CAMELBACK ROAD

3 MISSOURI AVENUE

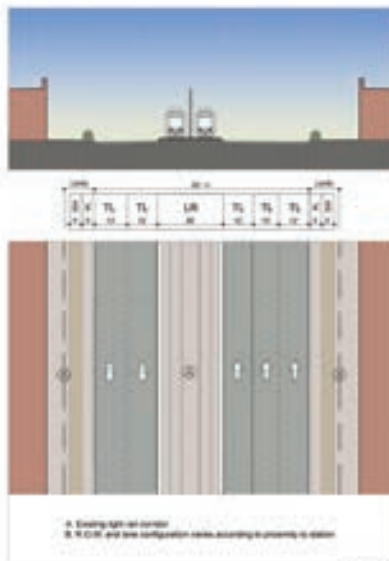
CONCEPTUAL STREET SECTIONS

“TYPICAL TOD” RETROFIT

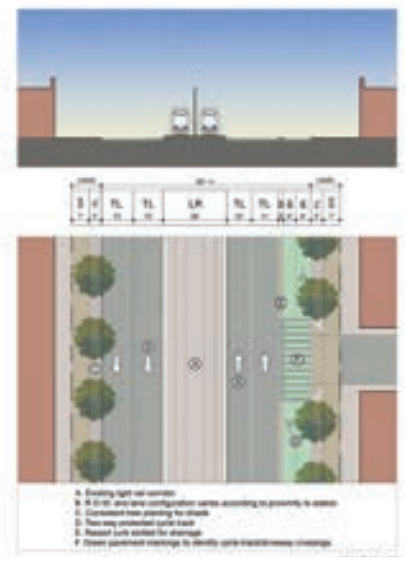


C 19TH AVENUE

Existing

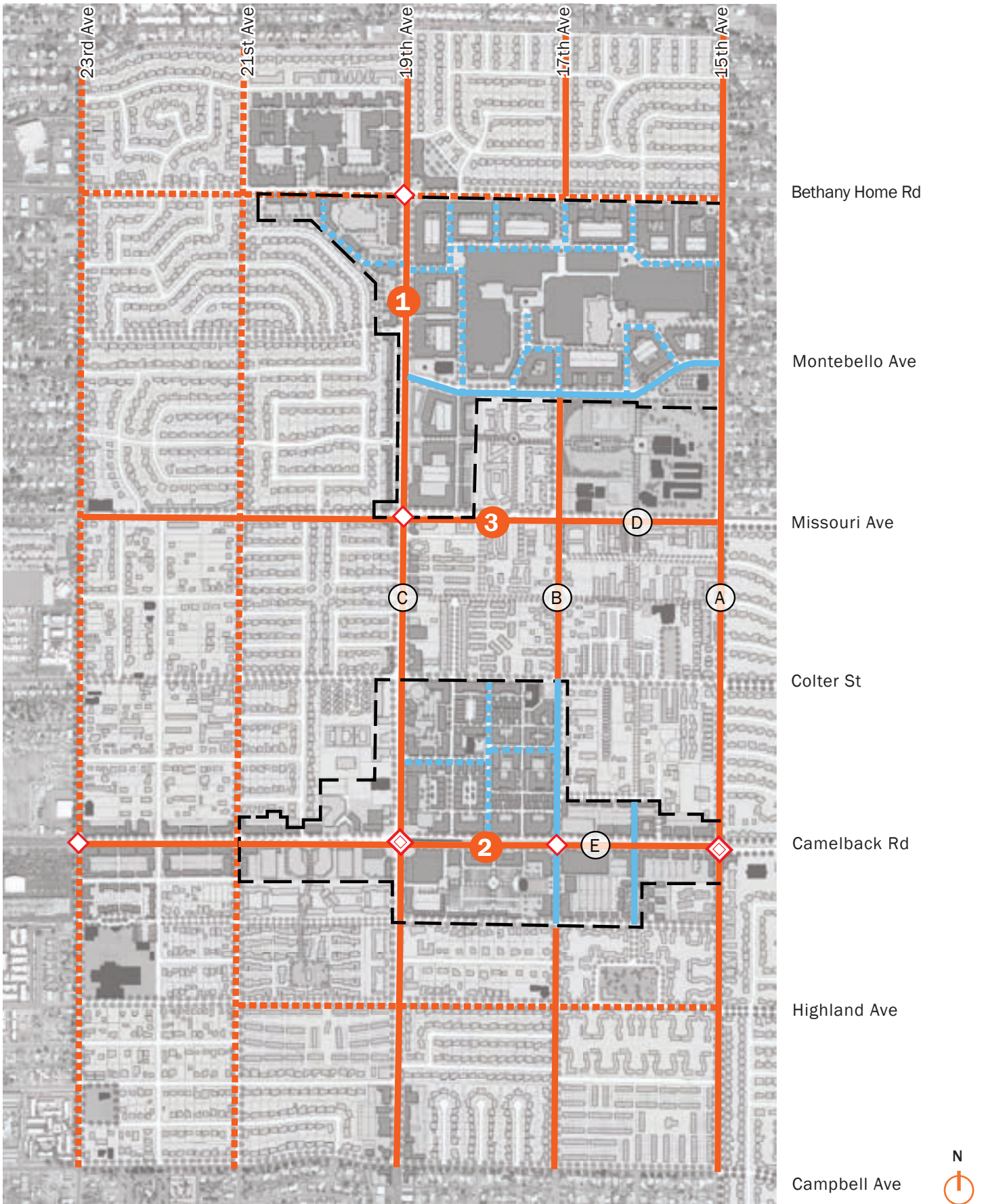


Proposed



Note: The typical Walkable Urban (WU) 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 section
- Existing WU street - see Appendix
- - - Existing Streets - need bike/pedestrian improvements
- - - Proposed new WU street
- X Identifies retrofit street sections found in the Appendix
- ◆ High Priority - Intersection Improvements
- ◇ Medium Priority - Intersection Improvements



MASTER PLAN | PUBLIC TRANSIT

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

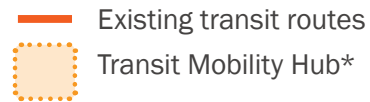
Mobility Hubs are clusters of transportation enhancements, such as bike share, car share, district parking, way finding, and taxi stands, around major public transit stations.

TRANSIT MOBILITY HUB PRIORITIES

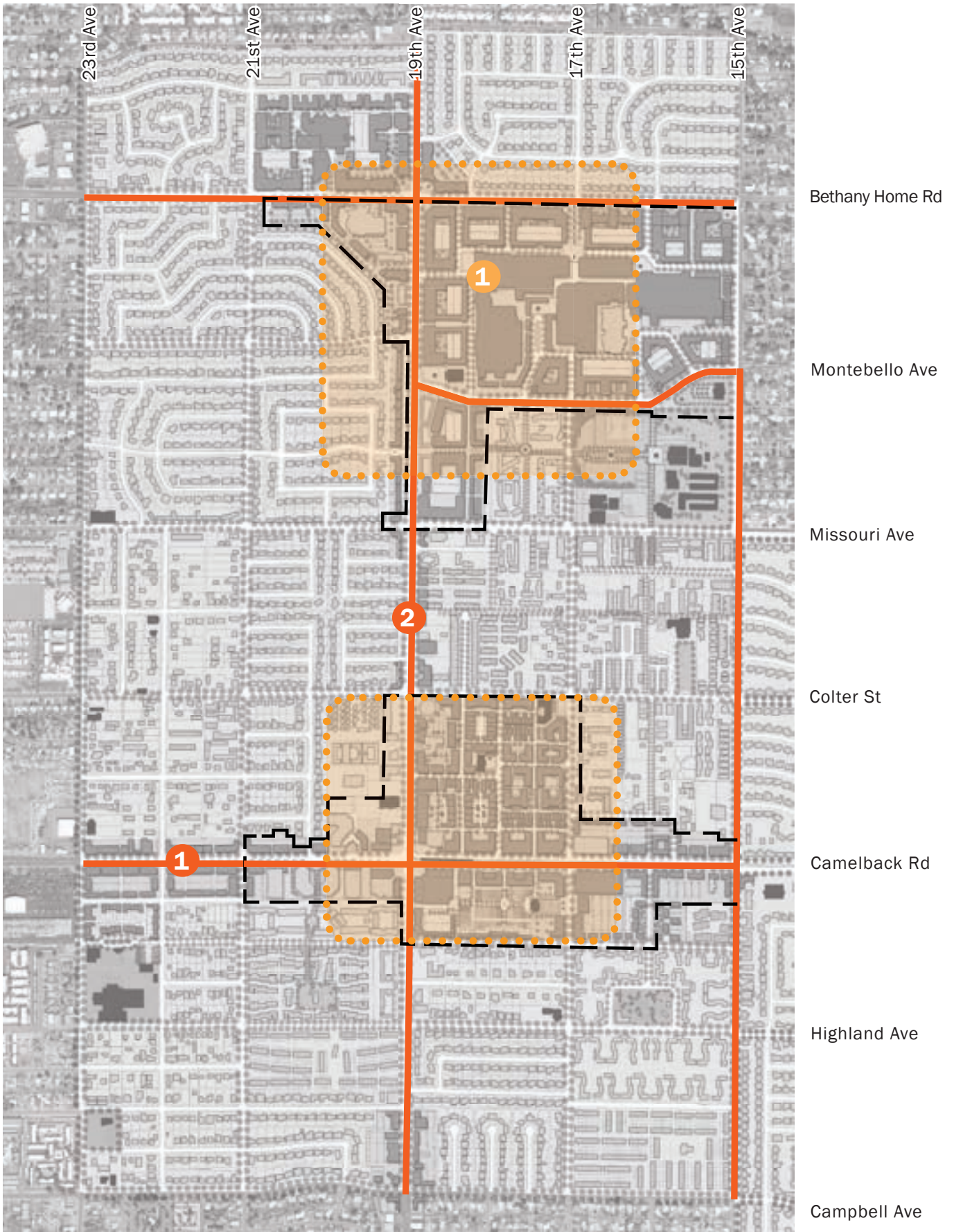
- 1 MONTEBELLO AVENUE AND 19TH AVENUE

TRANSIT ROUTE PRIORITIES

- 1 CAMELBACK ROAD
- 2 19TH AVENUE



*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 Conceptual Master Plan. The Van Buren corridor was included to connect the two existing Interim TOD Overlay areas, as Van Buren was a top priority by the community to improve with walkable, mixed use development and to discourage outdoor storage and auto dealerships. The Washington corridor was also added to the rezoning area to improve the appearance of the highly visible surrounding land uses and to encourage a more pedestrian-friendly environment with shade and building frontages with windows.


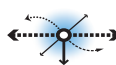

The plan serves as policy guidance and is not regulatory. Additional research on underlying entitlements and appropriateness of specific properties will be conducted during the rezoning process.

Framework


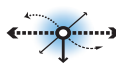

The Transit Oriented Development Strategic Policy Framework identifies the Place Type for light-rail stops within the District. The Place Types inform the scale and character of the Districts, which is then detailed in the Conceptual Master Plan.



19TH AVENUE & CAMELBACK ROAD

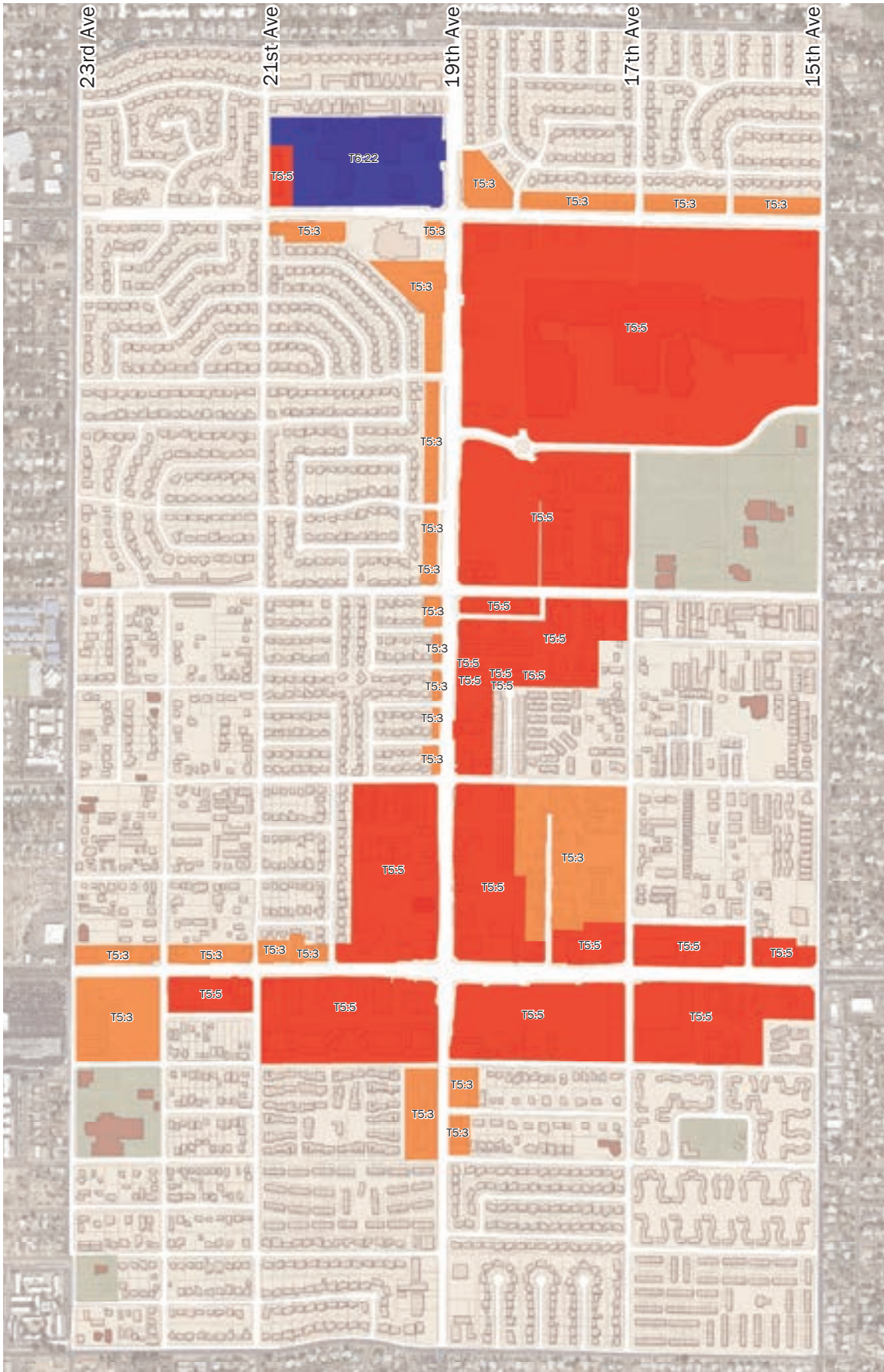
	Medium Urban Center	<ul style="list-style-type: none"> Balanced Commercial & Residential Retail Destination Entertainment Destination Some Employment 	<ul style="list-style-type: none"> Mid Rise Apartment Town house Row house Live/Work 	<ul style="list-style-type: none"> Low-Rise Office Under 40,000 sq. ft. single tenant retail footprint Incentive: 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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MONTEBELLO AVENUE & 19TH AVENUE

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





Bethany Home Rd

Montebello Ave

Missouri Ave

Colter St

Camelback Rd

Highland Ave

Campbell Ave



CAMELBACK CORRIDOR





invest

Neighborhoods

Solano Steering Committee Vice-Chair Gregory Ware with his neighbor at Park Lee Public Housing



COMMUNITY VISION

Overview

In 2040, the Camelback Corridor is a shaded and walkable destination showcasing a spectrum of Phoenix cultures. The diversity of residents has created a rich array of restaurants and retail. New 3-6 story mixed-use and mixed-income developments allow residents to retire in the neighborhood where they grew up, and provide opportunities for former refugees to make permanent homes. Urban housing designs have attracted young people and retiring Generation Xers looking for a lifestyle with cultural vibrancy.

Theme: Safe and Pedestrian Friendly

In 2040, the Camelback Corridor is a regional example for connecting parks, schools and other recreation opportunities with shaded sidewalks and buffered bike lanes along well-lit streets [SE3; SE4; W2]. Attention from neighborhood organizations and the police at the 19th Avenue intersection has transformed the Camelback Corridor [SE1; SE2; SE3; W1; W2]. Simpson and Westwood are safe neighborhoods attracting people from all over Phoenix [SE2; SE3; SE4; W1; W2].

In 2040, increased walking and biking has reduced car traffic and ground floor shops and patios have prevented crime by putting more “eyes on the street” [[SE4; W1; W2]. Improvements to 15th, 17th, 21st, and 23rd Avenues make access to Camelback Road easy for residents [SE2; SE3; W1; W2]. The City’s work with residents, businesses, and property owners has made Camelback Road far safer and more comfortable than what long-time residents remember [IN; W2; W3].



Theme: Strong Local Businesses

In 2040, Camelback Road visibly displays Solano's cultural diversity. Business incubators and associations have helped create outdoor markets, media cafés, and ethnic shops and restaurants [SE3; SE4; W1; W2; IN]. Some buildings have been adaptively reused, which has helped retain a unique character while bringing in fresh energy [W1; W3].

In 2040, Camelback Road has enjoyed economic growth by supporting refugee populations and local businesses. The weekly market at 17th Avenue and Camelback Road sells food, traditional art, and hand-made clothing and bags from a variety of cultures. [SE3; W1; W2]. Local artisans display crafts and goods, making a unique shopping destination [W1; W3].

In 2040, City investments and a Business Improvement District (BID) have solved Solano's parking crunch [W3]. The BID partnered with the City to build a district parking garage on the former park and ride lot. The cultural expectation of easy parking did not change quickly [W3], but the new garage and additional marketing of light rail have helped overcome parking challenges [W3]. Over time, business owners have witnessed an increase in foot traffic, and shift Camelback Road from car dominance to a vibrant pedestrian and bike-friendly corridor [W2; W3].

Theme: Safe and Affordable Neighborhoods

In 2040, Camelback Road is a go-to housing destination for new Phoenicians, but Solano has also been able to maintain residency for families that moved to the area decades ago [W1; W2]. Mixed-income apartments, revitalized multi-family homes, and new mixed-use developments along Camelback Road provide diverse housing options [SE1; SE2; W1; W2], including opportunities for young people to find their first apartments [IN; W1; W2]. With a mix of subsidized and market-rate units, apartments are available to any socio-economic status [W1; W2].

In 2040, well-designed, energy-efficient, and colorful buildings line Camelback Road, hosting a hip, lively environment that is safe and welcoming to new residents [SE2; SE3; W2]. People also come to Westwood, Simpson, and Nile [SE2; SE3; W2] for the quality schools and vintage mid-century homes [SE1; W2; IN]. Non-profits and residents work hard to maintain diverse neighborhoods and conflict resolution workshops help ensure mutual understanding across multiple cultures [W1; W2]. Because of revitalization and prevention efforts, the area experiences very low levels of crime [IN; W1; SLHI].



Existing Conditions

MASTER PLAN

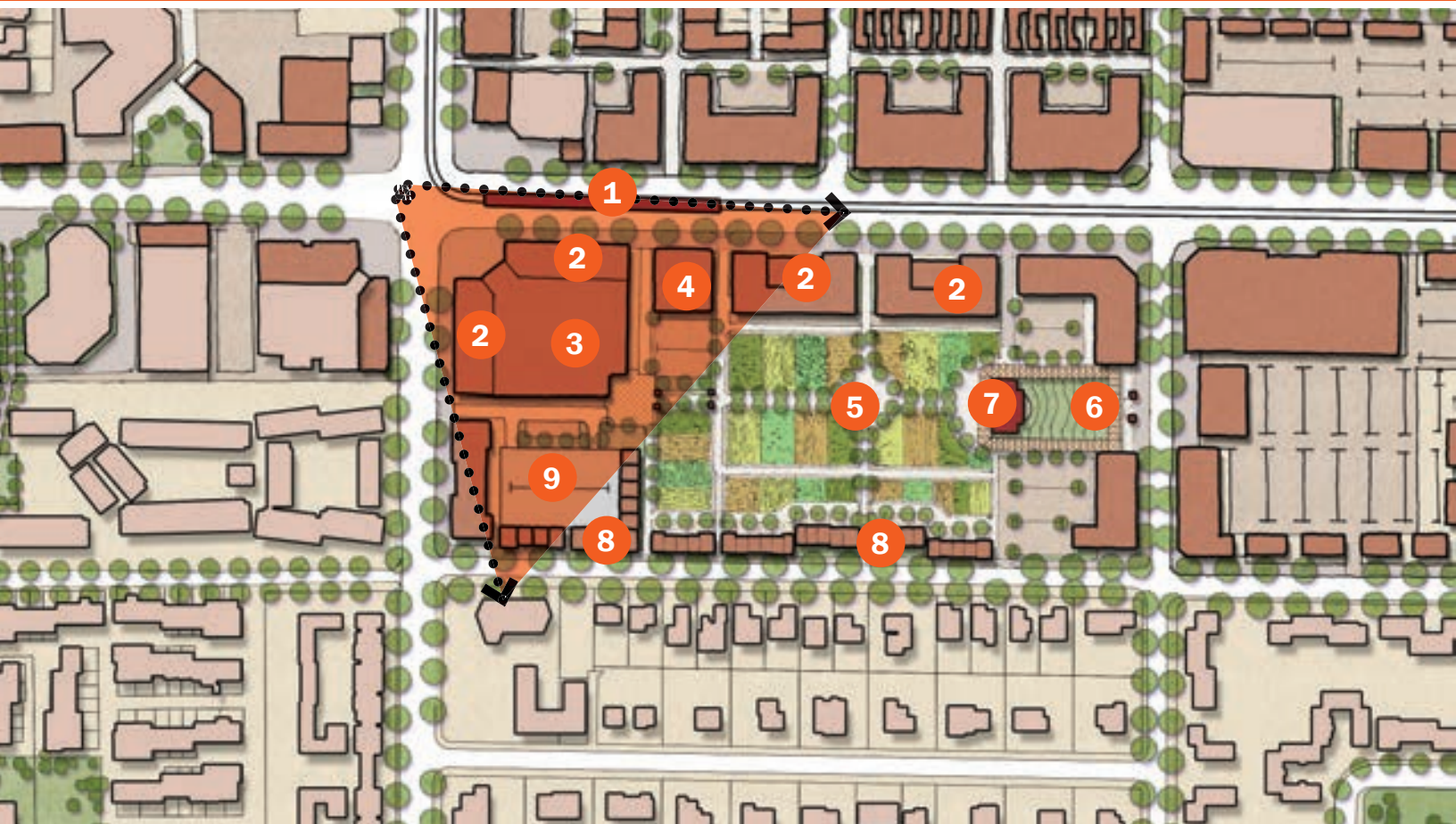
The plan illustrates a proposal to redevelop an under-utilized surface parking lot owned by the City into a vibrant communal garden with proximity to the Light Rail stop at Camelback Road & 19th Avenue.

The idea of having a community garden was brought up by residents living in the Park Lee neighborhood wishing to put their knowledge and expertise in farming to use in their neighborhood. It is seen as a means of self-sufficiency, provides healthy food options, and acts as an economic vehicle by selling the produce in a proposed farmer's market located within the same block.

The gardens are buffered with mixed-use buildings that help enclose the open space. The southernmost layer of liners are

low enough to provide adequate sunlight to the crops. A local supermarket anchors an important intersection by the light-rail stop and is a welcome addition to a neighborhood that has been struggling with crime and limited community surveillance at this corner.

In addition to the gardens, residents have also expressed a desire to have a multi-cultural community center, as well as a gathering space, in the neighborhood. The multi-use area to the east provides an amphitheater that can double as a farmer's market and faces a community center building.



Annotated Master Plan

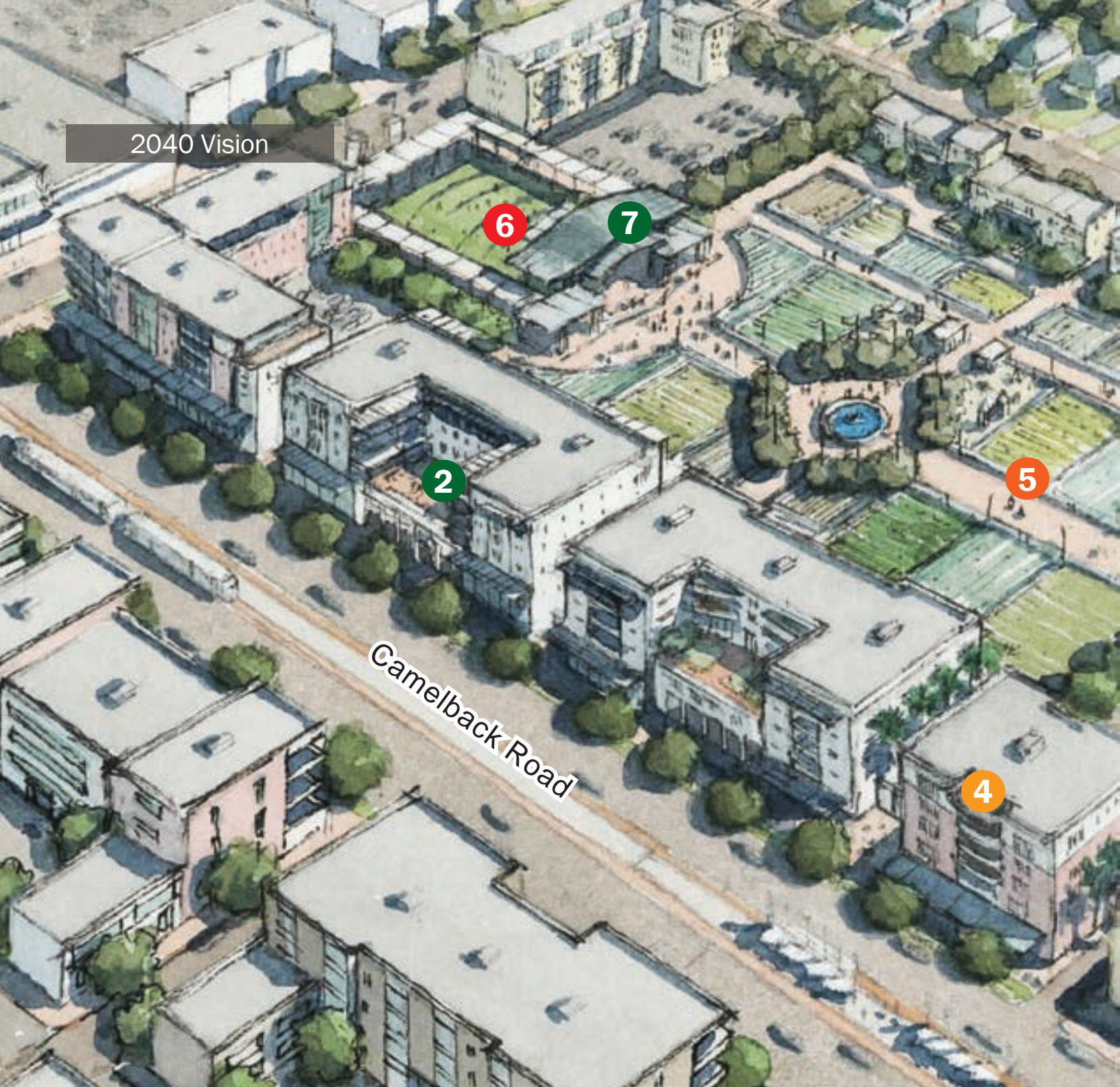
Key Plan



Legend

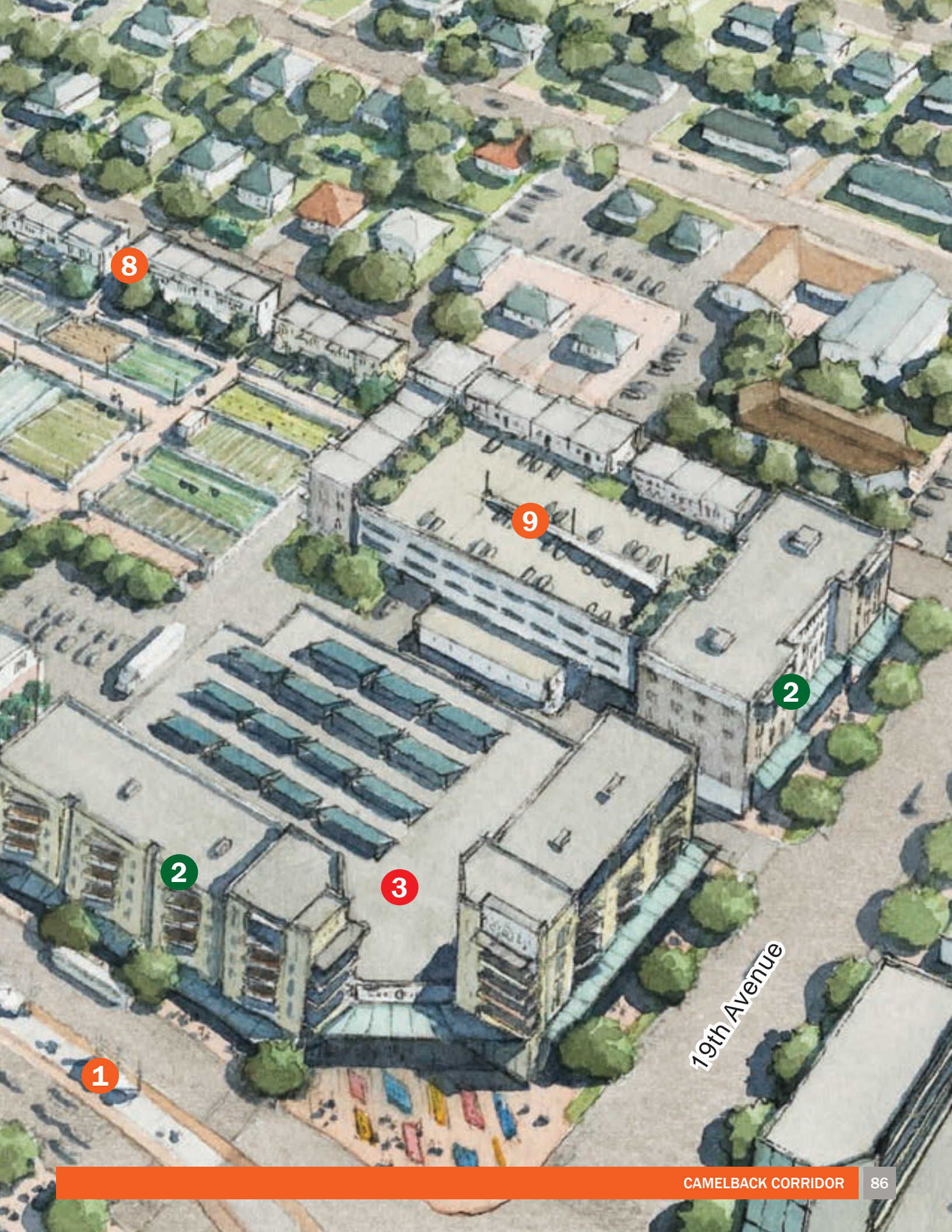
1. Light rail stop at Camelback and 19th Ave.
2. Mixed-Use Liner Buildings
3. Supermarket
4. Ethnic Market
5. Community Gardens
6. Farmer's Market & Amphitheater
7. Community Learning Center
8. Townhouses
9. Parking Garage with Liner Buildings

2040 Vision



Camelback Road

- 1** Existing **Light Rail Station** at Camelback Road and 19th Avenue
- 2** **Mixed-Use Development**
- 3** **Full Service Grocery Store**
- 4** **Corner Grocery Store** - Ethnic Market
- 5** **Community Gardens**
- 6** **Farmer's Market** & Amphitheater
- 7** **Community Learning Center**
- 8** **Walkable Urban Low Rise** - Townhouses
- 9** **Public Parking Facility** with Liner Buildings



8

9

2

2

3

1

19th Avenue



1 Existing Conditions

CATALYST PROJECT:

Camelback Complete Street



Camelback Road Revitalization

The photo simulation begins along the Camelback Road sidewalk just east of the 19th Avenue light-rail stop. The existing conditions illustrate the lack of shade, interruptions by curb cuts and buildings set back from the street.

Key Plan





2 In the first step, a simple stripe is added to designate on-street parking.



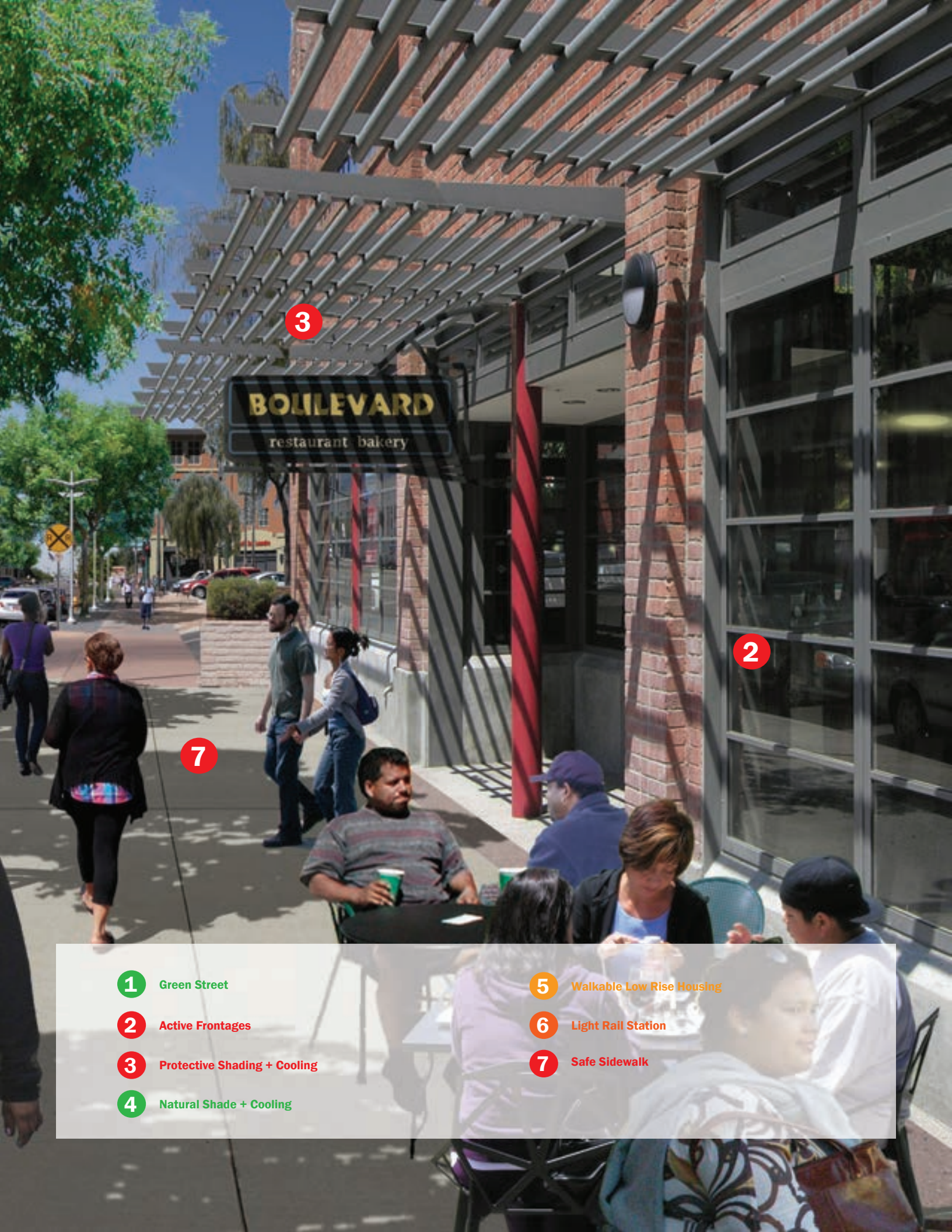
3 In the next retrofit step, tree pockets, street trees, continuous sidewalks and lighting are added, creating a comfortable environment for pedestrians and incentivizing development.

2040 Vision



Complete Street

The final retrofit stage shows new development that takes advantage of the streetscape improvements and the proximity to the light rail. The Walkable Urban Code ensures that buildings are built close to the sidewalk and provide active uses, windows, and shade.



3

BOLIVARD
restaurant bakery

2

7

1 Green Street

2 Active Frontages

3 Protective Shading + Cooling

4 Natural Shade + Cooling

5 Walkable Low Rise Housing

6 Light Rail Station

7 Safe Sidewalk

CHRISTOWN MALL AREA







COMMUNITY VISION

Overview

In 2040, the Christown Spectrum Mall and Phoenix Baptist Hospital have catalyzed a significant regional employment, shopping, and medical center. Mixed-use buildings with up to 6 stories surround the Montebello station, offering multi-generational residents convenient access to a medical and retail center. Across 19th Avenue, small business owners have converted older houses into storefronts, making Christown Spectrum’s quirky independent stores and national retail a destination for people up and down the light rail.

Theme: Regional Retail and Medical Services

In 2040, Christown’s regional prominence has grown. National chains use their stores to test new products and amenities. The mall is a world-class entertainment center where people shop and watch movies with the newest audio and video technologies [W2; IN]. Solanans love the tree-lined

walkways from their homes and apartments, and visitors enjoy solar-covered parking when shopping or taking in the latest box office hit [IN; SE2; SE1].

Not only is Christown a retail center, but the hospital keeps spinning off new medical businesses and doctor’s offices in the mall and nearby [SE2; IN]. Many doctors and medical entrepreneurs live near Bethany Home Road and 19th Avenue, which thrives on great contemporary housing, excellent local schools, proximity to shopping and entertainment, and high-quality parks [SE1; IN]. Christown’s co-working spaces are popular among start-ups and smaller organizations [W2]. Members have access to training for skills improvement, job seeking, and job retention, making Solano residents more competitive in Phoenix’s job market [W1; W2].

A partnership between Phoenix Baptist Hospital, Arizona State University, and non-profits operates a medical business incubator and job training center. Close contact between



researchers, hospital staff, and entrepreneurs make the area an exciting place where new technologies and health solutions are being developed [IN; W2]. The hospital-community partnership provides training opportunities for children as well as to recent refugees and mid-career professionals [W1]. The hospital's partnership with the Osborn School District to prepare elementary and middle school students for potential medical job opportunities is nationally recognized [W2; IN].

Together, the workforce system and co-working spaces give people the training and skills required for a diversity of jobs, including in the medical industry [IN; W2]. Local business owners and workers refer to Solanans raised and educated in the District as the “Solano Generation.” The moniker honors the success of cradle-to-career efforts to produce 2040’s community leaders [IN; W2].

Theme: Multi-Generational Housing

In 2040, mixed-income housing in the Christown area provide excellent housing options. Condos are available for first-time homeowners and affordable apartments attract retiring snowbirds and young medical professionals [IN; SE3] What was once the Montebello park & ride is now a desirable place to live for all ages, incomes, and cultures [SE2; IN]. Energy-efficient and colorful buildings line 19th Avenue, creating a lively environment.

Christown is not as hip and loud as the Camelback corridor, but it is a safe, welcoming, and comfortable urban environment for professionals and retirees [SE2; SE3; W2]. Revitalized multi-family in the blocks off 19th Avenue still provide affordable housing options, which has only enhanced Solano’s famous diversity and multitude of languages and cultures [IN; W2].

Theme: Safe and Healthy Neighborhoods

Increased walking, biking, and transit use has decreased transportation and medical costs for residents [SE1; W2; SLHI] and Christown is a great place to be outside. Traffic calming, crosswalks, and shade trees have improved the walking experience on 15th, 19th, Missouri, and Montebello Avenues [SE1; SE2; SE4; W2; SLHI]. Solano Elementary School and the YMCA support a healthy area where people jog, play sports, and spend time outdoors [IN; W2]. Family-friendly parks provide a safe space for kids to play, adults to barbecue, and older folks to play chess and bocce ball [SE1; W2]. Solano Park is beautiful, often crowded with pick-up games, community events, and celebrations [SE1; SE2; IN] and small plazas within mixed use projects provide residents with places to relax [IN; W2]. Community policing, lighting, and block watches help keep people feeling safe and the area is more enjoyable than years ago [SE2; IN].



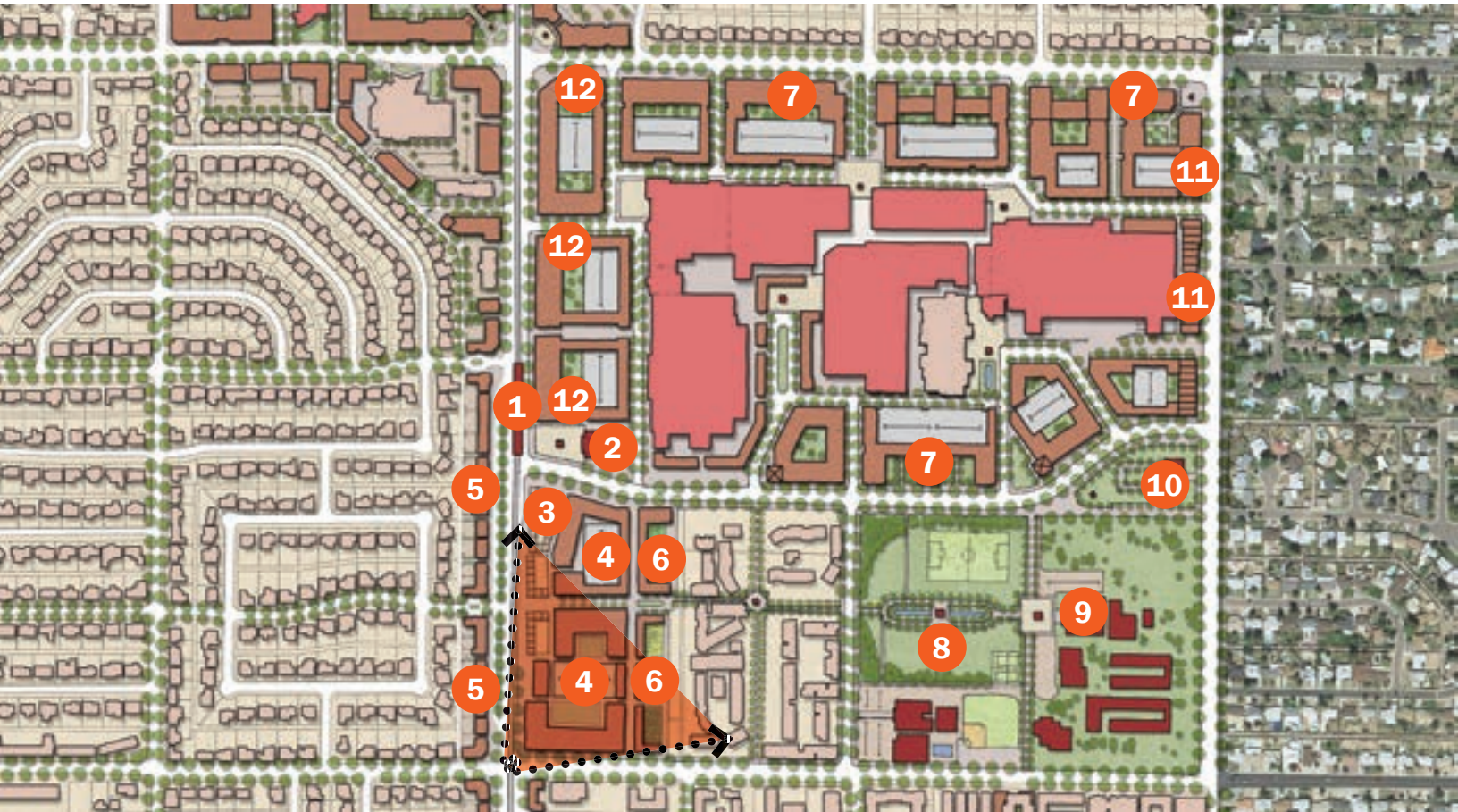
MASTER PLAN

The redevelopment strategy proposed for Christown Spectrum Mall is the most significant and ambitious proposal among all the projects in the Solano District. Turning large underused parking lots into a denser urban neighborhood is made possible with the direct proximity of the light rail and a significant amount of City owned land.

The platform at Montebello Avenue and 19th Avenue is celebrated with a string of lively public squares that are intended to double as open-air markets with locally-manufactured products and local food from community gardens located nearby.

The current library located in quiet Solano Park is brought closer to the station by moving it into the heart of the public space, framing a welcoming entry to the Christown Spectrum Mall neighborhood.

Currently the backside of the Mall is uninviting and empty, neglecting a perfect opportunity to face Solano Park. The proposed mixed-use residences include both senior and family housing that benefit from convenient access to Solano Park, Solano Elementary, and healthcare services at Phoenix Baptist Hospital.



Annotated Master Plan



Key Plan



Legend

- | | |
|---|-------------------------|
| 1. Light-Rail Stop at Montebello and 19th Avenues | 7. Mixed-Use Buildings |
| 2. New Library | 8. Solano Park |
| 3. Farmer's Market | 9. Solano School |
| 4. Parking Structures | 10. Neighborhood Center |
| 5. Live-Work/Business Start-Ups | 11. Townhouses |
| 6. Community Gardens | 12. Mixed-Use/Offices |

2040 Vision



1 Light-Rail Stop at Montebello and 19th Avenues

2 New Library and Community Learning Center

3 Open-Air Farmer's Market

4 Public Parking Facility

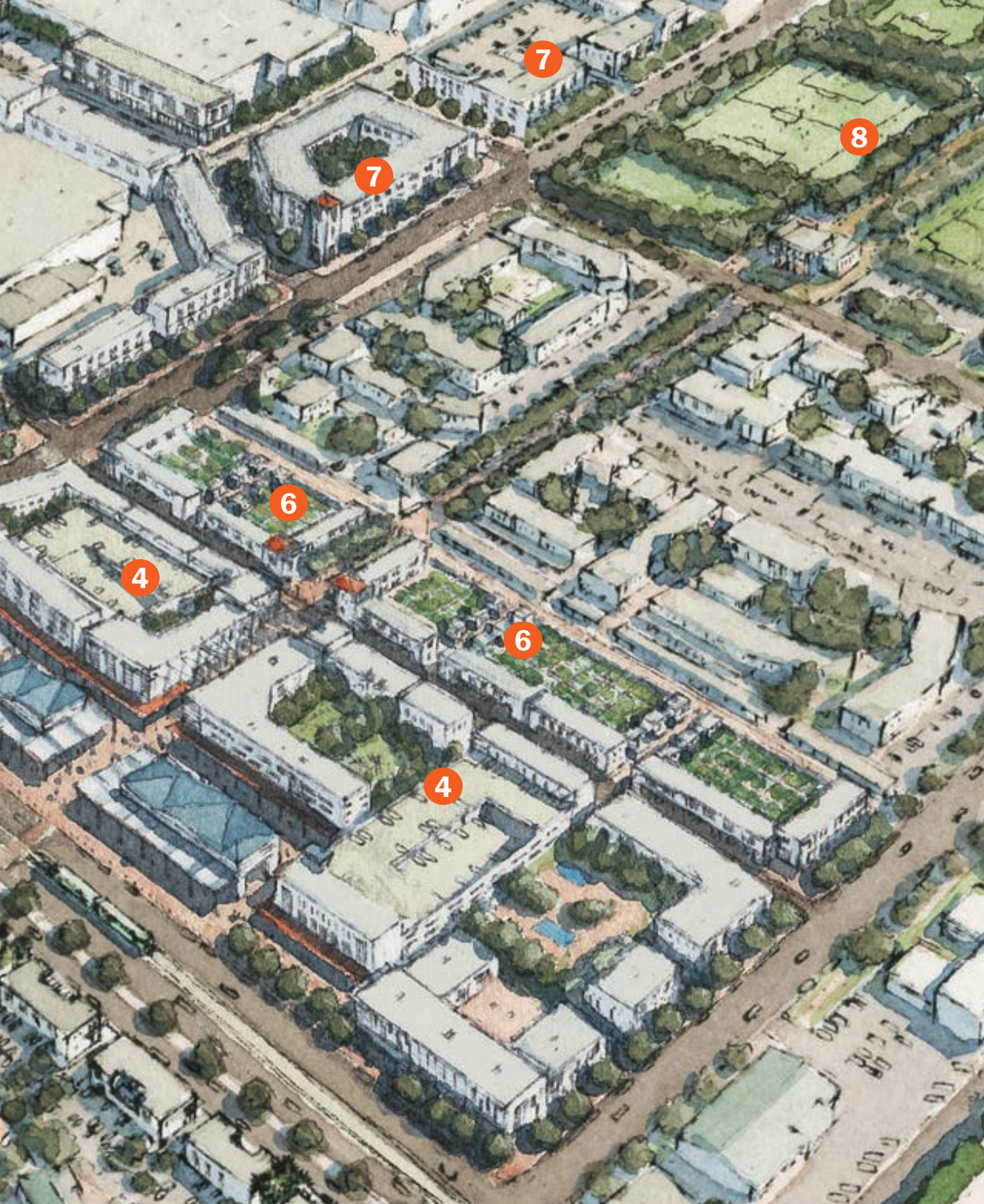
5 Live-Work/Business Start-Ups

6 Community Gardens

7 Mixed-Use Buildings

8 Solano "Active" Park

9 Traffic Calming gateways to the Simpson Neighborhood



100

SOLANO

HOW WE GET THERE



Community Members Engage in discussion at a Visioning Workshop held by Arizona State University.

ACHIEVING THE VISION

Collective Impact

The Solano 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 Solano 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 Solano 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-six strategies derived from national best practices and engagement with both community development professionals and Solano 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 Solano Steering Committee.

The Policies and Actions enhance the Solano 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 Solano.

MEASURABLE OUTCOMES

Elements	Measures	Current	Benchmark
Land Use	Outcome 1: Efficient Infrastructure and Public Services		
	Development Intensity (Housing Units + Jobs per acre)	11	over 43
	Acres of Vacant Land	36	under 10
	% of District covered in asphalt surface parking	16%	under 5%
	Outcome 2: Convenient Neighborhood Amenities		
	Walkscore	65	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	2	over 2	
Number of publicly accessible open spaces	4	over 8	
Housing	Outcome 1: Access to Affordable Housing		
	% of low income households with housing cost burden	91%	under 50%
	% of units affordable for moderate income households* - Owned	67%	over 67%
	% of units affordable for moderate income households* - Rented	93%	over 67%
	Overcrowding	13%	under 2%
	Outcome 2: Diverse Neighborhoods		
	Household Income Diversity	0.9	over 0.7
	Housing Type Diversity (bedrooms, MF, SF, etc)	0.7	over 0.7
	Household Diversity (family, single, married, etc)	0.5	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	28%	under 30%
% a household making the regional median income spends on transportation	23%	under 15%	
Health	Outcome 1: Safe Walking and Bicycling Environment		
	# of Pedestrian and Bicycle Injuries per 1,000 residents over 5 years (2007 - 2011)	12	under 7
	# of Violent Crimes per 1,000 households over 3 years (2010 - 2012)	129	under 75
	Outcome 2: Access to Recreation		
	% of households within 1/4 mile walk to public recreation facilities	17%	over 70%
	Outcome 3: Access to Healthy Food		
% of households within a 1/4 mile walk to Healthy Food	21%	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	12%	under 10%
	Outcome 2: Access to Quality Education		
	% Public Schools with "A" designation	50%	100%
	% of residents with post-secondary degree	23%	Over 40%
	Outcome 3: Financially Stable Residents		
	Unemployment rate	15%	under 6%
	Outcome 4: Access to Quality Careers		
Number of jobs in key industry sectors (healthcare, education, retail and restaurants)	3,623	over 5,000	
% of residents self-employed	7%	over 15%	
Mobility	Outcome 1: Quality Transportation Choices		
	% of residents who walk, bicycle, transit, and carpool to work	29%	over 50%
	Average hours of transit services	17	over 22
	Average transit frequencies (bus + lrt)	15 min.	under 15 min.
	Annual light rail ridership (boardings/deboardings)	2,958,171	over 6,000,000
	Outcome 2: Efficient and Compatible Parking		
	Number of District parking facilities	2	over 3
	Number of arterial and collector streets with parking	0	2
	Outcome 3: Reduced Automobile Dependence		
	Vehicle Miles Traveled (VMT) per Household	12,649	under 7,000
	Outcome 4: Convenient and Safe Block Pattern		
Intersections per square mile	107	over 90	
Green Systems	Outcome 1: Clean and Efficient Stormwater Management		
	% Pervious groundcover	32%	over 65%
	Number of district stormwater management facilities	1	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	8%	over 10%
	% Surface Temperature over 130 degrees F in July	18%	under 5%
Tree Coverage	4%	over 24%	

IMPLEMENTATION STRATEGIES





HOW TO READ A STRATEGY

Policies guide the resource decisions needed to implement the Strategy.

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

LAND USE

STRATEGY 1

LEAD PARTNER: GOVERNMENT

Adopt a Best Practice Form Based Code
 Solano'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 Solano.

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 surface parking as a conditional primary use for a maximum of 10 years. Codes
L1.5	Minimize driveways along streets to encourage pedestrian and bicycle safety and sufficient shade. Codes
L1.6	Encourage public space improvements, such as sidewalks, paseos, Complete Streets, and plazas in general conformance with the 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 in all development. Codes
L1.11	Use the Conceptual Master Plan as a guide when rezoning properties to the Walkable Urban Code, unless the City determines that a reduction in property value would result under Prop 207. Codes
L1.12	Create incentives such as height bonuses, parking reductions, reduction in street widths, and other flexibility for projects that provide enhanced amenities or best practices, such as Green construction, Universal Design, historic preservation, affordable housing, open space, district parking, district storm water retention, or district energy. Codes

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

STRATEGY 2

LEAD PARTNER: GOVERNMENT

Improve Predictability and Transparency in the Development Review Process
 The administration of the permitting process can either encourage investment or act as a barrier. In order to attract investment, the development review process must balance predictability and flexibility. Both the real estate industry and neighborhoods need to have a clear understanding of development outcomes 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. Codes
L2.3	Utilize the city's Design Review Committee (DRC) to overcome Design Guidelines if approval is unable to be granted by staff. Codes
L2.4	Improve the Planning Hearing Officer (PHO) process to ensure generally consistent with the Conceptual Master Plan. Operations
L2.5	Engage Salt River Project, Arizona Public Service, Cox, Southwest Gas and other public utilities on providing coordination services early in the development process. Operations
L2.6	Inform Solano 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. Operations

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

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.

CHRISTOWN MALL AREA Action Plan 2015-2020

Elements	Actions	TOOLS	GOVERNMENT	BUSINESS	COMMUNITY
Land Use	1 Hold a property owner forum on the Walkable Urban Code				
	2 Create a regulating plan and rezone properties to the Walkable Urban Code				
	3 Hold a forum with property owners in Simpson and Washington on support for zoning adjustments to allow Accessory Dwelling Units				
	4 Engage owner of bowling alley at 19th Avenue and Bethany Home on historic preservation				
	5 Identify code violations and issue notices to property owners				
	6 Add Solano Steering Committee Chair to the zoning notification system				
	7 Monitor all zoning hearings				
	8 Create a fact sheet and procedural guide on establishing Improvement Districts				
	9 Hold a property owner forum on Improvement Districts for financing enhanced infrastructure and services				
	10 Complete 3 beautification projects, such as murals, colorful building repainting and tree planting				
	11 Complete a Water / Sewer infrastructure needs assessment				
	12 Create marketing materials for development sites				
Housing	13 Identify a housing project within the corridor to add to the City's Consolidated Housing Plan				
	14 Develop a Mixed Income housing demonstration project				
	15 Develop a Mixed Use housing demonstration project				
	16 Hold a capacity building forum on Community Development Corporations and identify a lead non-profit within the Solano district				
	17 Renovate 3 residential properties				
Economic Development	18 Sponsor an Adopt a Street for 19th Avenue				
	19 Write a grant for enhanced school enrichment activities and community improvement projects at Solano School				
	20 Organize 3 graffiti and neighborhood clean ups				
	21 Research zoning and licensing barriers for temporary and mobile retailers and restaurants to identify potential to activate 19th Avenue				
	22 Engage IRC and other non-profits on a strategy to develop a middle-skill business incubator accessible to Solano residents				
	23 Write a federal grant for economic development assistance to encourage healthcare job growth				
	24 Pursue partnerships to provide Solano students with free access to three educational destinations, such as museums and the zoo				

Elements	Actions	TOOLS	GOVERNMENT	BUSINESS	COMMUNITY
Health	25 Organize a walking club to provide block watch patrols at least 3 evenings per week				
	26 Write a grant application for a community-based food source, such as the USDA Community Food Projects Competitive Grants Program				
	27 Hold a professional training forum on Healthy Corner store programs and identify a lead non-profit to develop a program in Solano				
Mobility	28 Add enhanced crosswalks at 19th Avenue and Bethany Home and 17th Avenue and Missouri				
	29 Provide transit passes at Phoenix Baptist Hospital, Christown Mall and other destinations along 19th Avenue				
	30 Analyze the traffic impacts and trade-offs of the Complete Street Concept on 19th Avenue				
	31 Create a fact sheet about the Complete Street Concept for property owners on 19th Avenue				
	32 Hold a property owner workshop on the Complete Street concept on 19th Avenue				
	33 Organize a coalition to support increased public transit service on 19th Avenue, including Phoenix Baptist Hospital, Christown Mall and neighborhood associations				
	34 Present transportation recommendations to the Committee on the Future of Transportation in Phoenix				
Green Systems	35 Research utility spacing standards to identify the potential to improve the ability to plant shade trees that grow to full size				
	36 Research stormwater regulations to identify the potential to allow on-site retention to be provided within adjacent right of way				
	37 Create standard construction details for Tree Pocket concept				
	38 Determine feasibility of a Shade Easement that allows structural shade over the public sidewalk without the need for a revocable permit				
	39 Hold a professional training forum on financing methods for Green Infrastructure, including the Water Infrastructure Financing Authority				
	40 Write a Green Infrastructure grant				
	41 Hold a community tree planting event				



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 understanding.

Plan Tools are engineering studies, best practices research, market analyses, and other similar documents.

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

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

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



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

General Motivators: Profit; Economically vital communities.



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

General Motivators: Poverty reduction; Improved quality of life.



Government Investors include local, state, and federal agencies.

General Motivators: Fiscal responsibility; Political support.

LAND USE

STRATEGY 1

LEAD PARTNER
GOVERNMENT 

Adopt a Best Practice Form Based Code

Solano’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 Solano.

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 surface parking as a conditional primary use for a maximum of 10 years.	Codes
L1.5	Minimize driveways along streets to encourage pedestrian and bicycle safety and sufficient shade.	Codes
L1.6	Encourage public space improvements, such as sidewalks, paseos, Complete Streets, and plazas in general conformance with the 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 in all development.	Codes
L1.11	Use the Conceptual Master Plan as a guide when rezoning properties to the Walkable Urban Code, unless the City determines that a reduction in property value would result under Prop 207.	Codes
L1.12	Create incentives such as height bonuses, parking reductions, reduction in street widths, and other flexibility for projects that provide enhanced amenities or best practices, such as Green construction, Universal Design, historic preservation, affordable housing, open space, district parking, district storm water retention, or district energy.	Codes

OUTCOMES

IMPACT 

1	Efficient Infrastructure and Public Services	■
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.	Codes
L2.3	Utilize the city’s Design Review Committee (DRC) to overcome Design Guidelines if approval is unable to be granted by staff.	Codes
L2.4	Improve the Planning Hearing Officer (PHO) process to ensure generally consistent with the Conceptual Master Plan.	Operations
L2.5	Engage Salt River Project, Arizona Public Service, Cox, Southwest Gas and other public utilities on providing coordination services early in the development process.	Operations
L2.6	Inform Solano 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.	Operations
OUTCOMES		IMPACT 
1	Efficient Infrastructure and Public Services	■
2	Convenient Neighborhood Amenities	
3	High Quality Urban Development	■
4	Authentic Culture and Character	

STRATEGY 3

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 Solano 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.	Plans
L4.6	Invite multiple departments and the Solano 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 Solano 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 Solano District has some 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 Baptist Hospital and Christown Mall 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 STRATEGIES

STRATEGY 7

LEAD PARTNER
BUSINESS 

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 Solano. 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
GOVERNMENT 

Coordinate Affordable Housing Funding 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 Solano District 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 alignment of the Arizona Department of Housing’s Qualified Allocation Plan with the Conceptual Master Plan.	Operations
H8.3	Research creative financing mechanisms such as Trust funds, Community Land Trusts, and the inclusion of affordable housing in Infrastructure Financing Tools, such as impact fees and in-lieu fees.	Knowledge
H8.4	Encourage the creation of a Community Development Corporation to increase affordable housing.	Financing
H8.5	Explore partnerships with anchor institutions, such as Phoenix Baptist Hospital, on providing workforce housing.	Partnership
OUTCOMES		IMPACT 
1	Access to Affordable Housing	■
2	Diverse Neighborhoods	
3	High Quality Housing	
4	Low Cost of Living	■

STRATEGY 9

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 funding alley improvements with 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 building designs 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	■

ECONOMIC DEVELOPMENT

STRATEGY 10



Revitalize Unique and Historic Commercial Buildings

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

POLICIES		TOOLS
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 unique and historic commercial buildings identified in the Conceptual Master Plan.	Knowledge
ED10.6	Identify amendments to the zoning ordinance to encourage the preservation of vintage signs.	Codes
OUTCOMES		IMPACT
1	Strong Local Businesses	■
2	Access to Quality Education	
3	Financially Stable Residents	
4	Access to Quality Careers	■





STRATEGY 11



Transform Public Schools into Neighborhood Opportunity Hubs

Public schools and community revitalization are interdependently linked. Poorly performing schools discourage investment and the resulting vacancy reduces tax revenues that fund education. Low income communities have fewer resources available to support schools, which further limits opportunities for children and reinforces a cycle of disinvestment and impoverishment. Solano schools have been progressing towards the development of community hubs that are focused not just on raising student test scores, but on reducing poverty in the surrounding community. Their continued progress is essential for the success of the Solano District.

POLICIES		TOOLS 
ED11.1	Support partnerships to develop Community Learning Centers at public schools with programming geared towards community enrichment, such as adult learning, language classes, job preparation, general education diplomas, public libraries, workforce connection resources, income tax return assistance, financial education, tutoring, and mentoring.	Partnership
ED11.2	Support tax credit drives to help supplement funding for Solano public schools.	Financing
ED11.3	Encourage Head Start and all day kindergarten at Solano public schools.	Financing
ED11.4	Support “cradle-to-career” programs such as the U.S. Department of Education Promise Neighborhoods program at Solano public schools.	Financing
ED11.5	Support partnerships between public schools, colleges, employers, foundations, civic groups and governments to provide additional services and enhanced learning opportunities.	Partnership
OUTCOMES		IMPACT 
1	Strong Local Businesses	
2	Access to Quality Education	■
3	Financially Stable Residents	■
4	Access to Quality Careers	

STRATEGY 12



Develop a Solano Hiring and Purchasing Program

The Solano District offers a variety of jobs in the healthcare and retail industries. 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
ED12.1	Add hiring of Gateway District residents into RFP criteria for applicable projects located in the district.	Operations
ED12.2	Support the creation of a “Buy Solano” marketing campaign.	Partnership
ED12.3	Encourage the creation of a jobs and skills information sharing network between employers and neighborhoods.	Partnership
ED12.4	Support partnerships with anchor institutions 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 13



Grow the Number of Jobs in Key Solano Industries

Solano’s unique assets position the District for job growth in several key industries, including healthcare, education, retail and restaurants. The continued development of businesses in these industries is important for the economic revitalization of the District.

POLICIES		TOOLS
ED13.1	Market tools and real estate opportunities to key industries, consistent with the Conceptual Master Plan.	Knowledge
ED13.2	Support the expansion of existing employers within key industries.	Partnership
ED13.3	Encourage the accelerated build out of the Conceptual Master Plan to increase construction jobs.	Financing
ED13.4	Include job growth in key industries within the evaluation criteria of RFP’s for city owned properties where applicable.	Operations
ED13.5	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
OUTCOMES		IMPACT
1	Strong Local Businesses	■
2	Access to Quality Education	
3	Financially Stable Residents	■
4	Access to Quality Careers	■

STRATEGY 14



Develop Residents' Skills in Key Solano 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
ED14.1	Support the development of a middle-skill small business incubator for daily living retail businesses such as corner grocery markets, clothing stores, day care centers, and restaurants.	Financing
ED14.2	Monitor and apply for strategic grants to enhance workforce development programs.	Financing
ED14.3	Provide outreach to District residents on the availability of training programs.	Knowledge
OUTCOMES		IMPACT
1	Strong Local Businesses	
2	Access to Quality Education	■
3	Financially Stable Residents	■
4	Access to Quality Careers	



HEALTH

STRATEGY 15

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 and warehouses or by starting a new business.

POLICIES		TOOLS 
HE15.1	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
HE15.2	Provide technical assistance for existing convenience stores, or entrepreneurs who are interested in opening corner grocery stores.	Knowledge
HE15.3	Encourage a corner grocery store support coalition, including schools, Baptist Hospital, churches, and neighborhood associations to provide collective purchasing power that could help encourage and support a healthy food retailer.	Partnership
HE15.4	Include the development of a grocery store in RFP evaluation criteria for development of City-owned land.	Operations
HE15.5	Partner with the Arizona Department of Health Services to improve existing WIC access in Solano.	Partnership
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
COMMUNITY

Encourage Community-Based Healthy Food Sources

The Solano District’s supply of vacant and underutilized parcels of land provides opportunities for community based food projects such as urban agriculture, farmers’ markets, community gardens, and produce stands. There are also institutions, such as Baptist Hospital, churches, and public schools that could sponsor community gardens on their properties or provide a customer base for mobile food trucks. These investments could effectively supplement access to low-cost produce in Solano.

POLICIES		TOOLS
HE16.1	Support partnerships with Solano institutions to develop Community Gardens on their properties.	Partnership
HE16.2	Include the development of Community Based Healthy Food sources in RFP evaluation criteria for development of City-owned land.	Financing
HE16.3	Include the development of public plazas that could be used for Farmers’ Markets in RFP evaluation criteria for redevelopment of City-owned land.	Codes
HE16.4	Identify ways to reduce regulatory barriers and permitting fees for produce stands and healthy food trucks.	Codes

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

STRATEGY 17

LEAD PARTNER
GOVERNMENT

Enhance Existing Recreation Facilities

The Solano District currently has one public park, Solano Park, and only 16 percent of the District’s population live within a five minute walk of it. The Park Lee community has recreation space that could be opened to the surrounding community to enhance access to recreation in the District.

POLICIES		TOOLS
HE17.1	Assess improvement needs at Solano Park, including shade, drinking fountains and better lighting to increase the sense of security.	Plans
HE17.2	Support methods to increase use of Solano Park, including wayfinding, outreach and marketing.	Knowledge

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

STRATEGY 18



Provide Community Health Resources at Neighborhood Schools

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

POLICIES		TOOLS
HE18.1	Support partnerships, such as joint use agreements, to develop Community Recreation Centers at public schools that provide gymnasiums, playgrounds, sports fields, after-school programs, and sports leagues.	Partnership
HE18.2	Support partnerships to develop health services programs at public schools, that provide access to health screenings and referrals, nutritious foods, and cooking and wellness classes.	Partnership
OUTCOMES		IMPACT
1	Safe Walking and Bicycling Environment	
2	Access to Recreation	■
3	Access to Healthy Food	
4	Reduce Obesity Related Diseases	■

STRATEGY 19



Improve Safety in Public Spaces

The physical and social environment in Solano discourages walking, bicycling, and transit use. Some streets lack sidewalks, including routes to school. Other sidewalks are too narrow, lack shade, have insufficient lighting, and are lined with walls and parking lots that limit public surveillance. Major intersections are wide and crosswalks are generally not well demarcated. In addition, while crime has lessened over the past 10 years, rates are still high. Addressing the safety issues in Solano is a fundamental prerequisite to becoming a healthy community.

POLICIES		TOOLS
HE19.1	Encourage active street frontages such as storefronts, patios, and porches.	Codes
HE19.2	Evaluate and install safe crosswalks on routes to schools, transit, parks and other destinations, where appropriate, in general conformance with the Conceptual Master Plan.	Plans
HE19.3	Support organizing additional walking clubs and block watches to help patrol streets and report non-functioning street lights to Salt River Project.	Partnership
HE19.4	Increase resident participation within existing neighborhood associations or establish new neighborhood associations, in order to provide an intermediary between residents and the Police Department.	Partnership
HE19.5	Support the creation of a coalition of residents, the Police, Fire, and Street Transportation Departments, and Baptist Hospital to develop strategies to reduce traffic-related injuries.	Financing
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 20

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 Solano 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 
M20.1	Prepare new design standards for streets identified in the Conceptual Master Plan and use the Conceptual Street Sections for guidance.	Codes
M20.2	Prepare a new subdivision standard that requires short urban blocks in order to enable convenient walking and bicycling routes, dispersed vehicular traffic, and additional street parking, consistent with the Conceptual Master Plan.	Codes
M20.3	Identify adjustments to the 8 foot public utility easement requirement along street frontages to encourage the installation of shade trees and structures.	Codes
M20.4	Eliminate or streamline the revocable permit requirement for shade structures over the right of way.	Codes
M20.5	Prepare soil volume standards that allow street trees to grow sufficiently and provide effective shade.	Codes
M20.6	Identify adjustments to underground utility spacing standards to allow cost effective shade tree planting with adequate soil volumes.	Codes
M20.7	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
M20.8	Allow on-street parking on arterial and collector streets where appropriate and feasible.	Codes
M20.9	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 21

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
M21.1	Coordinate street and transit improvements identified in the Conceptual Master Plan with the Capital Improvement Program.	Operations
M21.2	Add Solano Steering Committee Chair, or designee, to notification list for CIP committee presentations.	Operations
M21.3	Pursue transportation formula funding programs to fund street and transit priorities identified in the Conceptual Master Plan.	Financing
M21.4	Identify and apply for discretionary funding programs to implement street and transit priorities identified in the Conceptual Master Plan.	Financing
M21.5	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.	Plans
M21.6	Research measures to increase the quality of public transit services for special needs residents, including specialized training, and technology improvements.	Plans
M21.7	Add Solano Steering Committee Chair, or designee, to notification list for CIP committee presentations.	Operations
M24.7	Pursue partnerships for clusters of mobility enhancements around transit stations identified in the Conceptual Master Plan, such as secure bike parking, wayfinding, public parking, taxi stands, on-demand air conditioning, car and bike share, and digital information kiosks.	Partnership

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

STRATEGY 22

LEAD PARTNER
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
M22.1	Add District Parking to RFP selection criteria for suitable City-owned redevelopment projects.	Operations
M22.2	Support funding District Parking with Improvement Districts and 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 23

LEAD PARTNER
GOVERNMENT 

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 
GS23.1	Research practices for amending stormwater codes to create “context sensitive” regulations that are consistent with the intensity of development.	Codes
GS23.2	Research practices for amending building codes to remove barriers to plumbing and irrigation systems for water capture and reuse.	Codes
GS23.3	Pursue opportunities to create standard details for green infrastructure approaches, including tree pockets, bioswales, permeable paving, and neighborhood retention basins.	Plans
GS23.4	Identify methods for improving the City’s Green Construction Code by providing a tiered performance system, such as gold, silver, bronze.	Operations
GS23.5	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 24

LEAD PARTNER
GOVERNMENT 

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 
GS24.1	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
GS24.2	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
GS24.3	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 25

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 large institutions, such as hospitals, multi-story office buildings and shopping malls, and significantly reduce electricity bills.

POLICIES		TOOLS 
GS25.1	Engage utility providers, office building owners and institutions on the mutual benefits of combined heat/power, microgrids, and chiller systems.	Knowledge
GS25.2	Encourage the installation of solar panels on rooftops and shade structures for commercial and residential properties.	Knowledge
GS25.3	Add district energy to RFP selection criteria for suitable City-owned redevelopment projects.	Operations


OUTCOMES		IMPACT 
1	Clean and Efficient Stormwater Management	
2	Efficient Water Use	
3	Lower Outdoor Temperatures	
4	Clean and Efficient Energy Use	■


STRATEGY 26

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 
GS26.1	Support funding District Stormwater Management services through an Improvement District or other financial tool, such as EPA stormwater loans and grants, impact fees or in-lieu fees.	Financing
GS26.2	Add District Stormwater management to RFP selection criteria for suitable City-owned redevelopment projects.	Operations

OUTCOMES		IMPACT 
1	Clean and Efficient Stormwater Management	■
2	Efficient Water Use	■
3	Lower Outdoor Temperatures	■
4	Clean and Efficient Energy Use	

PRIORITY AREA ACTION PLANS

COMMUNITY PRIORITIES

Action Plan 2015-2020

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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 Solano 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 Solano 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 Uptown 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 Solano Steering committee

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





CAMELBACK 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	Complete a Water / Sewer infrastructure needs assessment.	Plans	■		
Housing	4	Identify a housing project within the corridor.	Financing	■		
	5	Build a walkable urban housing demonstration project.	Financing			■
	6	Complete three housing rehabilitation projects in the Simpson, Washington and Nile neighborhoods.	Financing			■
Economic Development	7	Hold a multi-cultural public festival.	Partnership			■
	8	Issue an RFP to develop the Park and Ride at 19th Avenue and Camelback Road.	Knowledge	■		
	9	Create marketing materials for development areas in partnership with property owners.	Knowledge	■		
	10	Organize three neighborhood clean ups.	Partnership			■
	11	Complete 3 beautification projects, such as murals, colorful building repainting and tree planting.	Partnership			■
Health	12	Identify pedestrian and bicycle safety improvements at 19th Avenue and 17th Avenue, including lighting and visibility impediments.	Plans	■		
	13	Organize a walking club to provide block watch patrols at least 3 evenings per week.	Partnership			■
	14	Write a grant to support a Farmers Market in partnership with International Rescue Committee.	Partnership			■
Mobility	15	Evaluate and install enhanced crosswalks at 19th Avenue and Camelback and 17th Avenue and Camelback Road if appropriate.	Plans	■		
	16	Organize a coalition to support increased public transit service on Camelback Road, including small businesses, apartment communities, large employers, and neighborhood associations.	Partnership			■
	17	Provide transit passes for sale at Zia Records and employers along Camelback Road.	Operations	■		
	18	Analyze the traffic impacts and trade-offs of the Complete Street Concept on Camelback Road.	Knowledge	■		
	19	Create a fact sheet about the Complete Street Concept for property owners on Camelback Road.	Knowledge	■		
	20	Hold a property owner workshop on the Complete Street concept on Camelback Road.	Knowledge	■		
Green Systems	21	Research the opportunity to develop a combined heat/power energy source and micro grid to serve Phoenix Baptist Hospital, Christown Mall and other surrounding properties.	Plans			■
	22	Write a Green Infrastructure grant.	Financing	■		
	23	Hold a community tree planting event.	Partnership			■

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CHRISTOWN MALL AREA 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	Hold a forum with property owners in Simpson and Washington on support for zoning adjustments to allow Accessory Dwelling Units.	Knowledge	■		
	4	Engage owner of bowling alley at 19th Avenue and Bethany Home Road on historic preservation.	Knowledge	■		
	5	Identify code violations and issue notices to property owners.	Codes	■		
	6	Add Solano Steering Committee Chair or designee to the zoning notification system.	Operations	■		
	7	Encourage the Steering Committee to monitor all zoning hearings.	Partnership			■
	8	Create a fact sheet and procedural guide on establishing Improvement Districts.	Knowledge	■		
	9	Hold a property owner forum on Improvement Districts for financing enhanced infrastructure and services.	Knowledge	■		
	10	Complete 3 beautification projects, such as murals, colorful building repainting and tree planting.	Partnership			■
	11	Complete a Water / Sewer infrastructure needs assessment.	Plans	■		
	12	Create marketing materials for development sites.	Partnership			■
Housing	13	Identify an affordable housing project within the corridor.	Financing			■
	14	Develop a Mixed Income housing demonstration project.	Financing			■
	15	Develop a Mixed Use housing demonstration project.	Financing			■
	16	Hold a capacity building forum on Community Development Corporations and identify a lead non-profit within the Solano District.	Partnership			■
	17	Renovate 3 residential properties.	Financing			■
Economic Development	18	Sponsor an Adopt a Street for 19th Avenue.	Partnership		■	
	19	Write a grant for enhanced school enrichment activities and community improvement projects at Solano School.	Financing			■
	20	Organize 3 graffiti and neighborhood clean ups.	Partnership			■
	21	Research zoning and licensing barriers for temporary and mobile retailers and restaurants to identify potential to activate 19th Avenue.	Codes	■		
	22	Engage the International Rescue Committee and other non-profits on a strategy to develop a middle-skill business incubator accessible to Solano residents.	Partnership			■
	23	Write a federal grant for economic development assistance to encourage healthcare job growth.	Financing		■	
	24	Pursue partnerships to provide Solano students with free access to three educational destinations, such as museums and the zoo.	Partnership			■

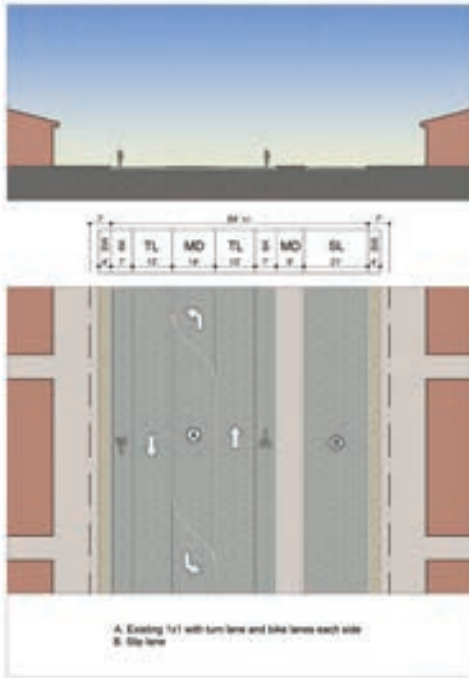
Elements	Actions		 TOOLS	 GOVERNMENT	 BUSINESS	 COMMUNITY
Health	25	Organize a walking club to provide block watch patrols at least 3 evenings per week.	Partnership			■
	26	Write a grant application for a community-based food source, such as the USDA Community Food Projects Competitive Grants Program.	Financing			■
	27	Hold a professional training forum on Healthy Corner store programs and identify a lead non-profit to develop a program in Solano.	Knowledge			■
	28	Evaluate and install enhanced crosswalks at 19th Avenue and Bethany Home Road and 17th Avenue and Missouri Avenue if appropriate.	Financing	■		
Mobility	29	Provide transit passes for sale at Phoenix Baptist Hospital, Christown Mall and other destinations along 19th Avenue.	Operations			■
	30	Analyze the traffic impacts and trade-offs of the Complete Street Concept on 19th Avenue.	Knowledge	■		
	31	Create a fact sheet about the Complete Street Concept for property owners on 19th Avenue.	Knowledge	■		
	32	Hold a property owner workshop on the Complete Street concept on 19th Avenue.	Knowledge	■		
	33	Organize a coalition to support increased public transit service on 19th Avenue, including Phoenix Baptist Hospital, Christown Mall and neighborhood associations.	Partnership			■
	34	Present transportation recommendations to the Committee on the Future of Transportation in Phoenix.	Knowledge	■		
Green Systems	35	Research utility spacing standards to identify the potential to improve the ability to plant shade trees that grow to full size.	Codes	■		
	36	Research stormwater regulations to identify the potential to allow on-site retention to be provided within adjacent right of way.	Codes	■		
	37	Create standard construction details for Tree Pocket concept.	Partnership	■		
	38	Determine feasibility of a Shade Easement that allows structural shade over the public sidewalk without the need for a revocable permit.	Codes	■		
	39	Hold a professional training forum on financing methods for Green Infrastructure, including the Water Infrastructure Financing Authority.	Knowledge	■		
	40	Write a Green Infrastructure grant.	Financing	■		
	41	Hold a community tree planting event.	Partnership			■

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SOLANO
APPENDICES

CONCEPTUAL STREET SECTIONS

A - 15th Avenue



EXISTING

RETROFIT



B - 17th Avenue



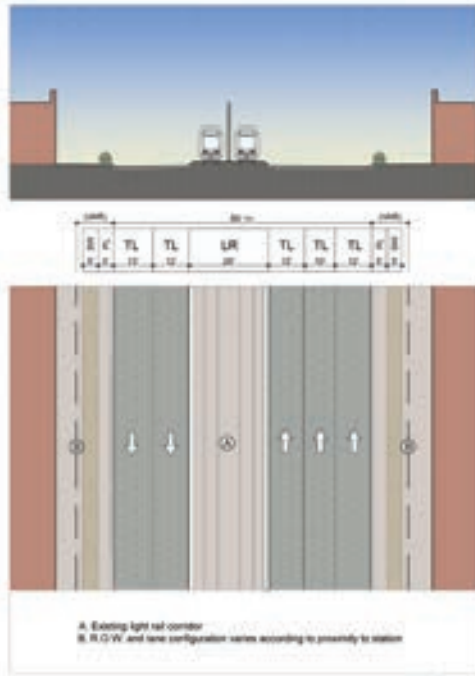
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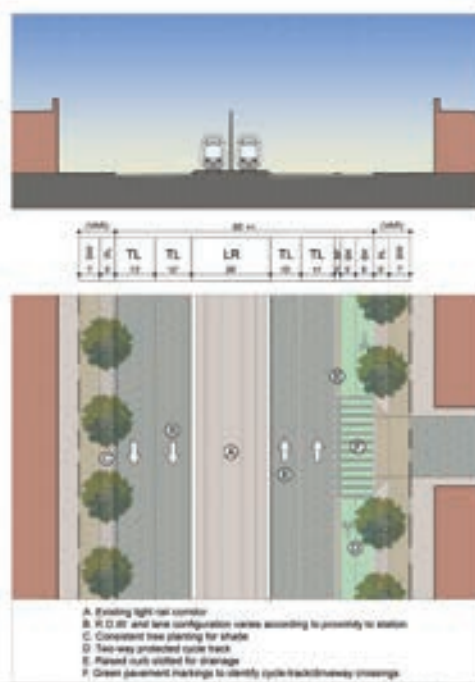
The Conceptual Street Sections provide a general design concept for adding bicycle and pedestrian improvements without requiring significant acquisition of new right of way. The sections are illustrative only and are not intended to specify exactly how streets should be improved, but to provide an input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

C - 19th Avenue



EXISTING

RETROFIT



D - Missouri Avenue



EXISTING

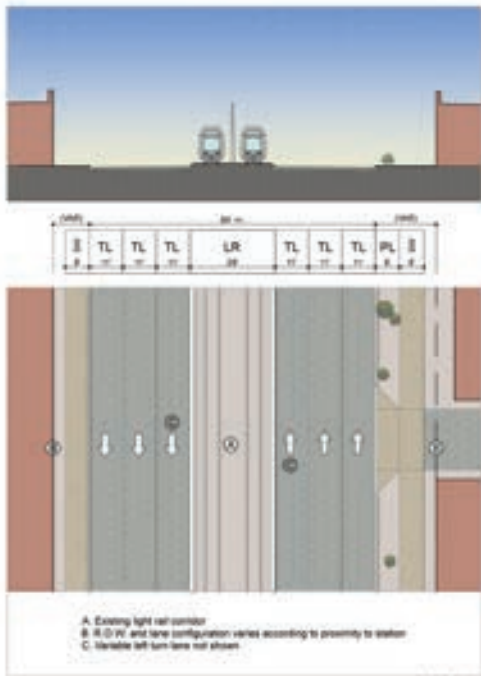
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CONCEPTUAL STREET SECTIONS

E - Camelback Road

Typical TOD (WUD)

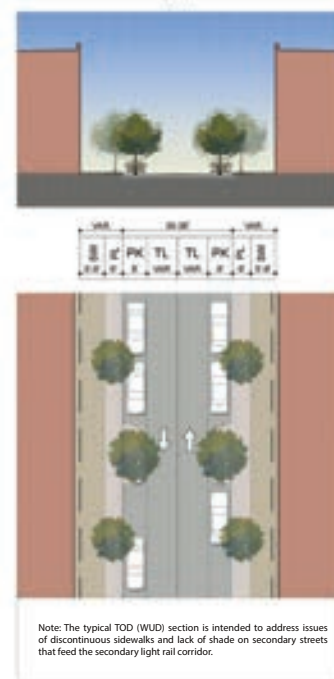


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