



# UPTOWN

TOD POLICY PLAN





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



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### **Crabtree Group, Inc.**

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### **PlaceMakers, LLC**

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Emily Talen, Arizona State University

### **Urban Advantage, Inc**

Steve Price, Owner

# Acknowledgements

## PARTNERS

### U.S. Department of Housing and Urban Development Office of Economic Resilience

#### AIA Phoenix Metro

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#### Arizona Chapter ASLA (American Society of Landscape Architects)

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#### Arizona State University Global Institute of Sustainability

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Kim Steele, The Elemental Group, LLC

#### Sustainable Communities Collaborative

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# Acknowledgements

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## UPTOWN TOD STEERING COMMITTEE

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Leatrice Kitchell, Venue Projects  
Gabe Loyola, Grandview Neighborhood  
Teresa Stickler, 7th Avenue Merchants Association

Thanks to the following for donating meeting accommodations throughout the project:

Community Design Workshop Host – Phoenix Financial Center/CVL Consultants  
Michael Geddes, Owner  
Curt Johnson, Senior Vice President  
Bob Knight, Property Manager, Knight Management

Steering Committee Meetings  
Amerischools  
Phoenix College

# Resolution from City Council

## RESOLUTION 21332

### A RESOLUTION ADOPTING THE UPTOWN TRANSIT-ORIENTED DISTRICT POLICY PLAN.

WHEREAS, the Uptown 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 15<sup>th</sup> Avenue on the west, 7<sup>th</sup> Street on the east, Missouri Avenue on the north and Indian School road on the south; and,

WHEREAS, the Uptown Steering Committee, the Alhambra Village Planning Committee, the Encanto Village Planning Committee, the Planning Commission, and the Neighborhoods, Housing, and Development Subcommittee of the City of Phoenix have recommended approval of the 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 Uptown 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.

  
MAYOR

ATTEST:

  
City Clerk

APPROVED AS TO FORM:

  
Acting City Attorney *PAH*

REVIEWED BY:

  
City Manager

PL.txt:1184432 (CMF22) (Item #53) - 6/3/15

## 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.

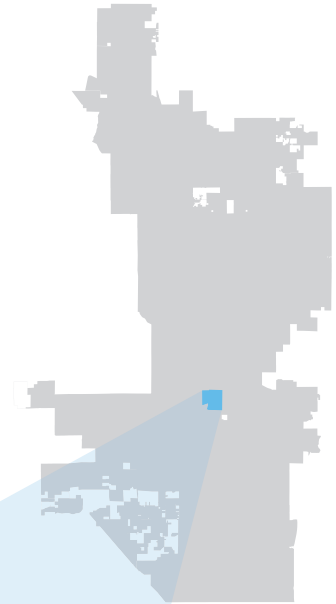
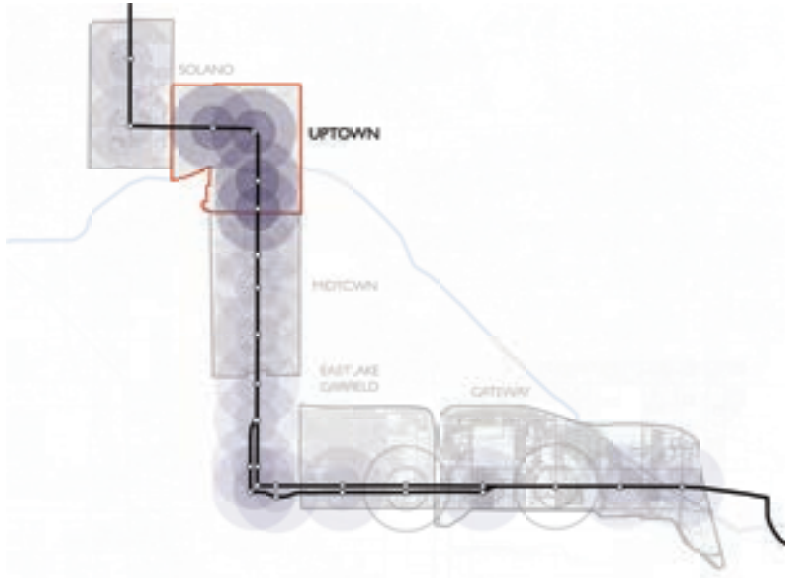
Reinvent PHX uses *Transit Oriented Development* (TOD), an urban planning and development practice that cities around the world have successfully adopted to build Walkable Communities near public transit stations. Reinvent PHX provides resources for multiple TOD activities, including: Multi-lingual community 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.

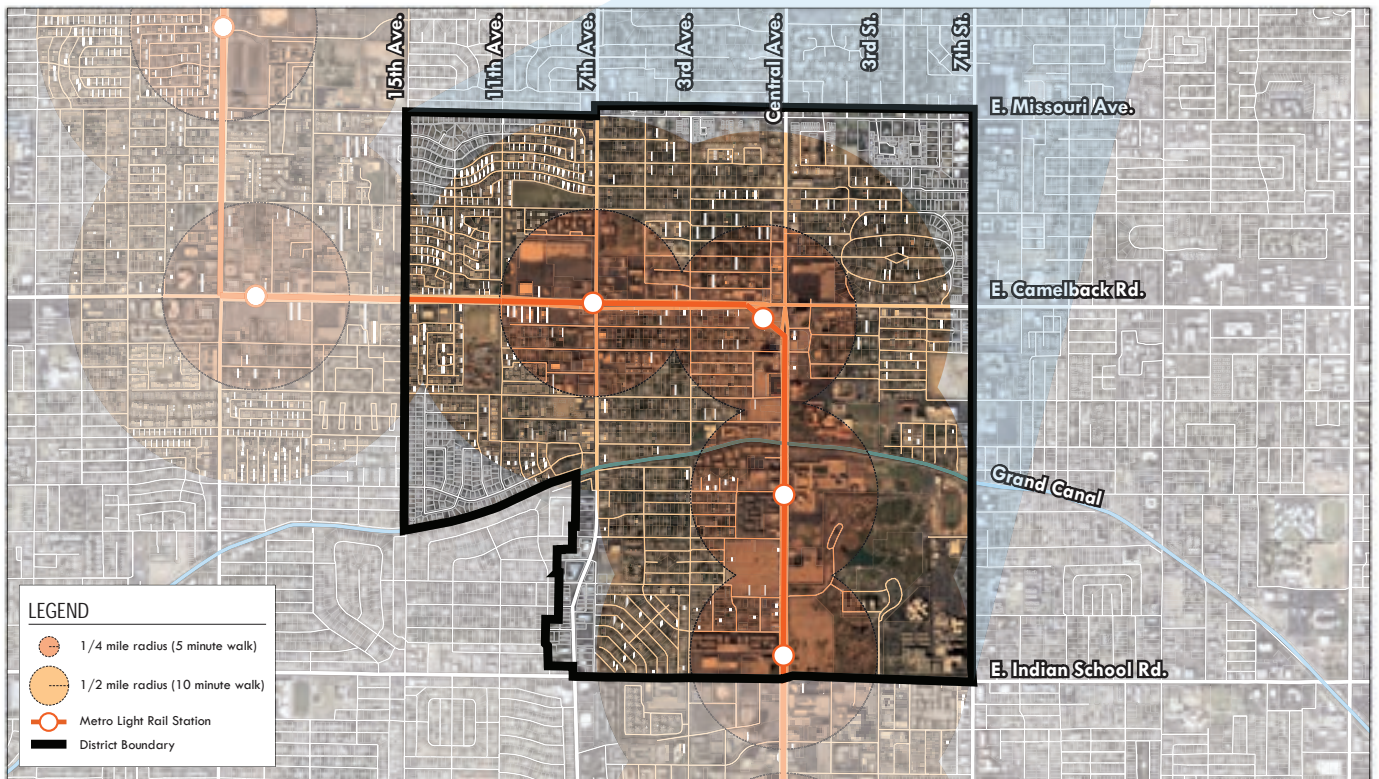
Reinvent PHX provides a blueprint for fully achieving the transformative potential of light rail in a sustainable manner, where decisions made today enhance, rather than compromise, the ability of future generations to be healthy and prosperous. With thoughtful and inclusive planning, these changes can: 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.



### Uptown in Context



ReinventPHX Districts



Uptown District



Steering Committee Members sworn in by the Mayor and City Council

## EXECUTIVE SUMMARY

The Uptown 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 - Central Avenue and Indian School Road, Central Avenue and Camelback Road, and 7th Avenue and Camelback Road - are provided Action Plans that identify specific implementation steps for 2015-2020.

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# 06

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## UPTOWN INTRODUCTION



# UPTOWN HISTORY

## An Early Phoenix Suburb

Historically, the Central Corridor was the primary path to the expansion of residential development north of the canals. Central Avenue, or Centre Street as it was called at the turn of the century, was not a streetcar route and the Central/Camelback Station area neighborhoods because some of the city's earliest automobile suburbs. By 1920, Phoenix was booming and with housing in short supply, land owners pushed north along Central Avenue to create new neighborhoods within an easy drive of downtown.

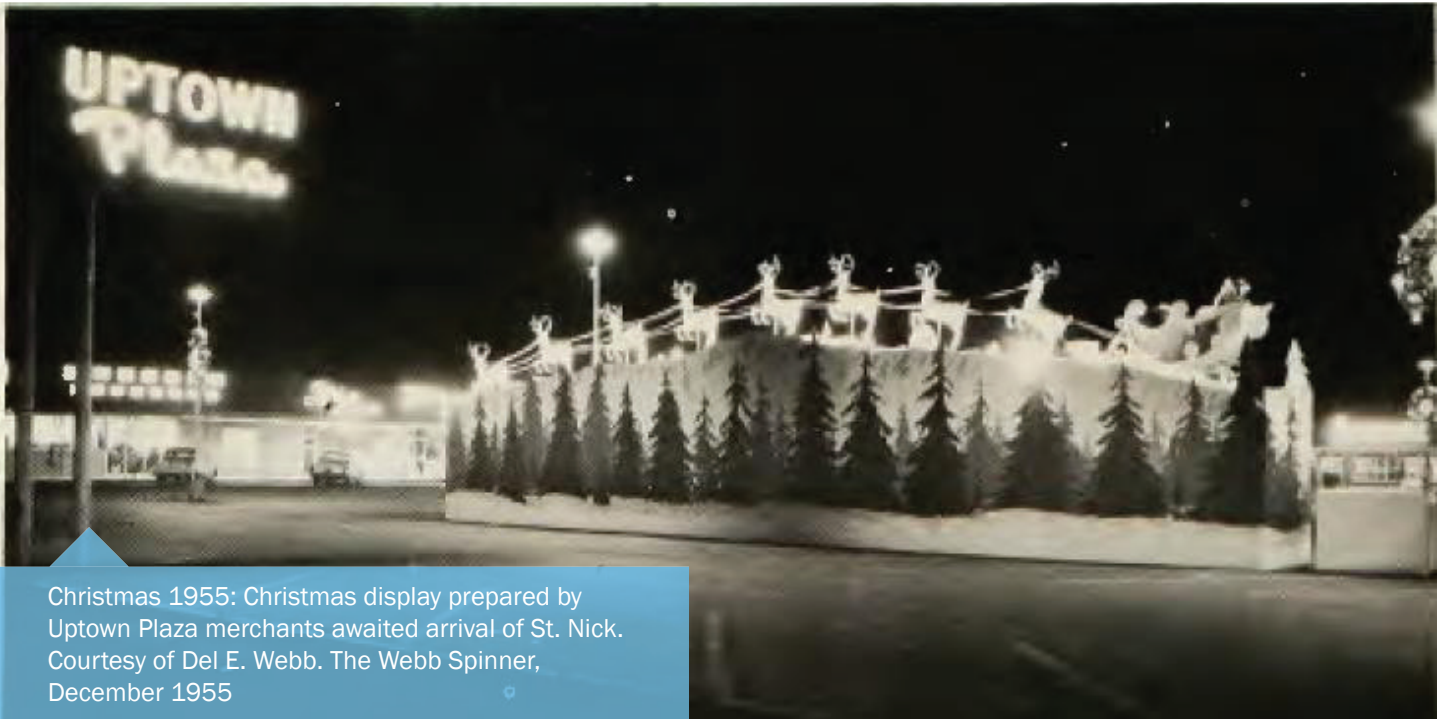
The character of the Uptown Transit Oriented District comes from four residential subdivisions that were platted between 1924 and 1929: Medlock Place, Pierson Place, Windsor Square and Yaple Park.

Although the subdivisions were built over a 25 year period, the enduring integrity of its homes and architectural styles became the foundation for these four neighborhoods to be designated as historic districts in the Phoenix Historic Property Register and in some cases, in the National Register of Historic Places as well.



Current church completed in 1959. Courtesy of St. Francis Xavier Parish.





Christmas 1955: Christmas display prepared by Uptown Plaza merchants awaited arrival of St. Nick. Courtesy of Del E. Webb. The Webb Spinner, December 1955

Without neighborhood parks or amenities other than the canals and Murphy's Bridle Path north of Bethany Road, developers specifically marketed to families whose children would be attending the new Brophy College Preparatory. The college opened in December, 1928, and three months later St. Francis parish was established as the second Catholic parish in Phoenix. Brophy Chapel served as the parish until 1959. The Depression forced the college to close in 1935 but the facility was used as a grade school and in 1952 it became a high school.

Construction in the four neighborhoods began just before the onset of the Great Depression and by 1930 all development had come to a full stop. Some homes were built in the late 1930's with the aid of the new Federal Housing Administration (FHA) loans, but the subdivisions would only be built-out after World War II.

Until the opening of Uptown Plaza in August of 1955, Camelback Road, west of Central Avenue was a mixture of farms, small neighborhood commercial and residential, but the Plaza signaled a change for the area and by the late 1950's, commercial venues began to replace the farms along Camelback Road. Uptown Plaza, advertised by Del Webb as "one of Phoenix' largest rural shopping centers" with 25 stores, became the gathering place for the community – whether you were meeting for dinner, shopping for groceries, clothes or jewels – there was something for everyone and plenty of parking.



Brophy College Preparatory, 1960's. Courtesy of Kevin Weight.



# PLANNING PROCESS

## 3 Key Steps: Assessment, Visioning, Strategies

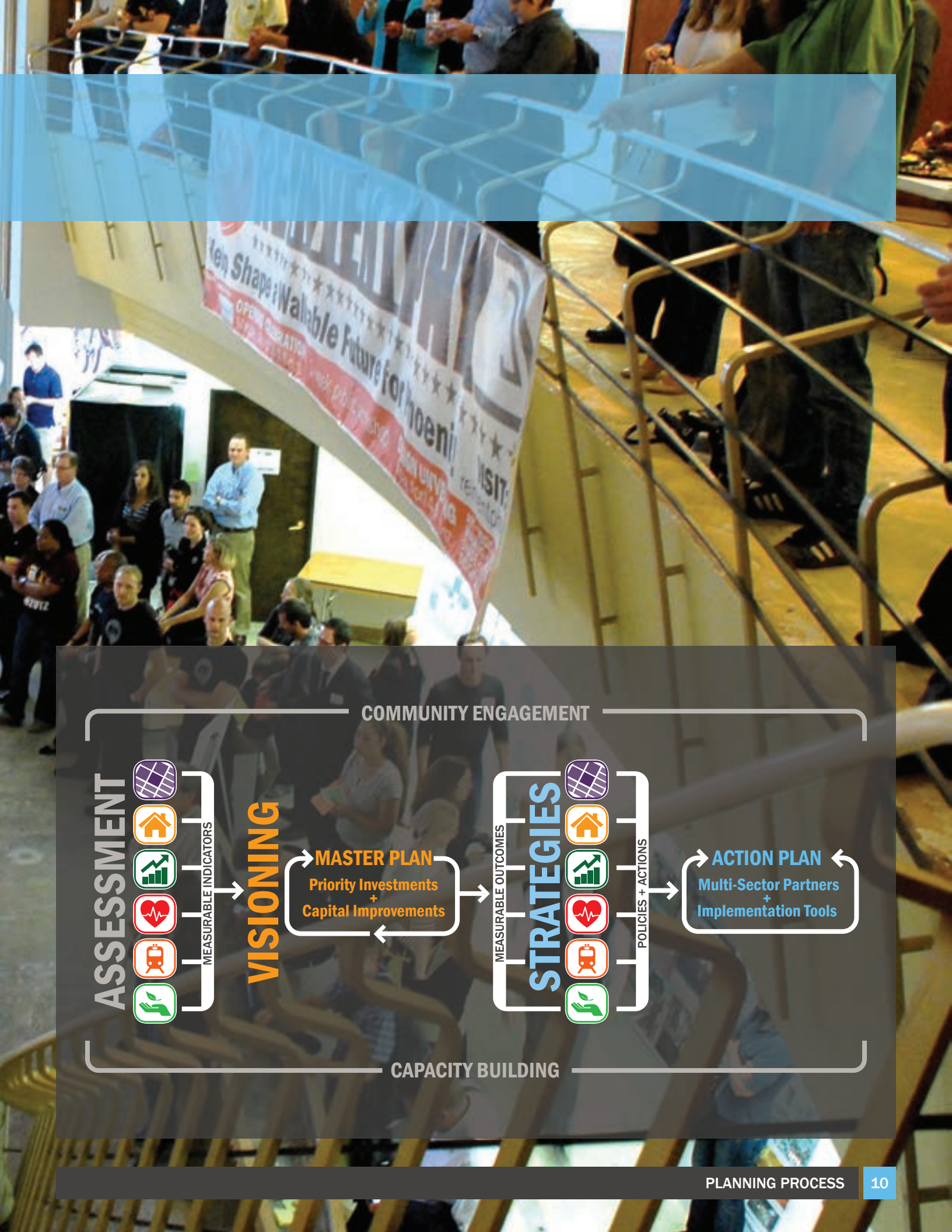
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The planning process was structured in three phases, Assessment, Visioning and Strategies. Community engagement was integrated into each step. The Assessment phase entailed a data-driven analysis of the current conditions within the District using information derived from resident workshops and existing plans and databases. The Visioning process included surveys and facilitated community conversations that helped describe a desirable future using narratives and illustrations. In the Strategies phase, best-practices and innovative urban revitalization policies were identified to take advantage of the District's assets, reduce liabilities, and catalyze progress towards the Vision.

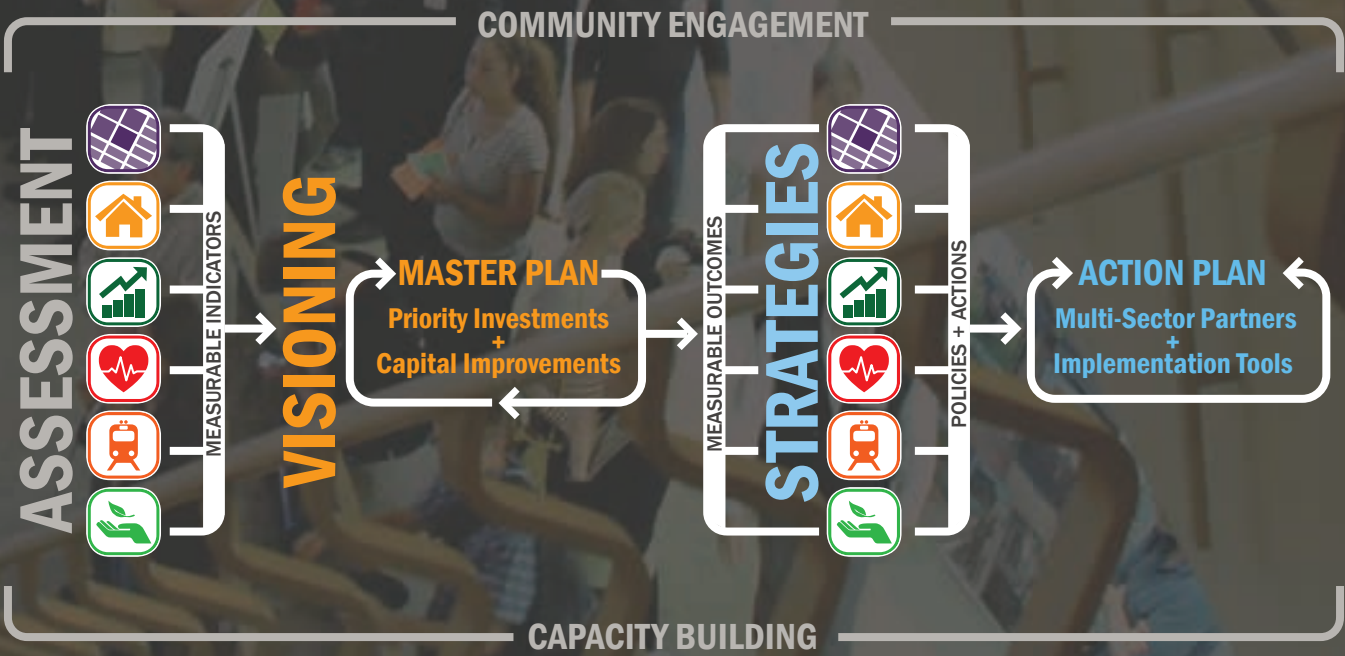
The Reinvent PHX technical approach utilized proven urban planning methods, such as New Urbanism, and emerging practices in Health Impact Assessment and Sustainability Science. For a complete documentation of these techniques, refer to reports from Arizona State University Global Institute of Sustainability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

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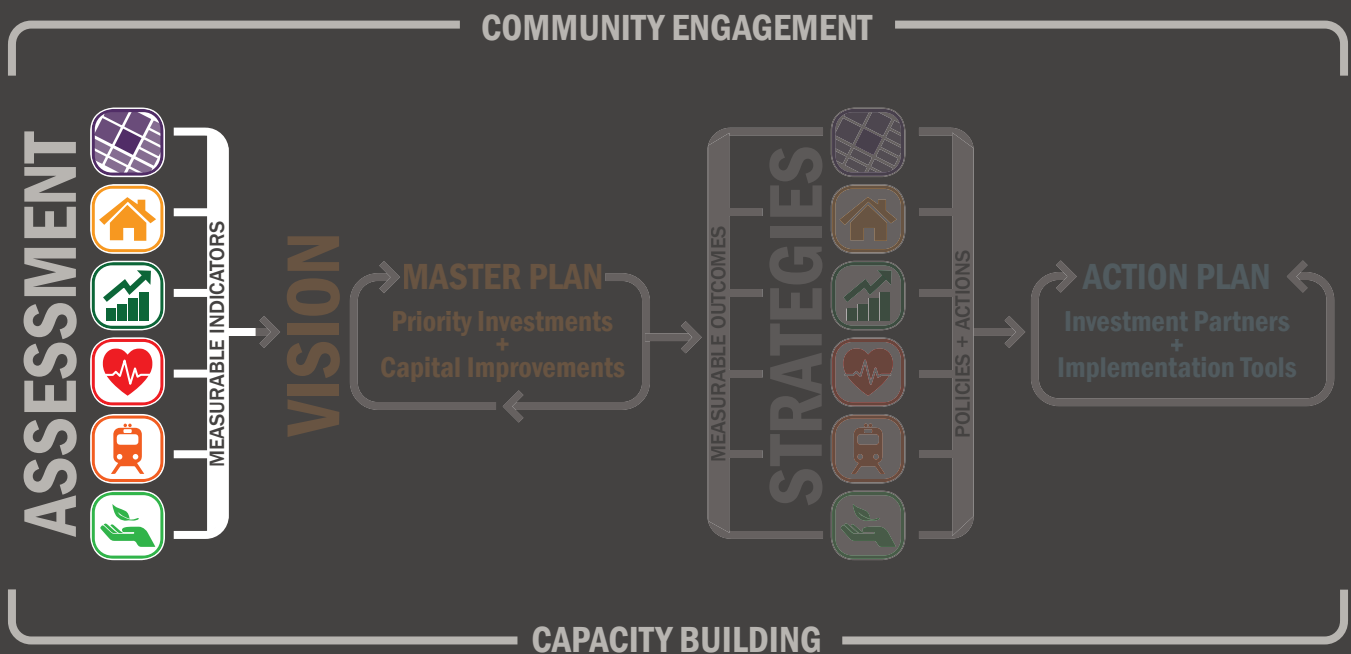


Shaping a Viable Future for ...  
Open House



# ASSESSMENT

Residents and other District stakeholders participated in surveys, workshops, and field audits designed to identify and map assets, liabilities, and improvement opportunities. This input was then synthesized with secondary data, such as demographic, land use, crime, injury analysis, economic conditions, etc. and analyzed using Geographic Information Systems (GIS), 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.







MASTER PLAN

DATA AND RESEARCH

MASTER PLAN



**PlanPHX**  
General Plan Update

**REINVENT PHX**

## HELP PLAN THE FUTURE OF PHOENIX JOIN OUR COMMUNITY.

MyPlanPHX provides an opportunity for residents of Phoenix to help shape our future through participating in two very important projects: our General Plan update and planning for the communities along the light rail line (ReinventPHX).

Sign up with Facebook | Sign up with LinkedIn | Sign up with Google

Or sign up with your email address

- City of Phoenix Planning & Development Website
- PlanPHX Facebook Page
- PlanPHX Twitter Page
- PlanPHX Interim Report and Community Update
- Leadership Committee Roster
- Outreach Efforts

**REINVENT PHX**

**ReinventPHX**  
Planning for change and preservation of the areas surrounding our light rail line is a tremendous opportunity to maximize our investment in light rail and enhance the livability of...

View Topics | 3590 Interactions

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.





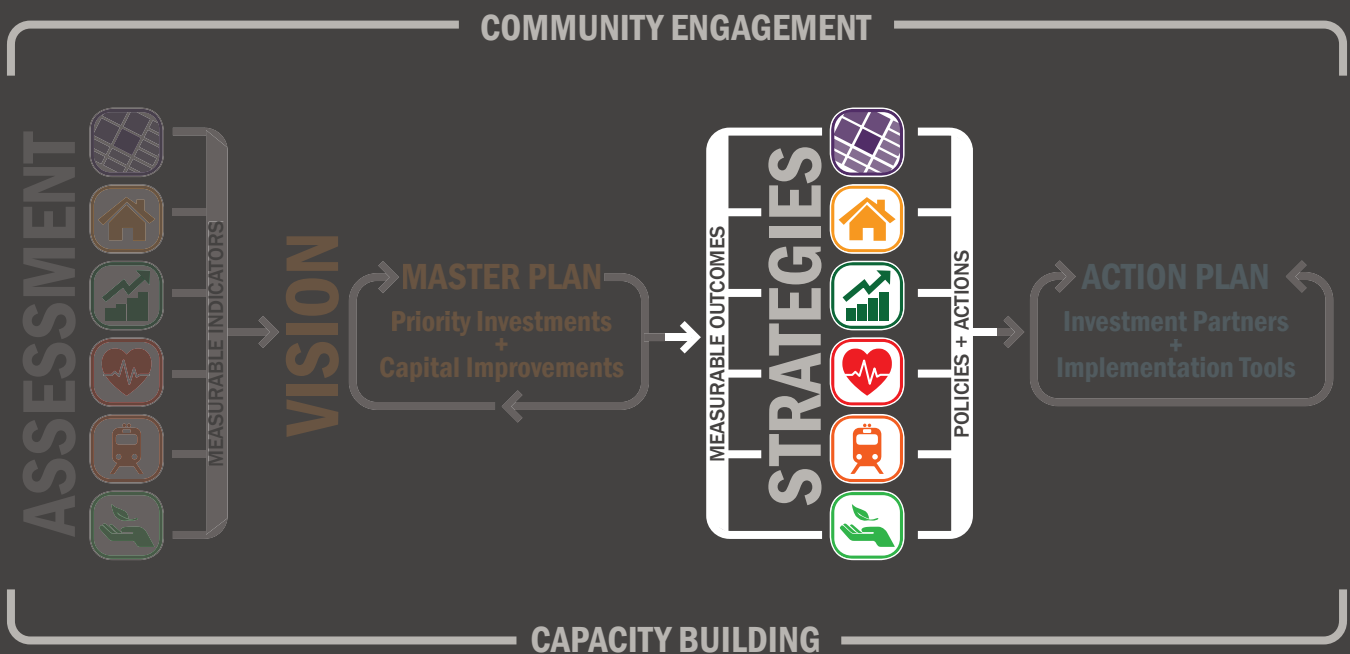
Neighborhood Compatibility meetings were held to discuss height transitions and connectivity between the transit corridor and existing single family neighborhoods.



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 Uptown 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, anchor institution engagement, reforms to local industry practices, and effective transit-oriented development and revitalization tactics that have been used in other cities.



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





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



Workshops with District residents and the Uptown 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 Uptown 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 Uptown 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.

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**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.



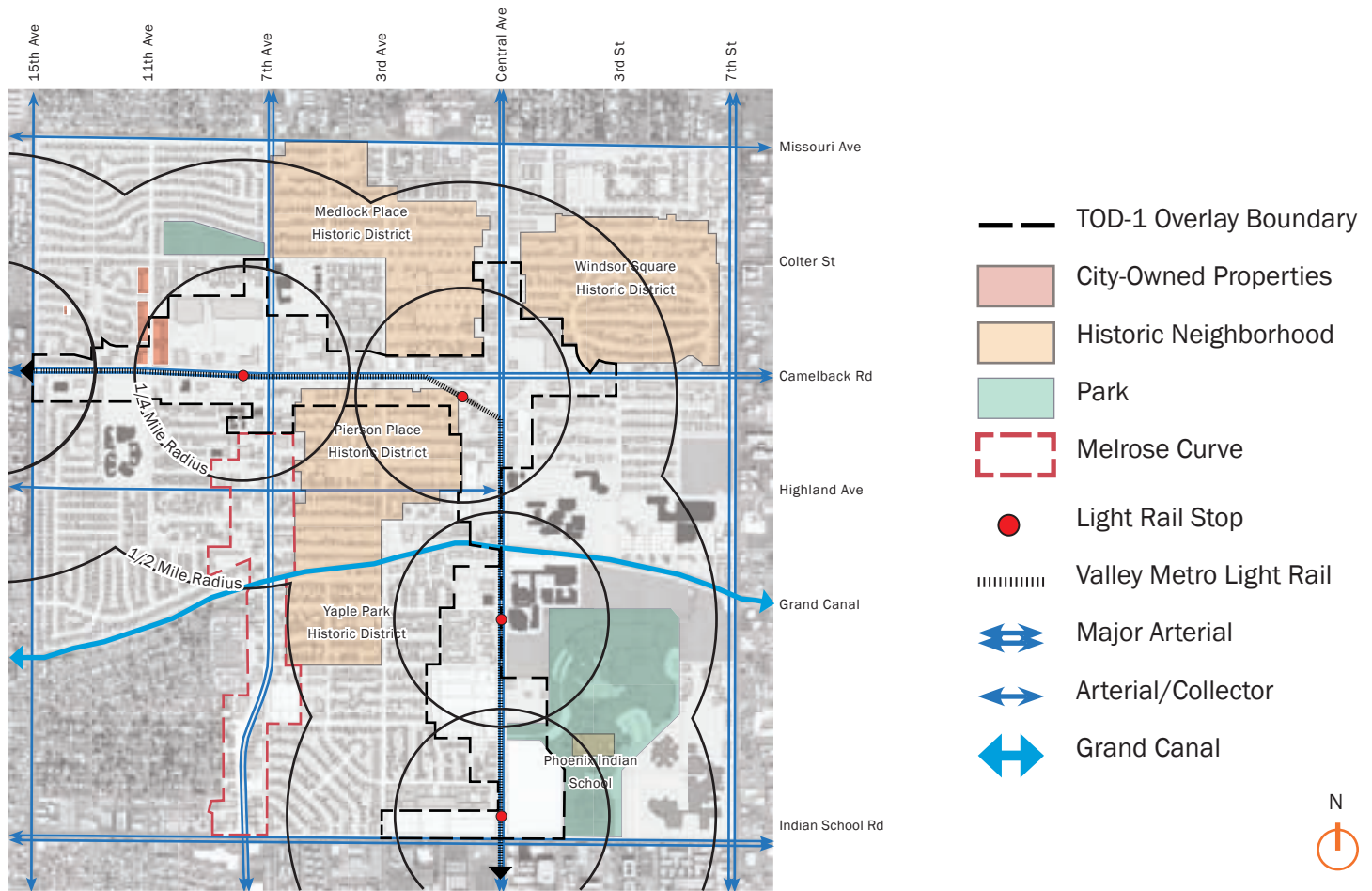
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**UPTOWN**  
**TODAY**



# EXISTING CONDITIONS MAP



## OVERVIEW

The Uptown District is between 15th Avenue and 7th Street, with Missouri Avenue as its northern boundary, and Indian School Road as its southern boundary. The southwest corner of this area is more than half a mile from light rail, and is therefore not included in the District

The far western area of the District is characteristic of the historical car-centric development patterns in many parts of Phoenix. Strip malls line the major roads (15th Avenue, Camelback Road, and 7th Avenue), with some multi-family housing closer to main roads, and single-family neighborhoods in the interior of blocks. The Grand Canal traverses mostly residential areas, and is often hidden from view behind the rear walls that line residential backyards.

Much of the area around the 7th Avenue and Camelback Road station is rental properties. This area has historically attempted to shield local businesses and neighborhoods from the impacts (congestion, noise, etc.) of nearby Central Avenue. Development standards for the 7th Avenue Urban Main Street Overlay (Melrose Curve) were adopted, and place emphasis on local businesses, community, and revitalization. Moving east, the light rail station at Central Avenue and Camelback Road is a major regional transit hub. This area is the gateway to the northern part of Central Avenue, and acts as the transition zone between the high-rise developments to the south, and large residential homes to the north near the historic Murphy Bridle Path. The Windsor Square, Medlock Place, Pierson Place, and St. Francis neighborhoods surround

the station, with much of these neighborhoods having historical designation. Most of the single-family homes in this area were built in the first half of the 20th century. While college age and office workers comprise most of the population here, there are more elderly residents (about 20%) here than around the 7th Avenue station.

Moving south along Central Avenue, there are several prominent schools: Brophy College Preparatory, St. Francis Xavier Elementary, Xavier Preparatory High School, and Central High School. Central High School is adjacent to the Campbell Avenue and Central Avenue light rail station, with popular Lux Café to the south. A new four-story mixed use apartment building is at Central and Highland Avenues. Single-family homes between 7th and Central Avenues are not typically served by flood irrigation and noticeably lack the vegetation density and quality found north of Camelback Road.

On the District’s southern border lies the Central Avenue and Indian School Road light rail station. There are 5,500 and 20,000 workers within a half mile of the light rail station, even with many large vacant lots in the area. The station area is a hub for medical facilities, with six hospitals in surrounding areas. The Carl T. Hayden VA Medical Center and Phoenix Indian Medical Center are major employers in this part of the District – with many of their workers riding transit. Steele Indian School Park is the most prominent natural feature in the District. The park is 74 acres, with a lake, an outdoor amphitheater (with seating for 1,500 people), and a 15-acre Entry Garden.

During the 1950s, Phoenix’s downtown core was diminishing, with people and development shifting to other areas of the Valley. At the time, Central Avenue was mostly lined with estate homes, which soon gave way to the Art Museum, the Phoenix Towers, Park Central Mall, and Durant’s restaurant. High-density commercial development continued in the 1960s, with many of Central Avenue’s signature buildings, such as the Phoenix Financial Center, completed during this period amidst resistance from surrounding neighborhoods. In 1971 the City adopted the Central Phoenix Plan, which called for unlimited building heights along much of the Central Avenue Corridor, an office high-rise area that extends from McDowell Road to Camelback Road between 3rd Avenue and 3rd Street. However, development during this period mostly stalled in the Central Corridor, while investors and developers focused their resources primarily in the downtown core. The 1980s and 90s saw a mix of real estate booms and downturns. After 2000, office space began conversions to residential, partially due to voters approving the construction of the light rail.

**7,083** TOTAL JOBS

**18%**  
Population under  
18 years of age



**25%**  
in Poverty



**17%**  
No Car  
Household



**18%** Spanish  
Speaking Homes



**\$38,658**  
MEDIAN HOUSEHOLD INCOME

**LARGEST EMPLOYERS**

Carl T. Hayden  
VA Medical Center  
**2,395** employees

Xavier College  
Prep  
**150** employees

Central High School  
**220** employees

Brophy College  
Prep  
**142** employees

State of Arizona  
**168** employees

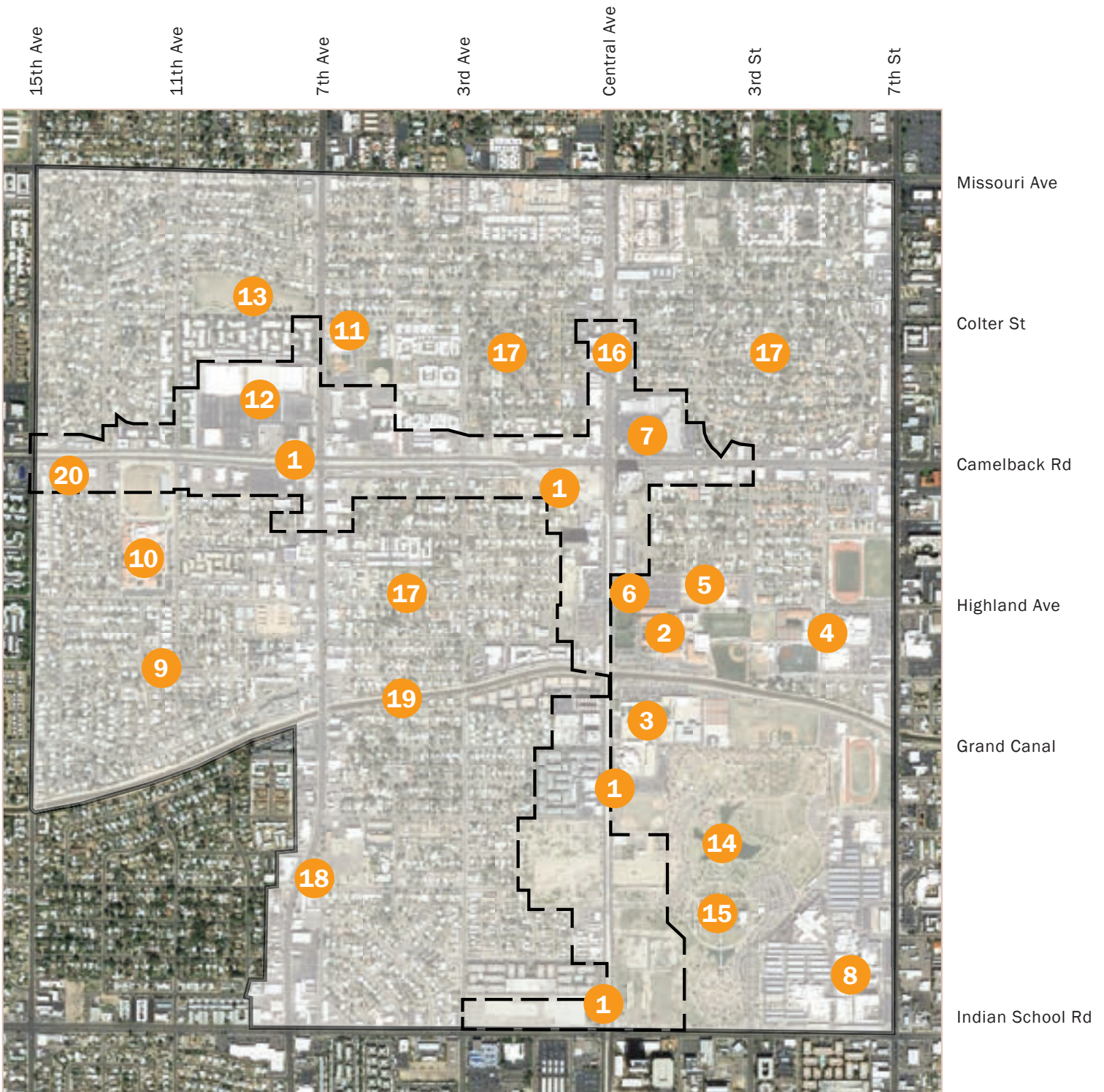
# ASSETS

## Current State Assessment

Assets are strengths that currently existing within a community, 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 supporting a District’s existing resources. Policies to implement a long range vision should be designed to harness the advantages created from a community’s unique assets.

1. Valley Metro Light Rail Stop
2. Brophy College Preparatory
3. Central High School
4. Xavier College Preparatory High School
5. Saint Francis Xavier Elementary School
6. St Francis Xavier Catholic Church
7. Uptown Plaza Shopping Center
8. Carl T. Hayden VA Medical Center - Phoenix
9. Tawa Park
10. Osborn Middle School
11. Valley Lutheran High School
12. Camelback Village Square Shopping Center
13. Colter Park
14. Steele Indian School Park
15. Historic Phoenix Indian School
16. Creative Adaptive Use
17. Historic Neighborhoods
18. Melrose Curve
19. Grand Canal
20. Amerischools Academy

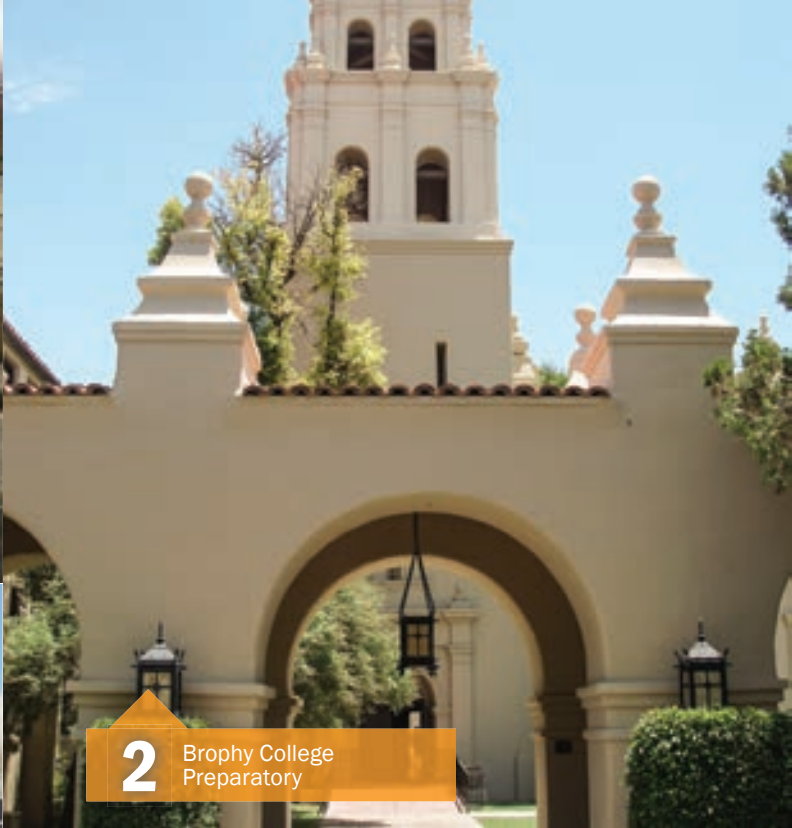








**1** Central Avenue and Camelback Road Light Rail Station



**2** Brophy College Preparatory



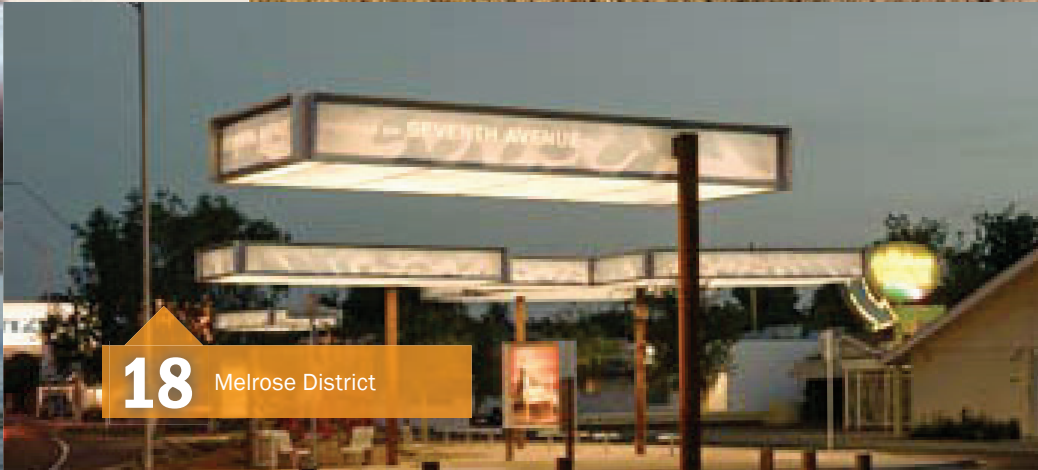
**8** Carl T. Hayden VA Medical Center



**13** Colter Park



**19** Grand Canal



**18** Melrose District





3

Central High School



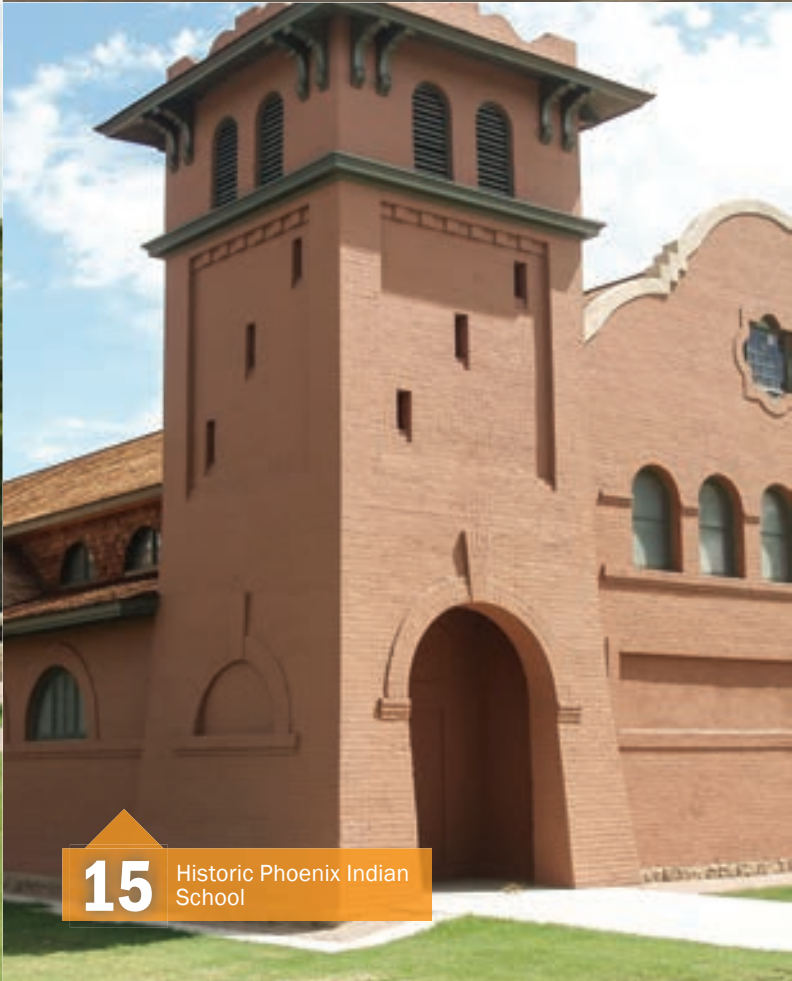
6

St. Francis Xavier Catholic Church



14

Steele Indian School Park



15

Historic Phoenix Indian School



# 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 Uptown District is home to a variety of distinctive neighborhoods, civic amenities, and important institutions that contribute to its unique and complex character. There are four historic neighborhoods that contain some of the best examples of early residential architecture in Phoenix. Shallow commercial lots front onto the light rail corridor in some areas, creating unique compatibility challenges for integrating new development into the existing scale and character. The Grand Canal arcs through the District and is another defining feature of Uptown. The canal has great potential as a major bike and pedestrian corridor that can safely connect Uptown to regional destinations, including Sky Harbor International Airport, and further enhance the District's sense of place.

### Zoning

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

### Anchors

Uptown is well-known as a hub for public and private education, with four high schools including Central High, Brophy College Preparatory, Xavier College Preparatory, and Valley Lutheran. The District is also home to Steele Indian School Park which contains the last remaining buildings from the historic Phoenix Indian School. The park is a major recreational destination and venue for concerts and community gatherings. A burgeoning vacant lot activation project called PHX Renews is located next to the park. The "Melrose Curve," encompassing a stretch of 7th Avenue, has become a hip new location for small locally owned businesses, despite the unfriendly character of the major north-south traffic artery. Another hub of urban vitality is taking place in the vicinity of Camelback Road and Central Avenue, where a proliferation of new restaurants and local businesses are creating a lively urban destination through innovative adaptive reuse of commercial buildings.



**10%**  
**Development intensity**  
(housing + jobs per acre)

**993**

**Historic buildings**



**10%**  
**District covered in surface parking**

**69**

**Walkscore**



**300**

**Acres of vacant land**



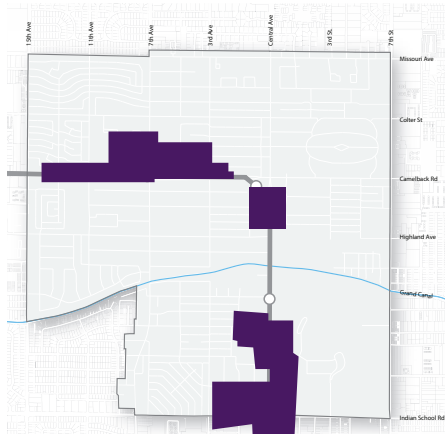




# LAND USE ELEMENT

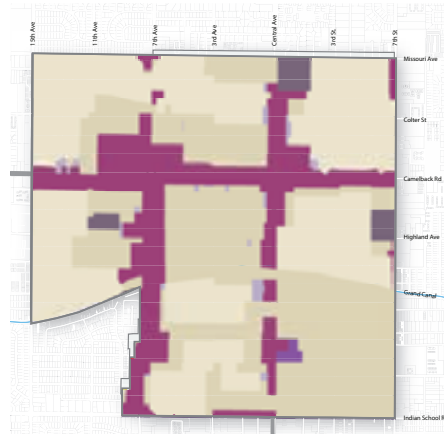
## Assessment Maps

### COMMUNITY INPUT



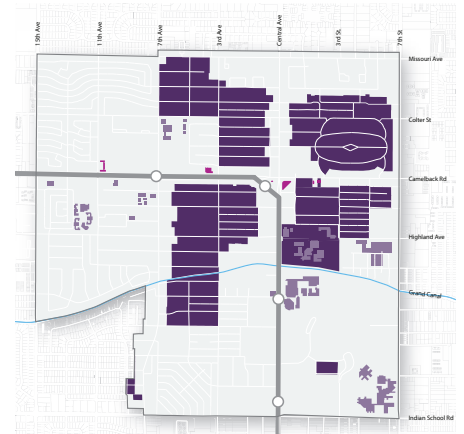
Community Identified Areas of Change

### EXISTING ZONING



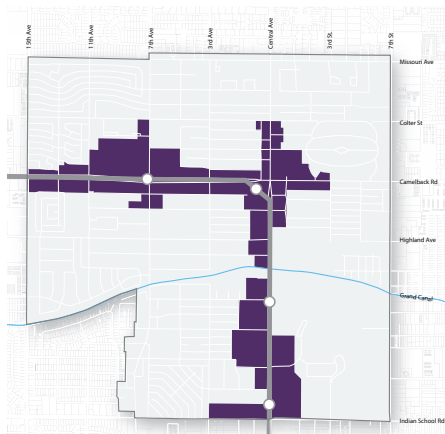
Low Density Residential	Commercial
Higher Density Residential	Industrial
Planned Residential	Parking

### CIVIC, HISTORIC, ADAPTIVE REUSE



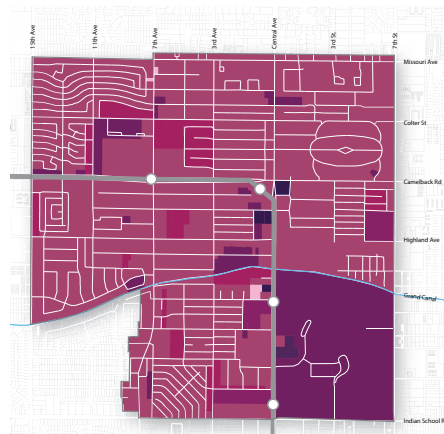
Historic (designated and eligible)
Civic
Adaptive Reuse

### ZONING OVERLAYS



Interim TOD-1 & Interim TOD-2

### HEIGHT ANALYSIS



15'	56'
30'	75'
40'	200'
48'	

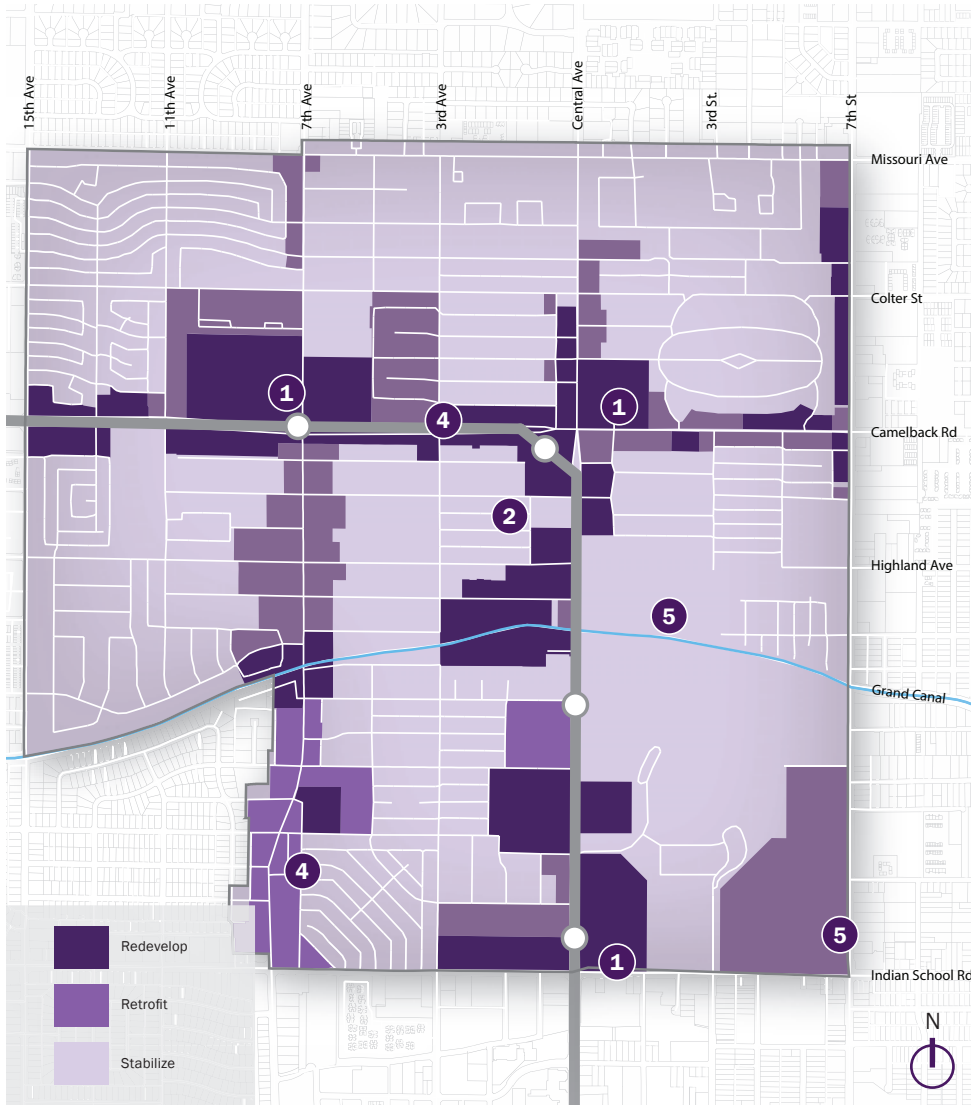
### VACANT LAND



Vacant

# LAND USE ELEMENT

## Investment Opportunities Map



### Best Practices

**1**

Walkable Urban Center

**2**

Walkable Urban Neighborhood

**3**

Walkable Suburban Neighborhood

**4**

Main Street Corridor

**5**

Urban Campus

**6**

Urban Industrial Zone





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

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

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



# HOUSING ELEMENT

## Current Conditions



### Quality

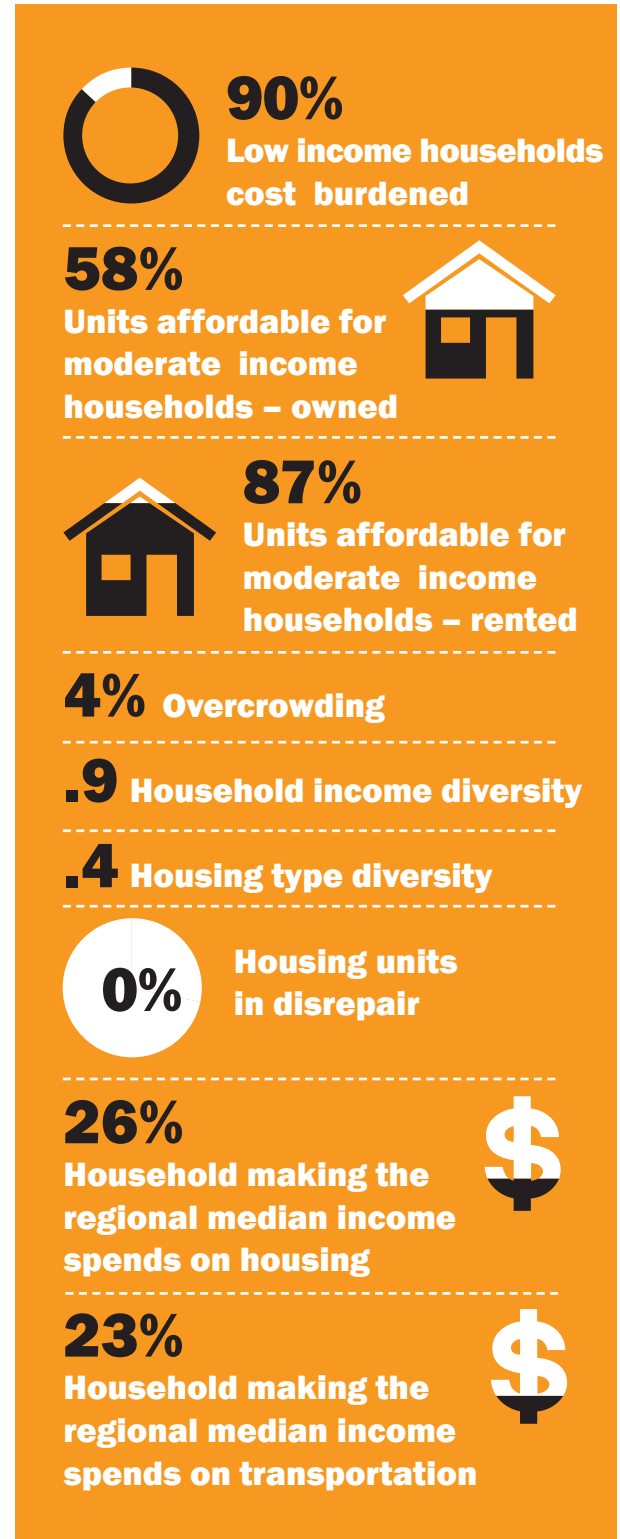
The current quality of housing in Uptown is high. A housing conditions survey did not find any housing in disrepair and Census data do not indicate any units lacking basic amenities, such as electricity and other energy sources.

### Affordability

Uptown has several affordability challenges. Approximately 90% of Uptown's low-income residents are housing cost burdened, meaning they are struggling to pay rent and do not have subsidies. 38% of households spend more than 30% of their income on housing, and average transportation costs are nearly 23% of median household income, which is likely due to the prevalence of long driving commutes. Severe overcrowding is an issue in the District, as 4% of households (246 units) are severely overcrowded.

### Needs

A market analysis projects a housing shortage of 10,888 units in Uptown by 2035. Currently, Uptown has a variety of housing types and sizes among its 6,155 units. Studio and one-bedroom units are the predominant type (35%), followed by single family detached homes (30%) and duplexes, triplexes, and quadplexes (19%) Approximately 27% of units are suitable for large families, containing three or more bedrooms.

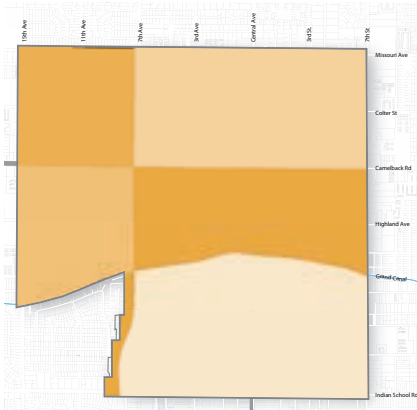




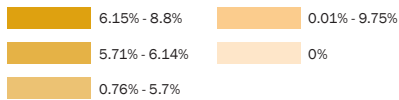
# HOUSING ELEMENT

## Assessment Maps

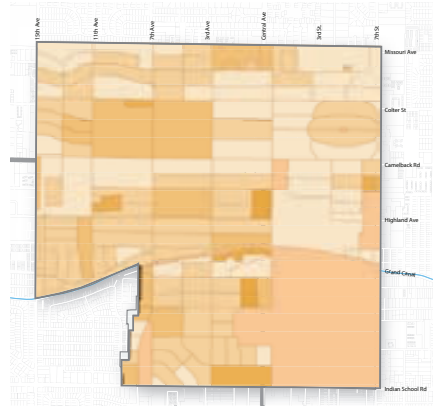
### EXTREMELY OVERCROWDED



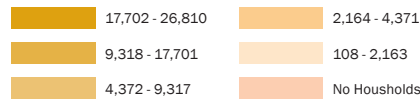
#### 1.5 or More People Per Room



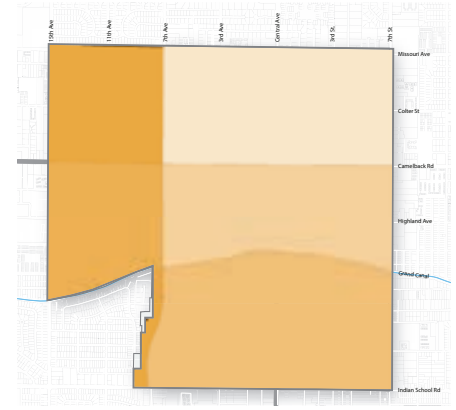
### HOUSING DENSITY



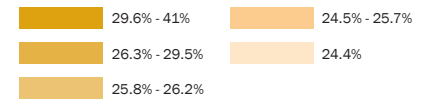
#### Housing Units Per Square Mile



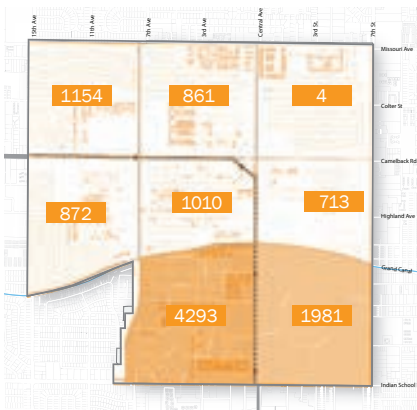
### RENT AS % OF INCOME



#### Percent of Income



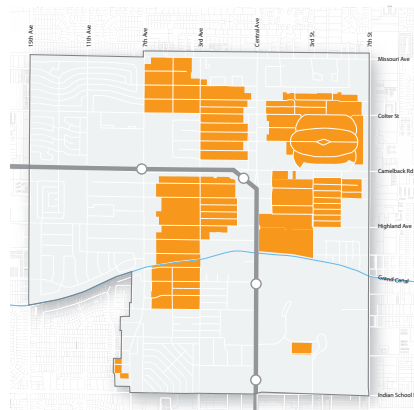
### HOUSING NEEDS



#### Unit Demand

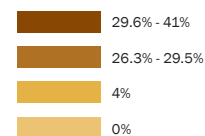
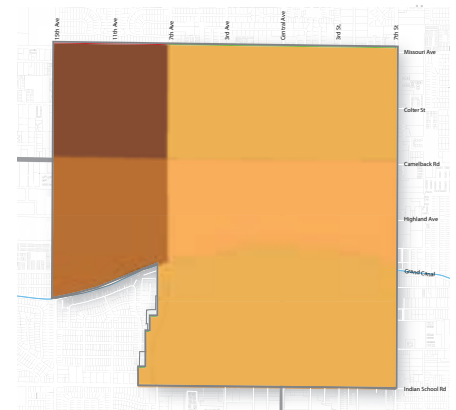
# Housing Units Needed by 2035

### HISTORIC



Historic Properties

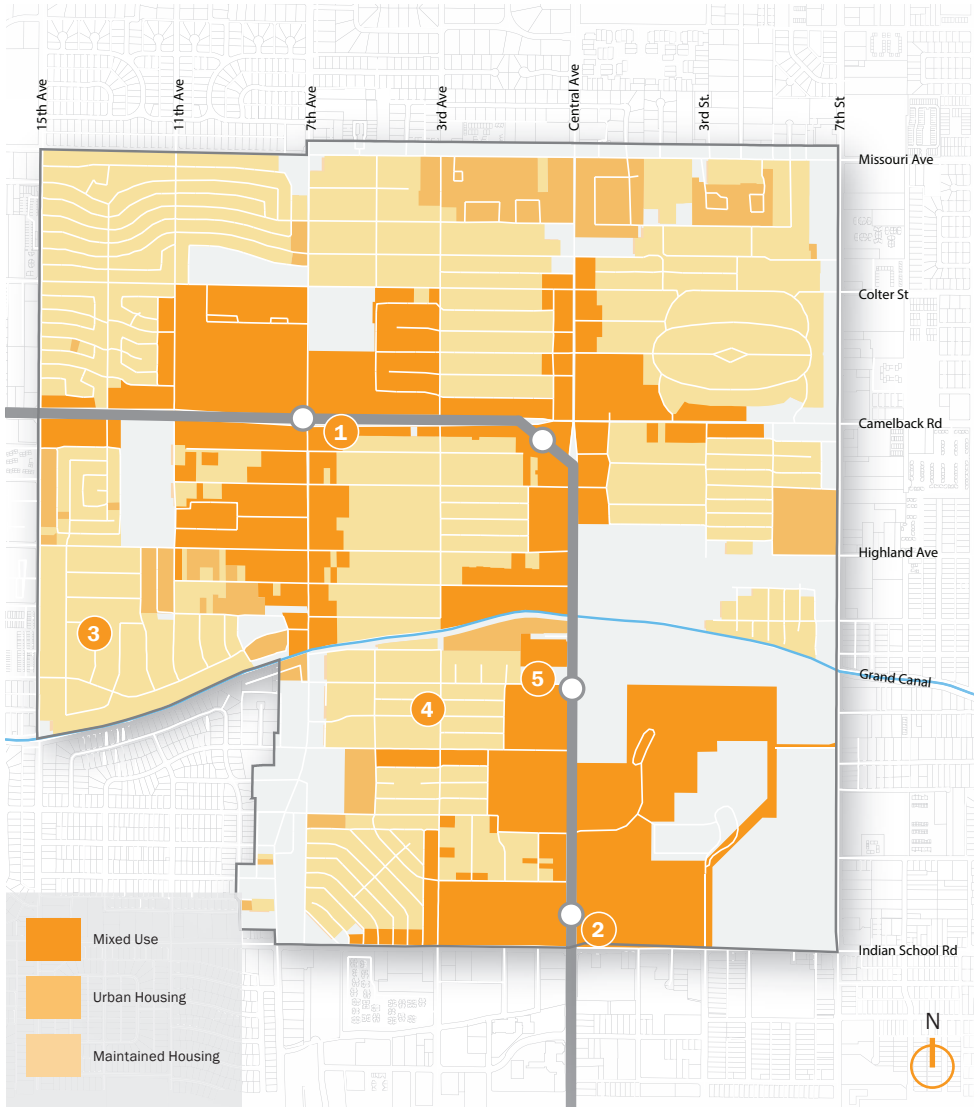
### HOUSING FITNESS





# 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 access to jobs, training, and educational opportunities.

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



# ECONOMIC DEVELOPMENT ELEMENT

## Current Conditions



### Income

The median household income in Uptown is \$38,658, lower than the city-wide median of \$47,139. Poverty is slightly higher than the city wide rate, as 25% of households are below the poverty level, compared to 23% for the city as a whole. The northern portion of the District has several high income neighborhoods including the Medlock Place, Windsor Square and Pierson Place historic districts. Neighborhoods west of 7th Avenue are relatively lower income.

### Workforce

31% of Uptown residents hold a bachelors degree, higher than the city-wide rate of 26%. Employees in the healthcare sector make up the largest share of the workforce at 14%, followed by retail at 10%. Uptown has several public schools, including Osborn Middle School and Central High School. However, the charter Amerischools Academy is the only public school in Uptown with an “A” designation by the Arizona Department of Education.

### Jobs

Uptown is primarily a residential district, but does provide over 7,000 jobs. The Carl T. Hayden VA Medical Center is the District’s largest employer, with nearly 2,400 employees. Assets in the District, including Steele Indian School Park, the unique locally-owned retail and restaurant destinations at Central Avenue and Camelback Road and the Melrose Curve, and significant infrastructure and TOD development opportunities position the District for additional growth in construction, retail, and entrepreneurship jobs.



**1/3**  
Public schools  
with “A” designation

---

**2,916**  
Jobs in key industries

---

**41%**  
Residents with  
post-secondary  
degree



---



**8%**  
Residents  
self-employed

---

**17%**  
Commercial  
vacancy



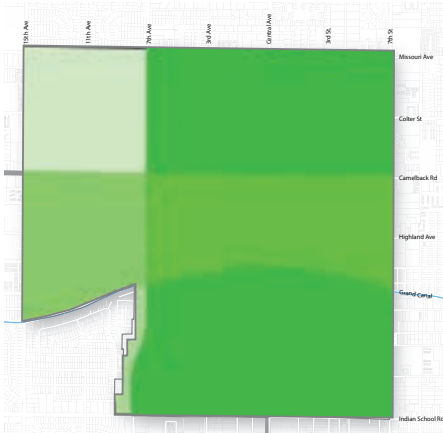
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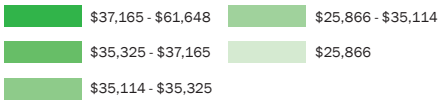
# ECONOMIC DEVELOPMENT ELEMENT

## Assessment Maps

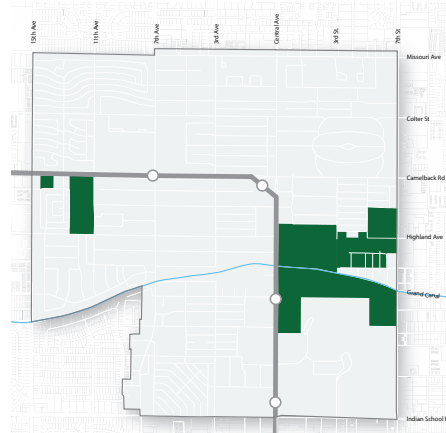
### MEDIAN HOUSEHOLD INCOME



#### United States Dollars

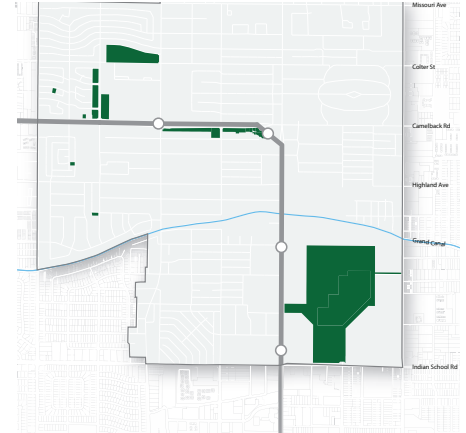


### EDUCATION & TRAINING



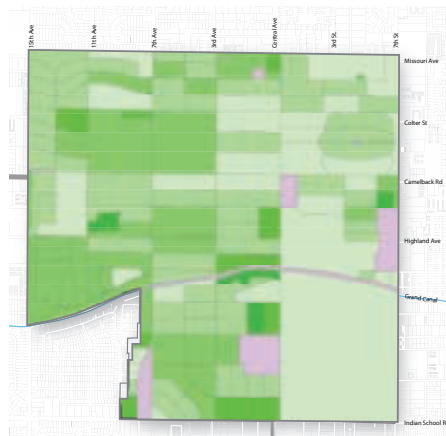
Education and Training

### CITY-OWNED PROPERTY

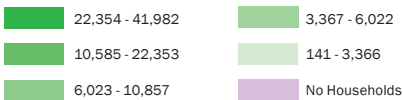


City Owned Properties

### POPULATION DENSITY



#### Population per Square Mile



### EMPLOYMENT DENSITY



Higher Crime      Lower Crime

### INDUSTRY SECTORS

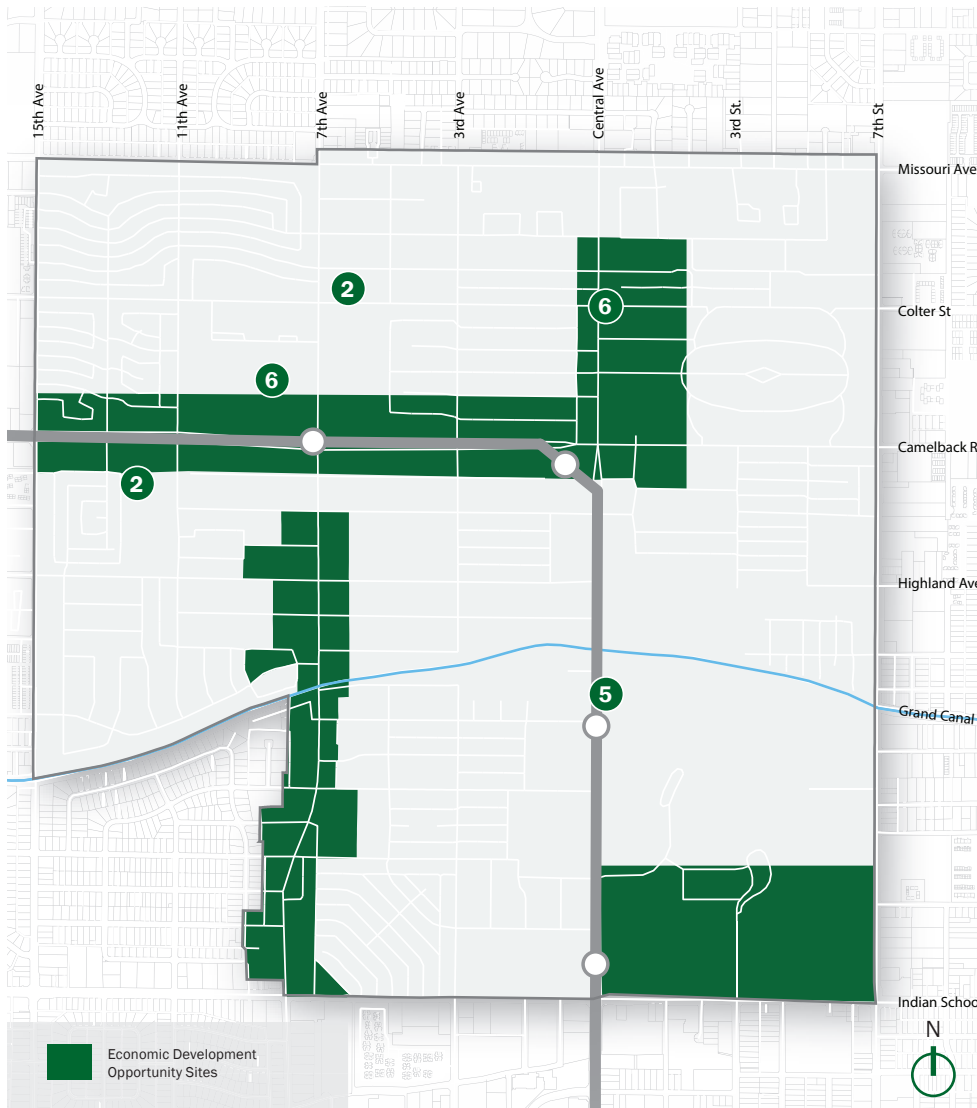


Healthcare  
 Retail/Restaurant/Hospitality  
 Education



# 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

There are three supermarkets and one corner grocery store within or adjacent to the Uptown District, providing nearly a quarter of the District's population (22%) access within a 5-minute walk. For low income residents, access is lower, as only two of these stores are Women Infant Children (WIC) program participants. There is also a community garden at Central Avenue and Indian School Road as part of the PHX Renews project.

### Recreation

Uptown has relatively high access to recreation. When compared to all Phoenix residents, the District has more than double the number of park acres per person, due to the presence of Steele Indian School Park. Over 30% of residents can walk to a park within 5-minutes and 84% within 10-minutes. Residents conducted park audits at Colter Park and at Steele Indian School Park. According to auditors, Steele Indian School Park is among the safest, best maintained parks in the city. However, street access was limited and was identified as a barrier to use. Colter Park was also identified as being in relatively good condition, although auditors noted that additional shade would encourage more use of the park.

### Transportation

Workshop participants cited liquor stores and bars, especially in proximity to schools, as creating undesirable conditions for walking and bicycling. Residents were also concerned for the safety of students at light rail stations near Osborn Middle School and Central High School. Vacant lots and abandoned buildings along Central Avenue, Camelback Road, Indian School Road, Highland Avenue, Campbell Avenue, and Pierson Street were also identified as creating a sense of danger that discourages walking. Five streets were identified as particularly dangerous because of high speed traffic, lack of sufficient sidewalks, and driving behaviors — 15th Avenue, 7th Avenue, Central Avenue, Camelback Road and Indian School Road. The lack of lighting is also a concern that was repeatedly mentioned during community workshops. Residents reported completing all outdoor activities before dark in order to avoid dark streets, parks and the canal.



**31%**

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

**22%**

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



**167**

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

**67**

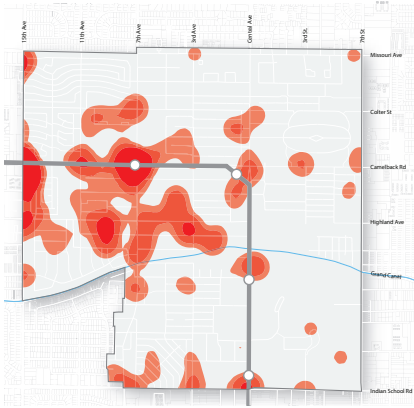
**Violent crimes per 1,000  
household over 3 years  
(2010 - 2012)**



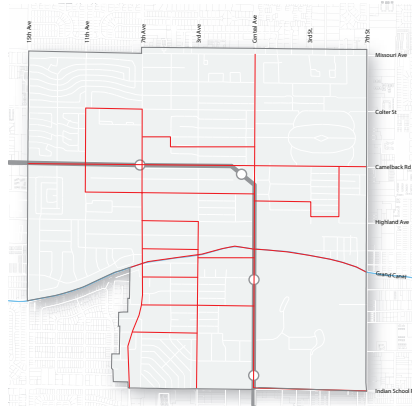
# HEALTH ELEMENT

## Assessment Maps

### CRIME DENSITY

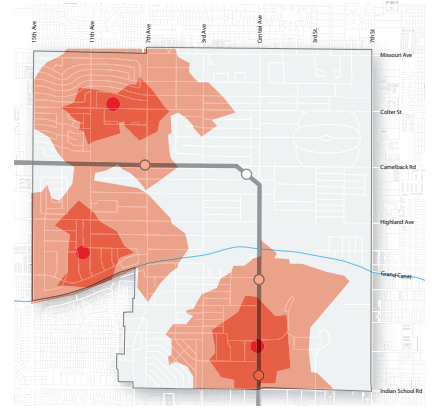


### PEDESTRIAN +BIKE INJURIES



● Pedestrian and Bicycle Injury locations

### RECREATION ACCESS

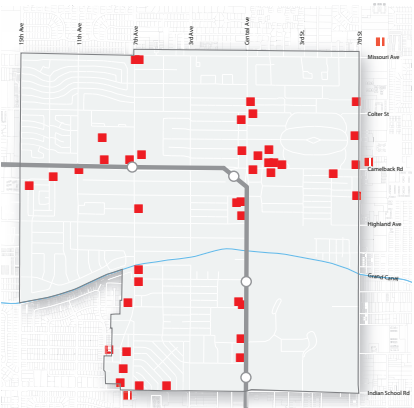


● Community or Neighborhood Park

1/4 Mile  
5 Minute Walk

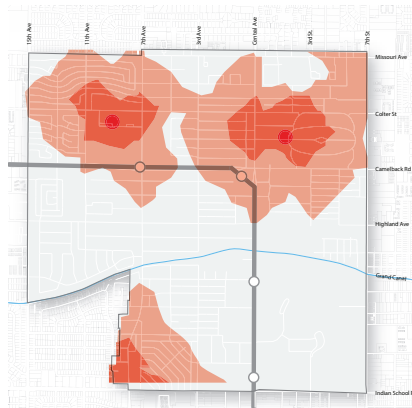
1/2 Mile  
10 Minute Walk

### FOOD RETAIL



Existing Food Outlets

### HEALTHY FOOD ACCESS

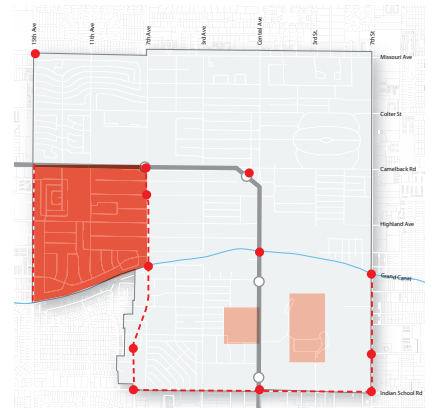


● Grocery Store or Supermarket

1/4 Mile  
5 Minute Walk

1/2 Mile  
10 Minute Walk

### STREETS HAZARDS



--- High Speed/Heavy Traffic Streets

● Dangerous Intersection

Sidewalk Issues

Poor Lighting



# HEALTH ELEMENT

## Investment Opportunities Map



### Best Practices

**1**

Full Service Grocery

**2**

Corner Grocery Store

**3**

Community Garden

**4**

Passive Park

**5**

Safe Bike Lane

**6**

Active Frontage



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



# MOBILITY ELEMENT

## Current Conditions



### 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 Uptown 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 Uptown is a mid-century suburban pattern. While the intersection density of 92 per square mile is relatively high compared to many newer suburbs, there are large super blocks, such as Camelback Village Square at 7th Avenue and Camelback Road, and the Brophy/Xavier and Central High School campuses 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 bicycling distance. The relatively narrow neighborhood streets, which are well-connected via the street grid, are generally bike-friendly. Therefore, bike improvements should focus more on collectors and arterials where heavier vehicular traffic necessitates designated bike lanes. The Grand Canal provides the opportunity for a regional bicycle corridor connecting Uptown to Sky Harbor International Airport and Tempe.

### Transit

Uptown is served by bus routes on Camelback Road, Central Avenue, 7th Avenue and 15th Avenue and four light rail stations - 7th Avenue / Camelback Road, Central Avenue / Camelback Road, and Campbell Avenue / Central Avenue and Indian School Road / Central Avenue. Transit frequencies are relatively high, averaging 15 minutes. It is possible that the Carl T. Hayden VA Medical Center, 7th Avenue merchants, and major retailers could partner on a circulator service.



**30%**  
Residents who walk, bicycle, transit, and carpool to work

---

**18**  
Average hours of transit services (bus + light rail)

---


**11,223**  
VMT per household

---


**92**  
Intersection density intersections per sq. mile

---

**15 Minutes**  
Average transit frequencies (bus + light rail)



---



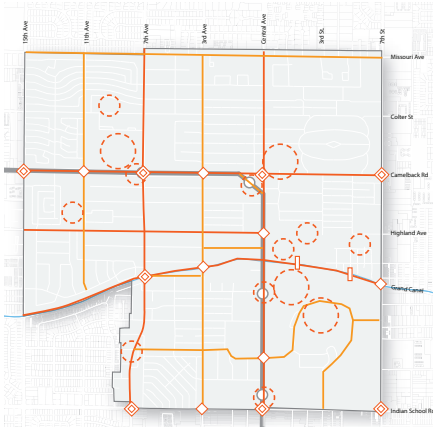
**2,627,164**  
Annual light rail use (boardings/deboardings)



# MOBILITY ELEMENT

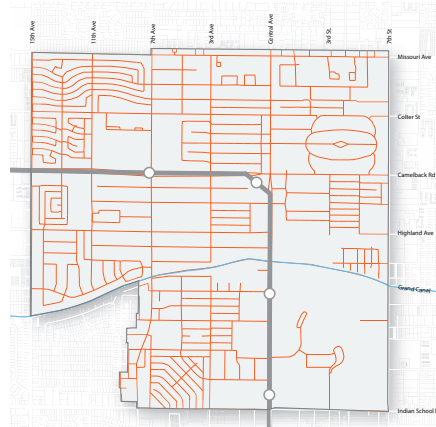
## Assessment Maps

### PEDESTRIAN ANALYSIS

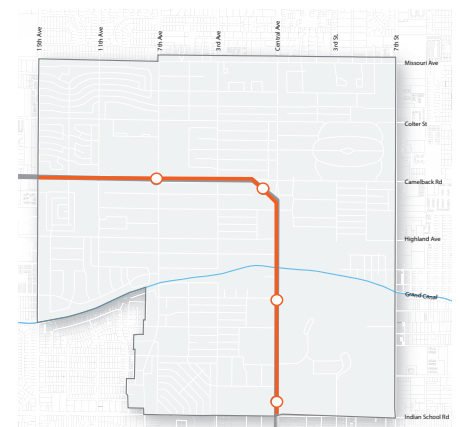


- High Priority
- Medium Priority
- Pedestrian Destination
- Medium Priority - Intersection Improvements
- High Priority - Intersection Improvements
- Proposed Pedestrian Bridge

### STREET NETWORK



### RAIL NETWORK



- Existing Light Rail

### BUS NETWORK



- # Existing Bus Route

### BIKE NETWORK

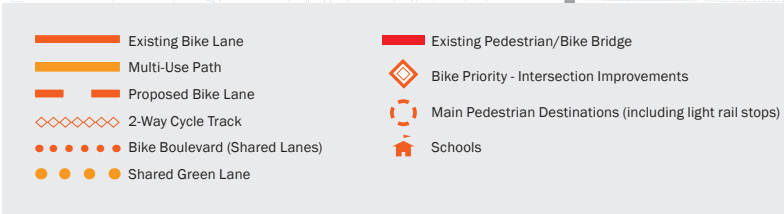
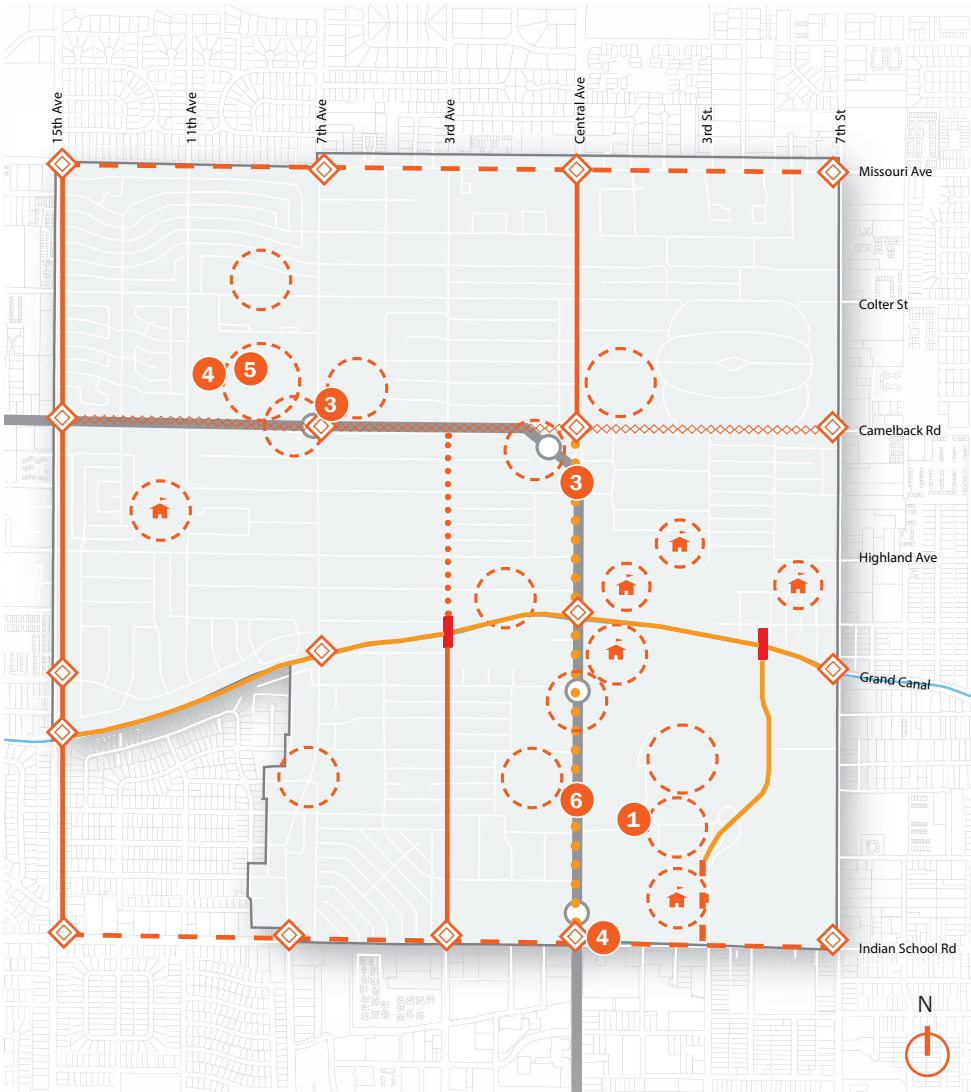


- Existing Bike Lane
- Existing Multi-use Trail
- ⋯ Existing Bike Boulevard (Shared Lane)
- Existing Pedestrian/Bike Bridge



# 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

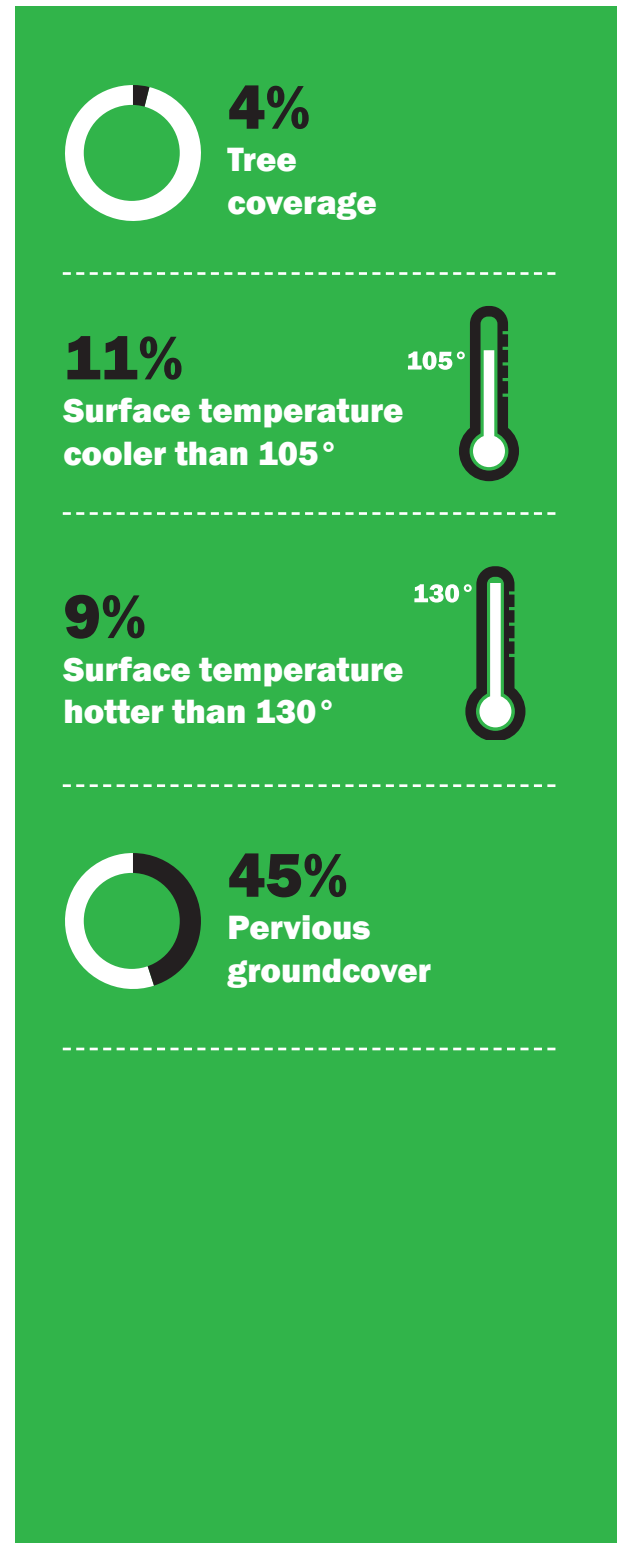
Almost half of Uptown’s surface is impervious to rain water. During a one-inch storm, Uptown’s buildings and pavement produce approximately 6.9 and 12 million gallons of runoff respectively, for a total of 18.9 million gallons of water. Based on the average annual rainfall in Phoenix of 7 inches, the amount of stormwater runoff is equivalent to 63 days of District potable water consumption, based on Uptown’s 2 million gallons per day consumption. Decades of on-site retention have mitigated the street flooding problems of the 1960s 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

While not as severe as other areas, high temperatures in Uptown need mitigation. District temperature data reveal that only 11% 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, Uptown could see increases in heat-related illnesses and diseases from declining air quality. In addition, Uptown will face rising costs to cool buildings as temperatures continue to increase.

### Water

Water management is Uptown’s greatest green systems challenge. Water use is high, at nearly 207 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.



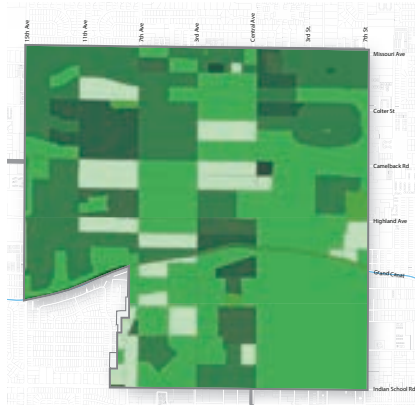




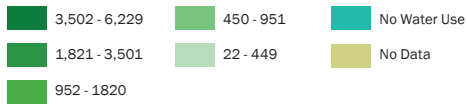
# GREEN SYSTEMS ELEMENT

## Assessment Maps

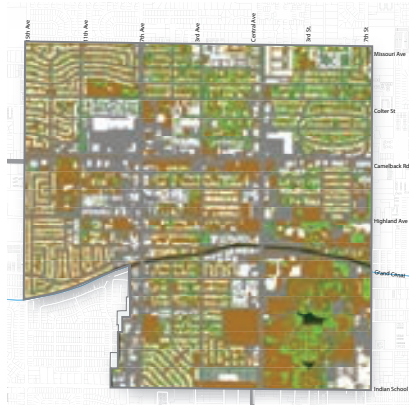
### LANDSCAPE WATER USE



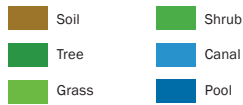
#### Gallons per Day



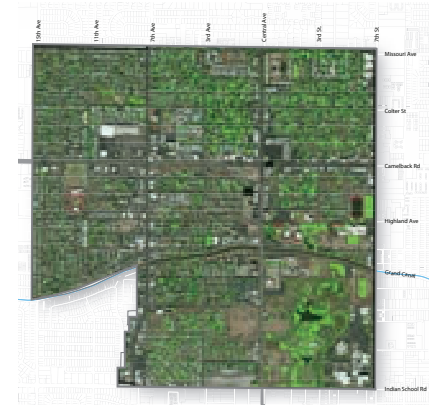
### MATERIAL POROSITY



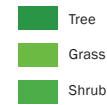
#### Porous



### TREES, SHRUBS + GRASS



#### Type

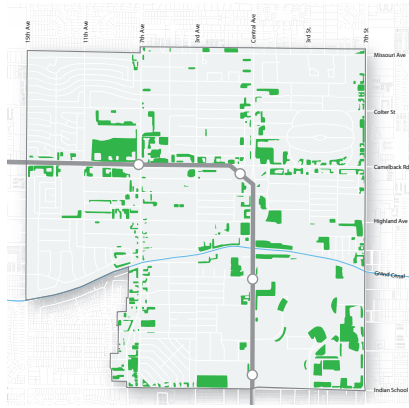


### STORMWATER INFRASTRUCTURE



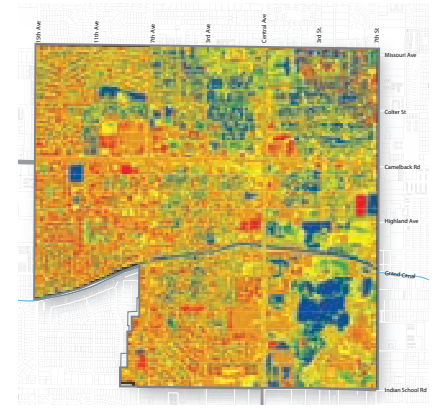
Existing Storm Infrastructure

### SURFACE PARKING LOTS

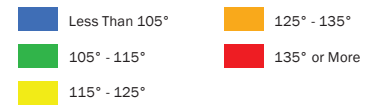


Existing Surface Parking

### TEMPERATURE

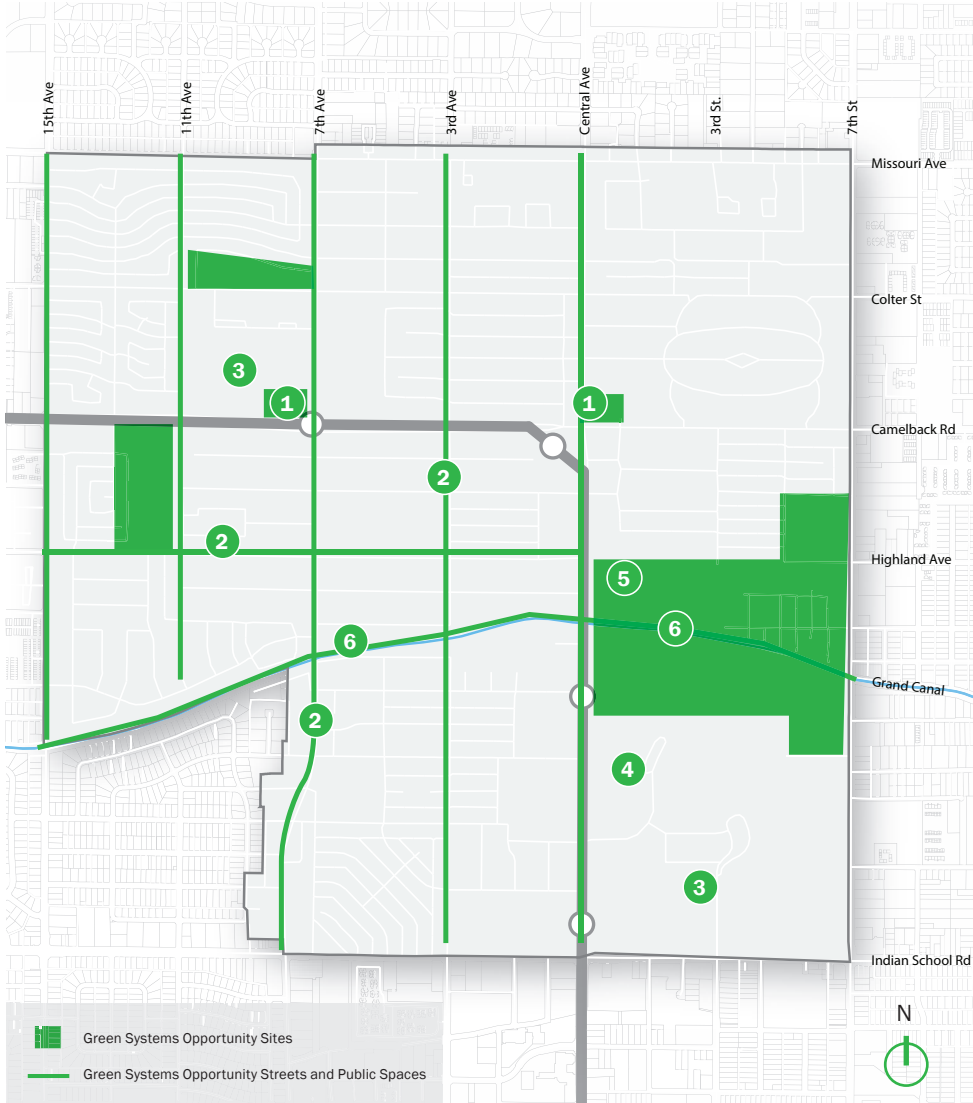


#### Degrees Fahrenheit



# 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



**UPTOWN**  
**TOMORROW**

# DISTRICT OVERVIEW

## Community Vision and Master Plan



//////////

The **Tommorow** chapter contains a long range plan for the Uptown District with more detailed information for three Priority Development Areas: 7th Avenue, Central Corridor, and Steele Indian School Park. Each section includes a Community Vision and Master Plan.

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

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

//////////





## Applied Research Visioning

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

Event	Location	Date	Total Participants
SE1	Solano Elementary	03/01/13	8
SE2	M7 Street Fair	03/02/13	42
SE3	Amerischools Academy	03/05/13	18
SE4	Brophy College Prep	03/08/13	19
W1	Steele Indian School Park	03/30/13	12
W2	St. Francis Neighborhood	04/03/13	12
IN	1-on-1 Interviews	1/28/13 - 1/15/14	34
SLHI			
<b>Total</b>			<b>145</b>

### Data Source Code

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

# COMMUNITY VISION

## The Uptown District in 2040

In 2040, the Uptown District has a unique identity with local, independent businesses, adaptively reused and mixed-use buildings, and walkable streets. Distinctive historic neighborhoods have preserved a family-friendly community and sense of place. A diversity of housing and jobs are available and bike paths, local farmers markets, civic plazas and high quality parks help make the District active, healthy, and pedestrian-friendly.

### Theme 1: Historic Preservation

In 2040, historic preservation anchors the Uptown District. Charming single-family homes in historic neighborhoods create a unique identity [W2; IN; SE3; SE4]. Although new residents occupy mixed-use, live/work, and apartments along major streets, the “Four Corners” residential neighborhoods still stand strong [SE2; SE3; SE4; W1; W2; IN]. Each neighborhood sponsors historic home tours, which raises money to further improve and preserve these prized communities. Their authenticity has attracted residents, business owners, and visitors who appreciate the uniqueness and strive to preserve their character.

### Theme 2: Local Businesses

In 2040, Uptown is a hub for local independent businesses that help retain money in the local economy and provide employment opportunities for residents [W2, VESC; ED]. Business associations support entrepreneurs with resources that encourage the continued growth of the local economy. Restaurants, cafés, and various ‘mom and pop’ shops are located throughout the area, further enhancing the draw of the Melrose Curve [IN; SE3; SE2; W2; ED]. In the Four Corners area, Uptown Plaza’s courtyard and farmers’ market has become a model for the redevelopment of other shopping centers, inspiring a similar concept within the redevelopment of Camelback Village Square on 7th Avenue. The emergence of Uptown’s outdoor markets has sparked a neighborhood entrepreneurial community, as residents sell their crafts and build relationships around shared skills and hobbies [IN; W2; VPS; ED]. Weekends bustle with the brunch crowd and residents out grocery shopping.

In 2040, wide sidewalks have numerous covered patios and beautiful landscaping that creates a year-round





pedestrian-friendly shopping destination [SE2; GS]. Many businesses are on the ground floor below housing or offices [IN; W2; SE2; LU; GS]. Other shops have moved into adaptively reused buildings that help create an authentic feel [W2; IN; SE3; GS]. Major thoroughfares also house business incubators that develop and support entrepreneurs who further enhance Uptown's character [W2; VESC; ED; LU]. These incubators are innovative, sustainable workspaces sharing creative office spaces, and using green building materials. They have spurred adaptive reuse projects across Uptown, and have drawn young professionals in pursuit of entrepreneurial support. This trend has made Uptown a housing destination and has attracted a diverse range of new companies - from eco-friendly wedding dress shops to small, creative design firms.

### Theme 3: Shade and Active Lifestyles

In 2040, solar panel-covered parking [W2, VESC], permeable pavements [W2, VESC] and shade trees have made the District cooler, encouraging more people to walk, jog, and play outside [W2; VESC; GS; HE; SLHI] even on hot summer afternoons [MO, GS]. Buffered bike lanes and street parking have replaced a lane of traffic on Camelback Road, providing a safe route for bicyclists and shaded sidewalks for pedestrians [W2, VPS]. Revenue from historic home tours, festivals, and grants have helped finance tree planting initiatives. These projects have

not only provided additional shade, but have helped foster a sense of community among residents.

In 2040, Steele Indian School Park hosts festivals and nighttime movies [VPS, W2] and each Sunday morning, residents flood the Grand Canal banks with bicycles, skateboards, and roller blades. The canal has shaded paths [SE3; SE4; SLHI, IN] that provide a pleasant strolling environment [HE, MO] and public art that communicates Phoenix's rich history. Shops and patios along the banks create a bustling canal "waterfront" where families can buy ice cream after a walk along the water.

### Theme 4: Housing Diversity

In 2040, Uptown provides a rich mix of housing options. Mixed-use and mixed-income buildings of varying heights supply clean and secure apartments for families and individuals of all ages, income levels, and occupations [SLHI, IN, W1, W2 VESC, SE3, HO] and live-work buildings provide services [W2, VESC], while helping entrepreneurs start up businesses by reducing housing costs [IN; SE3; W2, VESC]. Older commercial buildings have been adaptively reused for housing above shops and taller buildings help buffer surrounding neighborhoods from traffic noise on major roads [SE2].



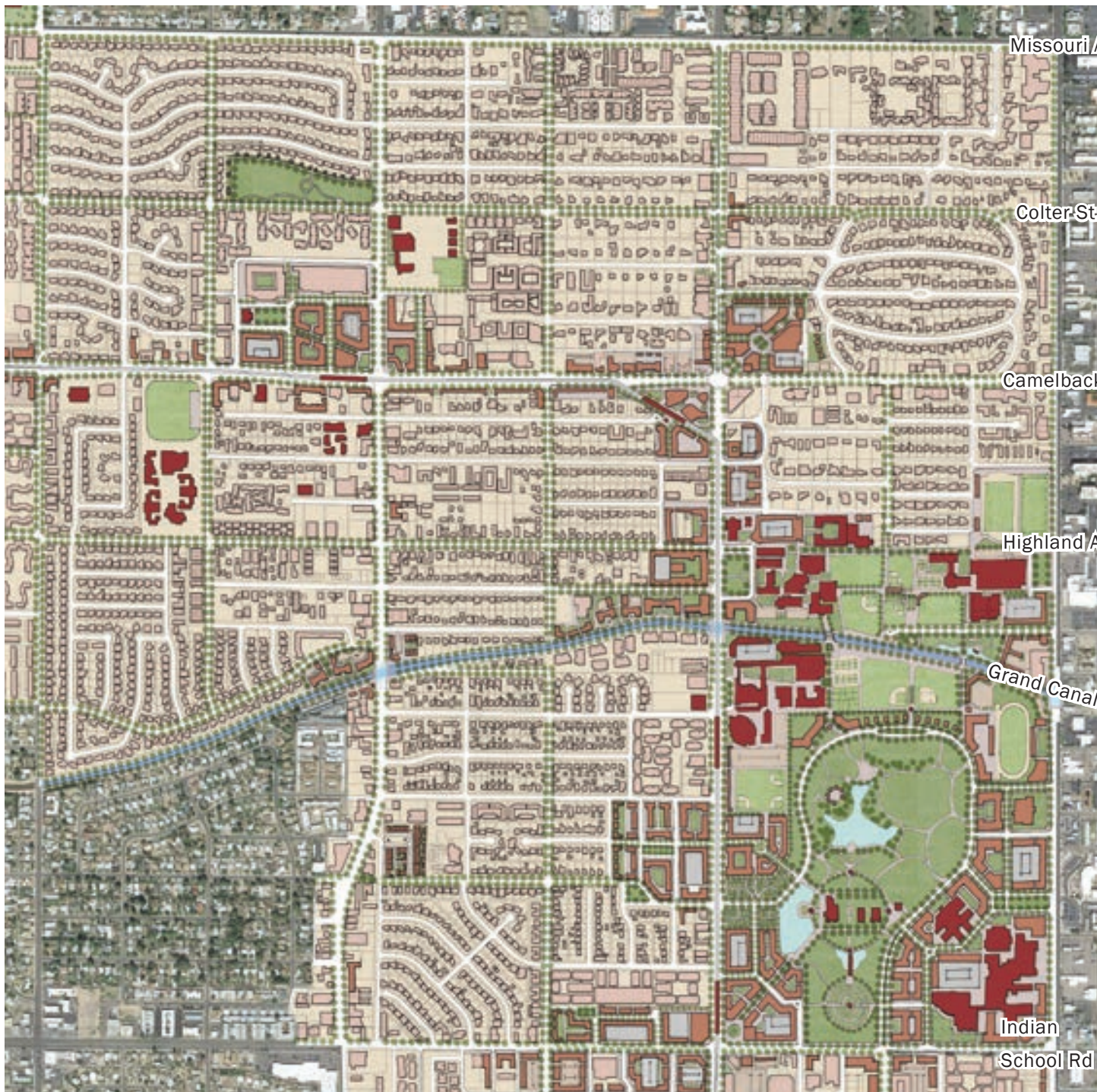
# MASTER PLAN | DEVELOPMENT

//////

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.**

15th Ave  
11th Ave  
7th Ave  
3rd Ave  
Central Ave  
3rd St.  
7th St.



Missouri Ave

Colter St

Camelback Rd

Highland Ave

Grand Canal

Indian School Rd

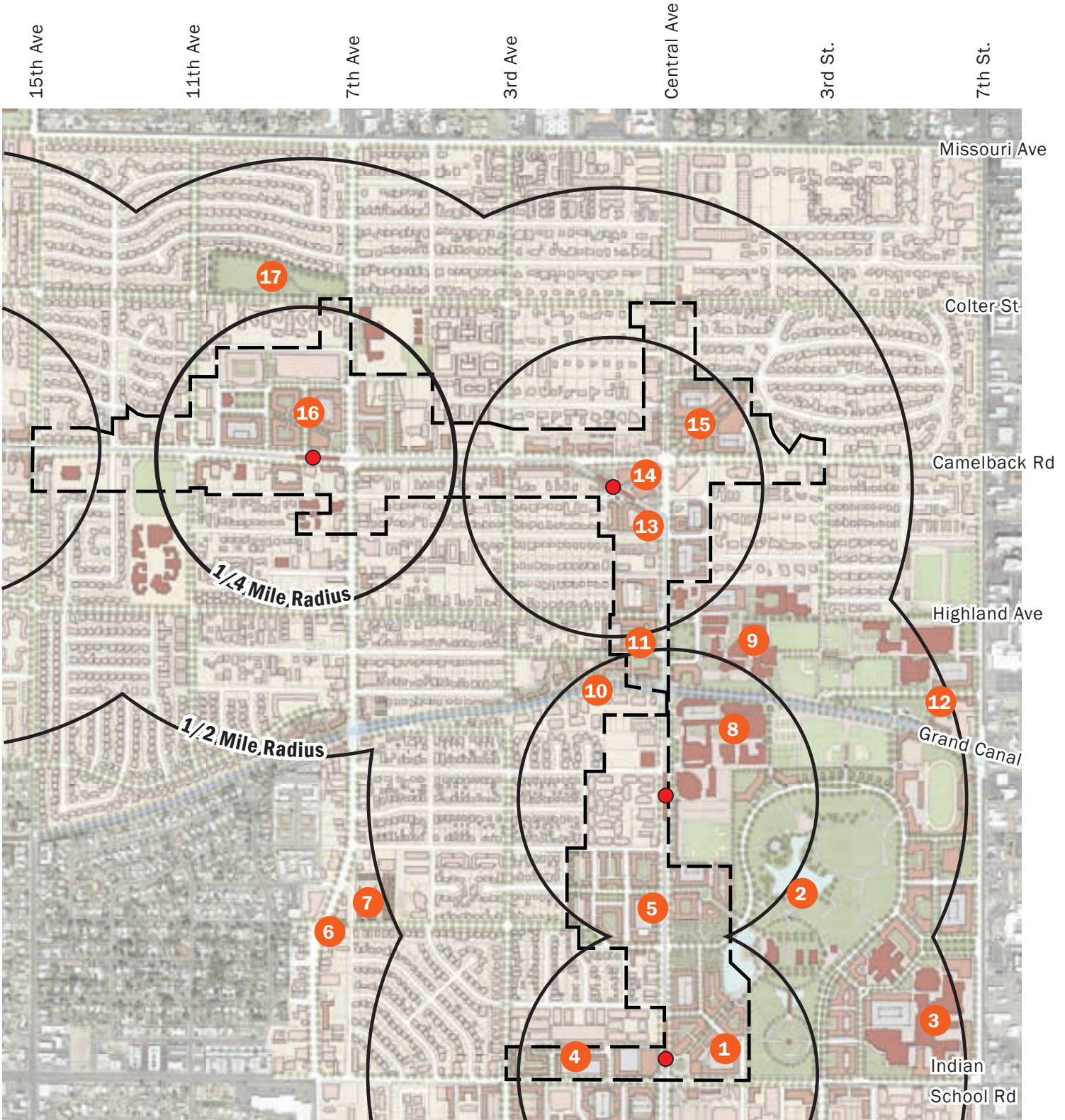
- Building of Importance
- Civic Building
- Existing Building
- Green Space
- Proposed building
- Proposed parking



# MASTER PLAN | ANNOTATIONS

- 
1. NE corner of Indian School Road and Central Avenue: An infill development is proposed for the site that makes a strong connection between the light rail stop at the intersection, and the view corridor to the historic school and mountain beyond.
  2. Steele Indian School: The plan proposes a shared street path around the park and better connections to adjacent development.
  3. Carl T. Hayden VA Medical Center: A retrofit concept is shown that consolidates most of the parking into garage structures, and proposes new buildings that engage with the park edge.
  4. NW corner of Indian School Road and Central Avenue: This large parcel is candidate for affordable housing development and potentially a grocery store as residential density increases.
  5. Large parcel on Central Avenue and Glenrosa Avenue: An infill development is proposed that restores the street network and transitions from higher density development along Central Avenue to smaller scale building types facing the existing neighborhood.
  6. Melrose Curve: Existing success in this area is reinforced with better connections to the light rail corridor.
  7. Vacant parcel at 6th Drive and Glenrosa Avenue: The proposed infill development includes live/work townhouses.
  8. Central High School: The plan establishes better connections between the school and Steele Indian School Park, and to Brophy College Preparatory and Xavier College Preparatory High Schools to the north.
  9. Brophy College Preparatory High School: The plan includes a parking garage proposed near St. Francis Elementary School, as well as better utilization of the adjacent Grand Canal banks.
  10. Grand Canal: The plan includes both bike and pedestrian improvements for the canal banks, as well as concepts for private development.
  11. A residential redevelopment is proposed along the canal that takes better advantage of the canal amenity.
  12. The area is proposed to be developed as a learning center in a park-like setting.
  13. Mixed use development is proposed for the properties adjacent to the light rail corridor near Central Avenue and Camelback Road, with special consideration given to building transitions abutting existing neighborhoods.
  14. The plan incorporates the current development plan for the triangular site between the light rail stop and Central Avenue and Camelback Road.
  15. The plan illustrates a potential destination retail development.
  16. Shopping Center Retrofit: The plan includes a proposed infill development of the existing shopping center parking lot and an adaptive reuse of the existing buildings.
  17. Colter Park: “Granny Flats” are proposed for the alley facing the park in order to activate the edges and provide “eyes on the park.”





5 Min. Walk  
10 Min. Walk



Existing LTR Stop



TOD-1 Overlay

N



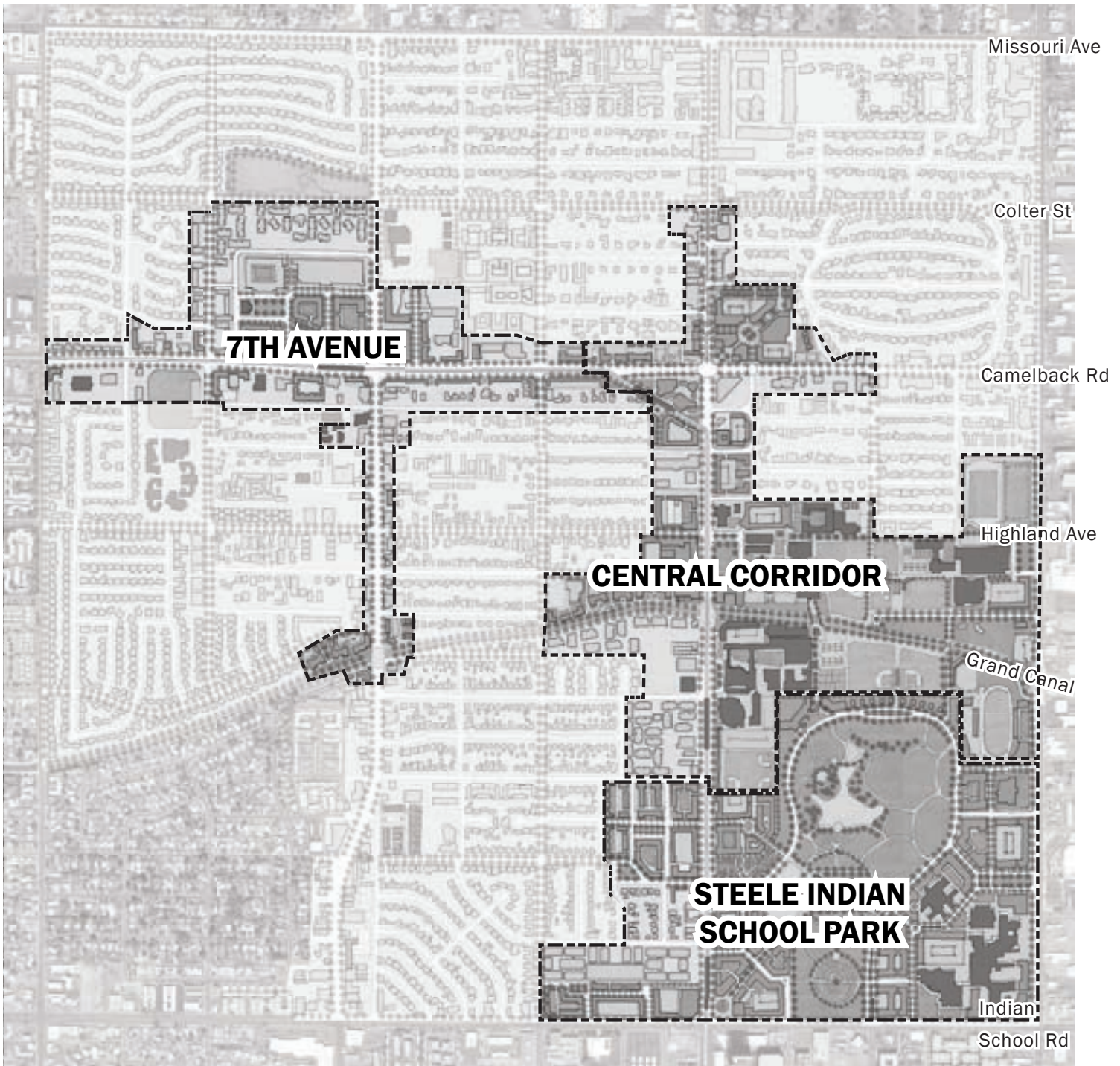
# MASTER PLAN | PRIORITY DEVELOPMENT AREAS



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 Grand Canal, Steel Indian School Park, 7th Avenue Merchants Association, and Historic Neighborhoods. These areas also had the most community support for redevelopment and need for focused investment.



15th Ave  
11th Ave  
7th Ave  
3rd Ave  
Central Ave  
3rd St.  
7th St.





# 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 7TH AVENUE AND CAMELBACK ROAD (CAMELBACK VILLAGE SQUARE)**
  - PLAZA
  - PASEO

- 2 GRAND CANAL**
  - CANALSCAPE PEDESTRIAN AND BICYCLE ENHANCEMENTS
  - PUBLIC ART

- 3 STEELE INDIAN SCHOOL PARK**
  - COMMUNITY RECREATION CENTER
  - CONNECTION TO CANAL

15th Ave 11th Ave 7th Ave 3rd Ave Central Ave 3rd St 7th St.



- 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** HIGHLAND AVENUE

**3** 3RD AVENUE

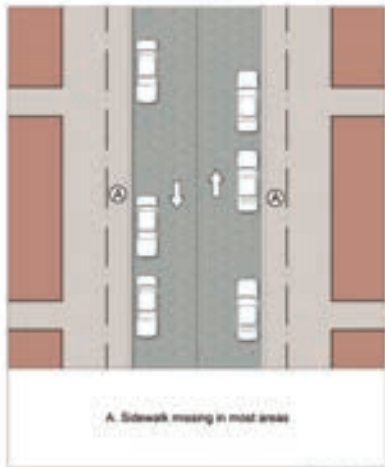
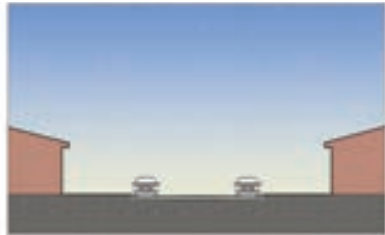
**2** 7TH AVENUE

## RETROFIT STREET SECTION

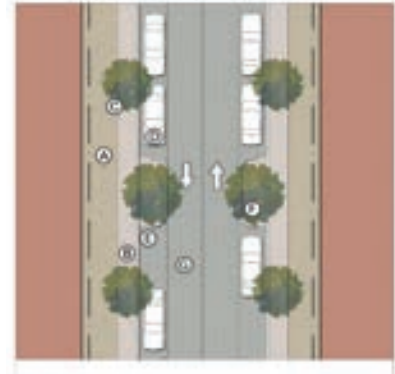
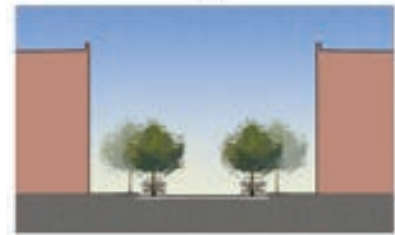
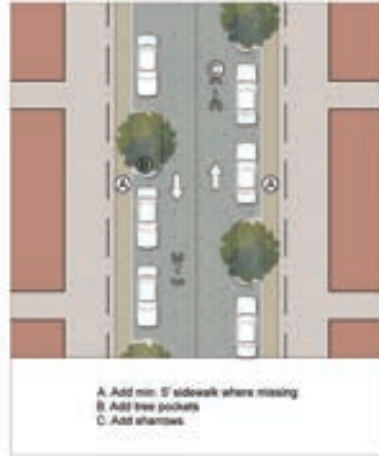
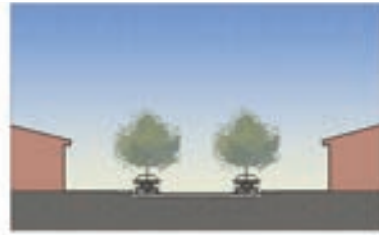
**B** HIGHLAND AVENUE

— “TYPICAL TOD” RETROFIT

Existing

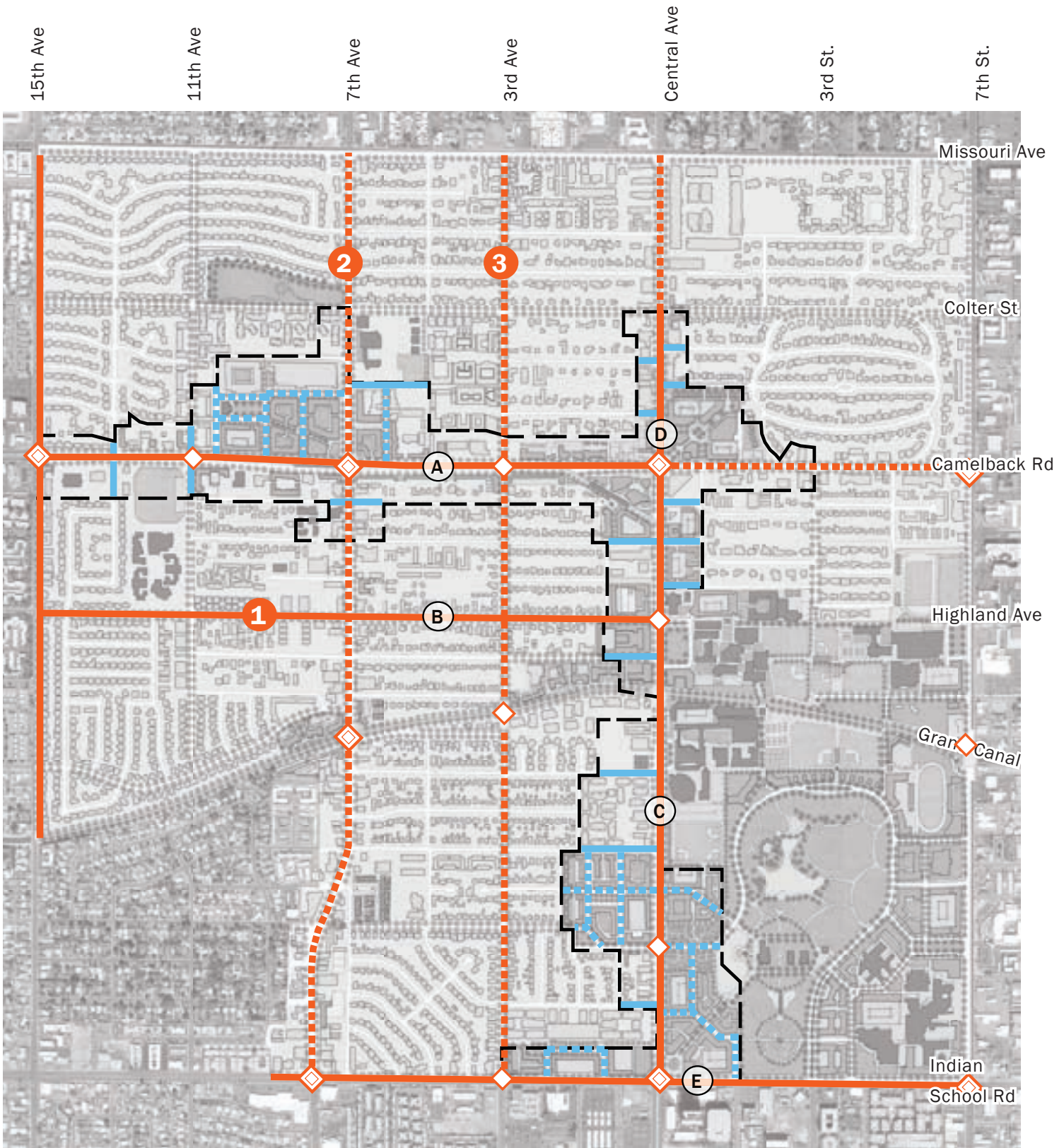


Proposed



Note: The typical TOD 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 identified for redevelopment
- Existing WU Code street - see Appendix
- Existing Street - additional bike/pedestrian improvements
- Proposed new WU Code street see "Typical TOD"

- X Identifies retrofit street sections found in the Appendix
- ◇ High Priority - Intersection Improvements
- ◇ Medium Priority - Intersection Improvements



# MASTER PLAN | PUBLIC TRANSIT

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

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

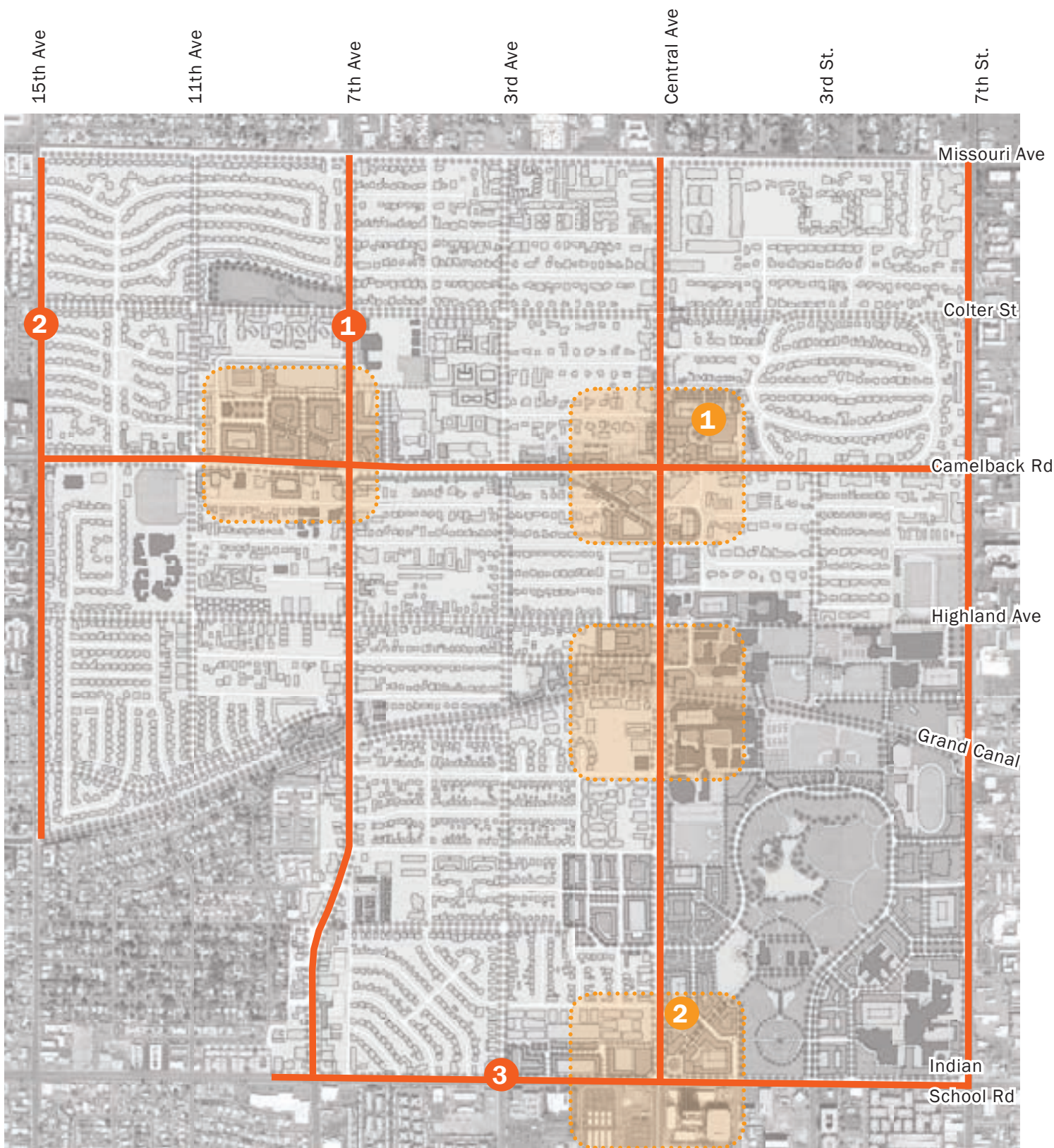
## TRANSIT MOBILITY HUB PRIORITIES

- 1 CENTRAL AVENUE AND CAMELBACK ROAD STATION
- 2 CENTRAL AVENUE AND INDIAN SCHOOL ROAD STATION

## TRANSIT ROUTE PRIORITIES

- 1 7TH AVENUE
- 2 15TH AVENUE
- 3 INDIAN SCHOOL ROAD





- Existing transit routes
- Transit Mobility Hub\*



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



# MASTER PLAN | WALKABLE URBAN CODE

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

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

## Framework

The Transit Oriented Development Strategic Policy Framework document identifies the Placetype for certain light-rail stops within the District.

Like the Conceptual Master Plan, the Placetype models inform the proper scale and character of the Districts, which is then encoded in the Regulating Plan.



### INDIAN SCHOOL ROAD & CENTRAL AVENUE

	<b>Major Urban Center</b> 	<ul style="list-style-type: none"> <li>Entertainment Destination</li> <li>Retail Destination</li> <li>Mid Rise Living</li> <li>Office Employment</li> </ul>	<ul style="list-style-type: none"> <li>Mid Rise</li> <li>Apartment</li> <li>Town house</li> <li>Row house</li> </ul>	<ul style="list-style-type: none"> <li>Mid-Rise Office &amp; Hotel</li> <li>Under 40,000 sq. ft. single tenant retail footprint Incentive: 60,000 sq. ft.</li> </ul>	<ul style="list-style-type: none"> <li>Regional Destination</li> <li>High Regional Accessibility</li> </ul>	<ul style="list-style-type: none"> <li>Medium-High Intensity</li> <li>4-8 Stories</li> <li>Incentive: 1.5 Stories</li> </ul>
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### CAMPBELL AVENUE & CENTRAL AVENUE

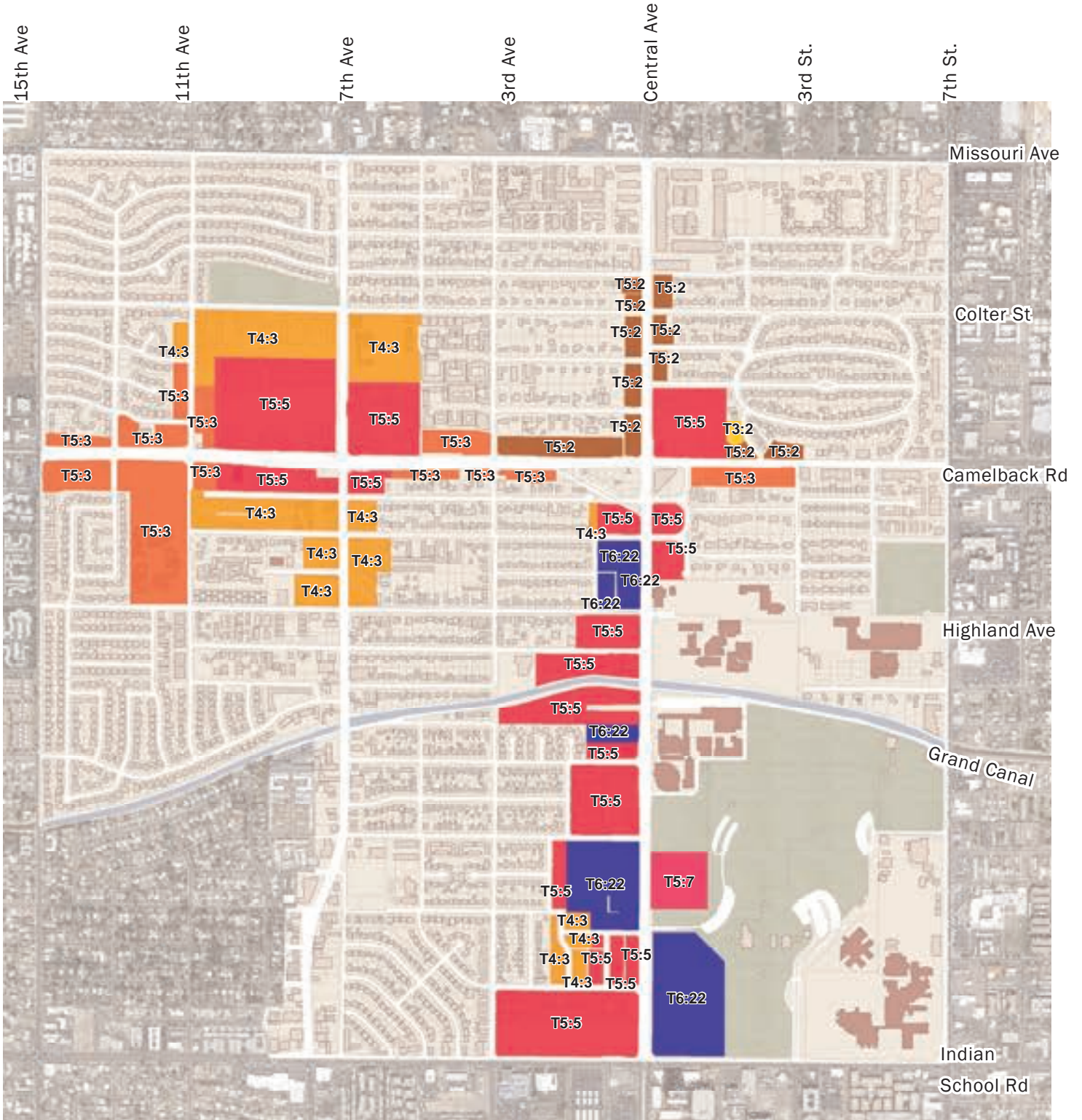
	<b>Minor Urban Center</b> 	<ul style="list-style-type: none"> <li>Balanced Commercial &amp; Residential</li> <li>Retail Destination</li> <li>Entertainment Destination</li> <li>Some Employment</li> </ul>	<ul style="list-style-type: none"> <li>Mid Rise</li> <li>Apartment</li> <li>Town house</li> <li>Row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

	<b>Historic Neighborhood Center</b> 	<ul style="list-style-type: none"> <li>Primarily Residential</li> <li>Neighborhood serving retail</li> <li>Limited employment</li> </ul>	<ul style="list-style-type: none"> <li>Apartment</li> <li>Town/Row Home</li> <li>Live/Work</li> <li>2 or 3 unit</li> <li>Single Unit</li> </ul>	<ul style="list-style-type: none"> <li>Low-Rise office</li> <li>Under 20,000 sq. ft. single tenant retail footprint</li> </ul>	<ul style="list-style-type: none"> <li>Neighborhood Destination</li> <li>Less Regional Accessibility</li> </ul>	<ul style="list-style-type: none"> <li>Low Intensity</li> <li>2-4 Stories</li> <li>Incentive: 5 Stories</li> </ul>
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### 7TH AVENUE & CAMELBACK ROAD

	<b>Medium Urban Center</b> 	<ul style="list-style-type: none"> <li>Balanced Commercial &amp; Residential</li> <li>Retail Destination</li> <li>Entertainment Destination</li> <li>Some Employment</li> </ul>	<ul style="list-style-type: none"> <li>Mid Rise</li> <li>Apartment</li> <li>Town house</li> <li>Row house</li> <li>Live/Work</li> </ul>	<ul style="list-style-type: none"> <li>Low-Rise Office</li> <li>Under 40,000 sq. ft. single tenant retail footprint Incentive: 80,000 sq. ft.</li> </ul>	<ul style="list-style-type: none"> <li>Sub-Regional Destination</li> <li>Medium Regional Accessibility</li> </ul>	<ul style="list-style-type: none"> <li>Medium Intensity</li> <li>3-6 Stories</li> <li>Incentive: 10 Stories</li> </ul>
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**ReinventPHX Conceptual Zoning Plan**





# CENTRAL CORRIDOR

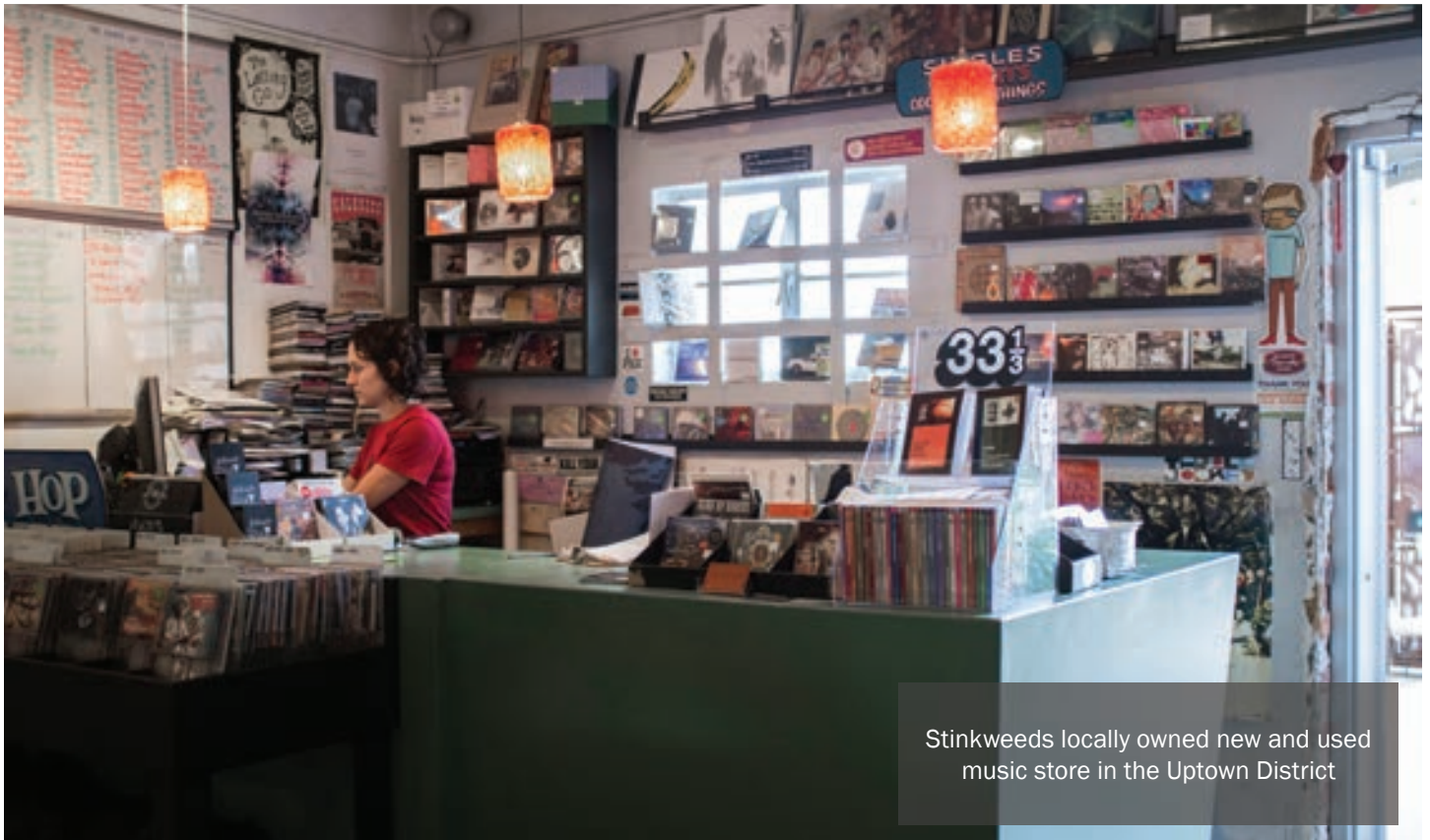






Charlie Jones, Uptown Steering Committee member, with his neighbors in the Pierson Historic Neighborhood.





Stinkweeds locally owned new and used music store in the Uptown District

## COMMUNITY VISION

### A Unique Destination

#### Overview

In 2040, the area around Central Avenue is a hub for independent and start-up businesses, with a variety of locally-owned stores, retail, and restaurants unique to Phoenix. This area is a destination for shopping and dining [IN; SE3; SE4; W1, VESC; W2, VESC], and is a pedestrian-friendly balance of commercial and residential development [IN; SE2; W1, VESC; W2, VESC].

#### Theme 1: Small Businesses

In 2040, Central Avenue is lined with mixed use, live-work, and creatively reused buildings [W1, VESC; SE4; IN] that contain cafés, small retail stores, and restaurants on the ground floor, with offices and apartments above.

Buildings that have been constructed over the past two decades have been generally 3 to 5 stories [W2, VPS] and are compatible with adjacent neighborhoods, provide noise and

activity buffers from major streets, and have activated the area's previously vacant lots [SE2; SE3; IN]. There is activity throughout the day, with commuters stopping for coffee before work, students coming to and from high schools to the south, and local employees enjoying lunch. Residents and visitors enjoy the convenient neighborhood nightlife [SE4; SE3; W1; VESC]. Artists exhibit in the new civic space at Uptown Plaza and the outdoor markets and festivals attract people from all over the city [SE2; SE3; W2, VESC]. Central Avenue is even more desirable in 2040, attracting professionals and artists to move into the area [W1].

#### Theme 2: Walkability

With popular, local businesses, restaurants, and residential developments, Central Avenue has transformed into a lively pedestrian environment [W1, VPS; W2, VPS; SE4; IN]. The street is multi-modal, with the light rail and a shared bike lane that reaches the Murphy Bridle Path [IN, W2; VPS].

There are wide, shaded sidewalks on both sides of the street [SE3; W2, VPS], and bicycle lanes has helped slow down traffic. People feel safe walking, biking and enjoying the businesses and parks at any time of day [W1, VESC; W2, VPS; SE4; IN]. Further, increased pedestrian safety has improved light rail ridership, with more neighbors walking to the stations. Parents are more comfortable with children walking and riding bicycles in the area now that traffic moves slower and there are more people outside providing “eyes on the street” [SE4]. Walkability, bike lanes, and light rail use have reduced the demand for parking, and in 2040, businesses thrive on bicycle and pedestrian traffic. Uptown is a popular destination, and Central Avenue vibrant streetscape is a major contributor [W1, VESC; W2, VPS; SE4].

### Theme 3: Green Streets

In 2040, a collaboration between local schools, businesses, and Salt River Project has helped transform Central Avenue into lush, green corridors. Street trees, plazas, and shade structures have created beautiful, cool, and walkable streets for pedestrians [W1, VESC; W2; SE3; IN]. Visitors and residents can now comfortably travel from the Grand Canal to the Murphy Bridle Path under well-maintained trees with large, dense shade canopies. [SE3; SE4].



## LIFE NEAR CENTRAL AVENUE IN 2040

“My husband and I moved into a condo on Central a few years ago. A typical day begins with a breathtaking sunrise over the Phoenix Mountain Preserve. We might take a dip in our building’s pool, or have a coffee at Lux and talk with neighbors. We’re amazed at the time we save without an entire house to keep up with. In the evening, we often walk to our daughter’s bakery on Camelback to pick up our grandson, who we babysit while she is busy selling croissants.

We couldn’t ask for a better area to watch such a spirited 5 year-old. There are several small parks close by, so he gets his pick of playgrounds and grassy areas for running around. He has a little bike, and we let him ride in the bike lane, now that it’s protected from the street. I don’t tear my hair out with fear that he is going to suddenly ride into traffic (as I did with my own children).





## MASTER PLAN

### Central Avenue and Camelback Road

#### Important Crossroads

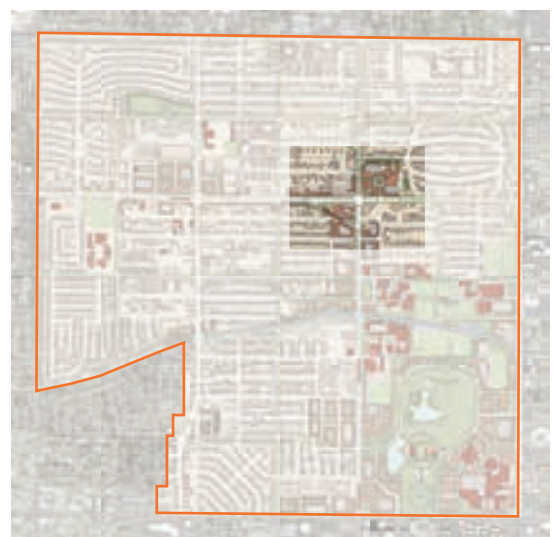
The crossing of two major thoroughfares, Central Avenue and Camelback Road, along with the diagonal turn of the light rail, create an important node within the city.

The resulting triangular development site formed by the diagonal light rail station will be a local landmark in the future (the site is shown in its current vacant condition for clarity).

The illustrations show a concept for redevelopment of the Uptown Plaza shopping center, featuring a mix of retail stores connected by a series of plazas, shared street and pedestrian passages. Townhouses and single-family houses face the existing Windsor Square neighborhood.

Along the north side of Camelback Road and west side of Central Avenue, new small-scale development is mixed with existing storefronts. The buildings step back toward the alley to provide a transition to the residential neighborhood beyond.

#### Key Plan





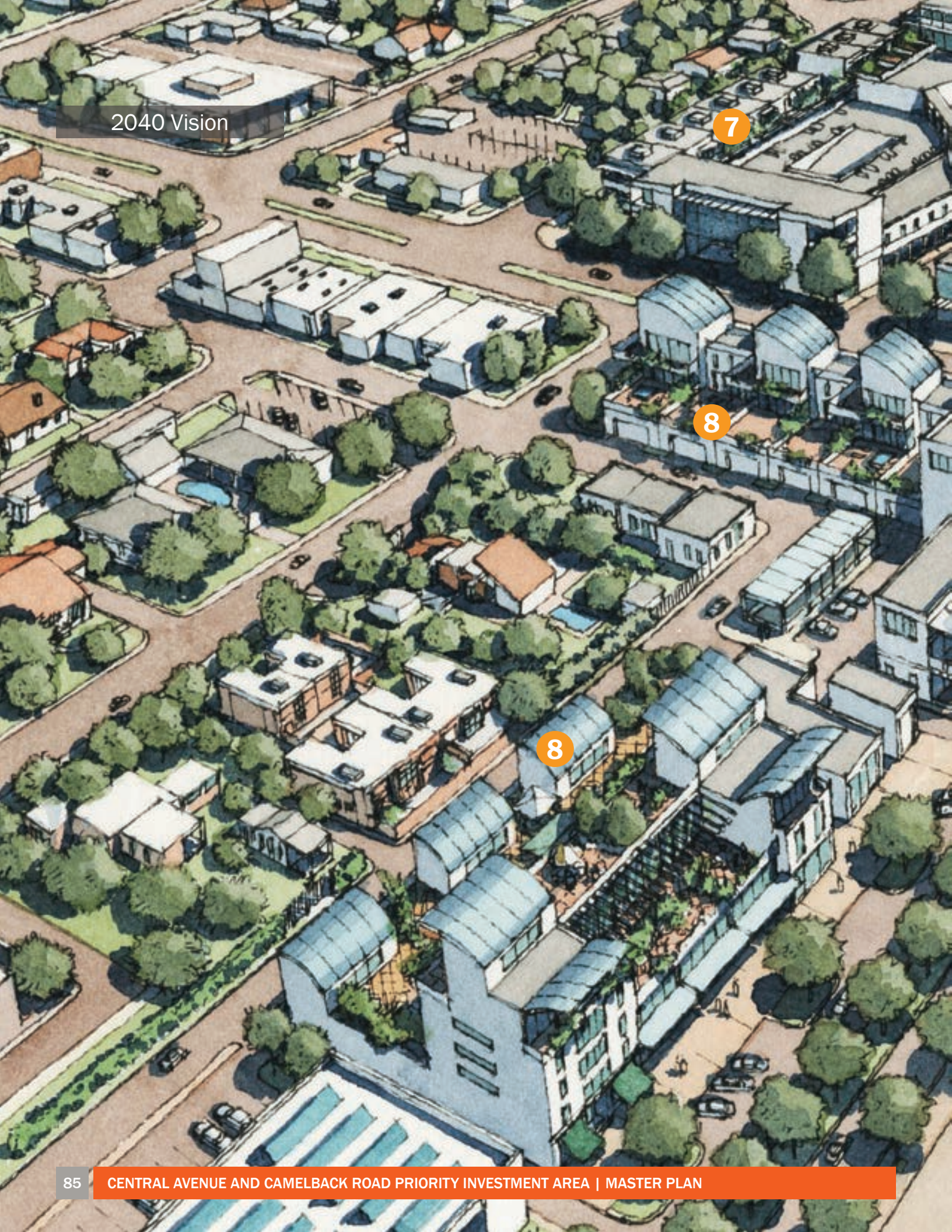
## Annotated Master Plan

### Legend

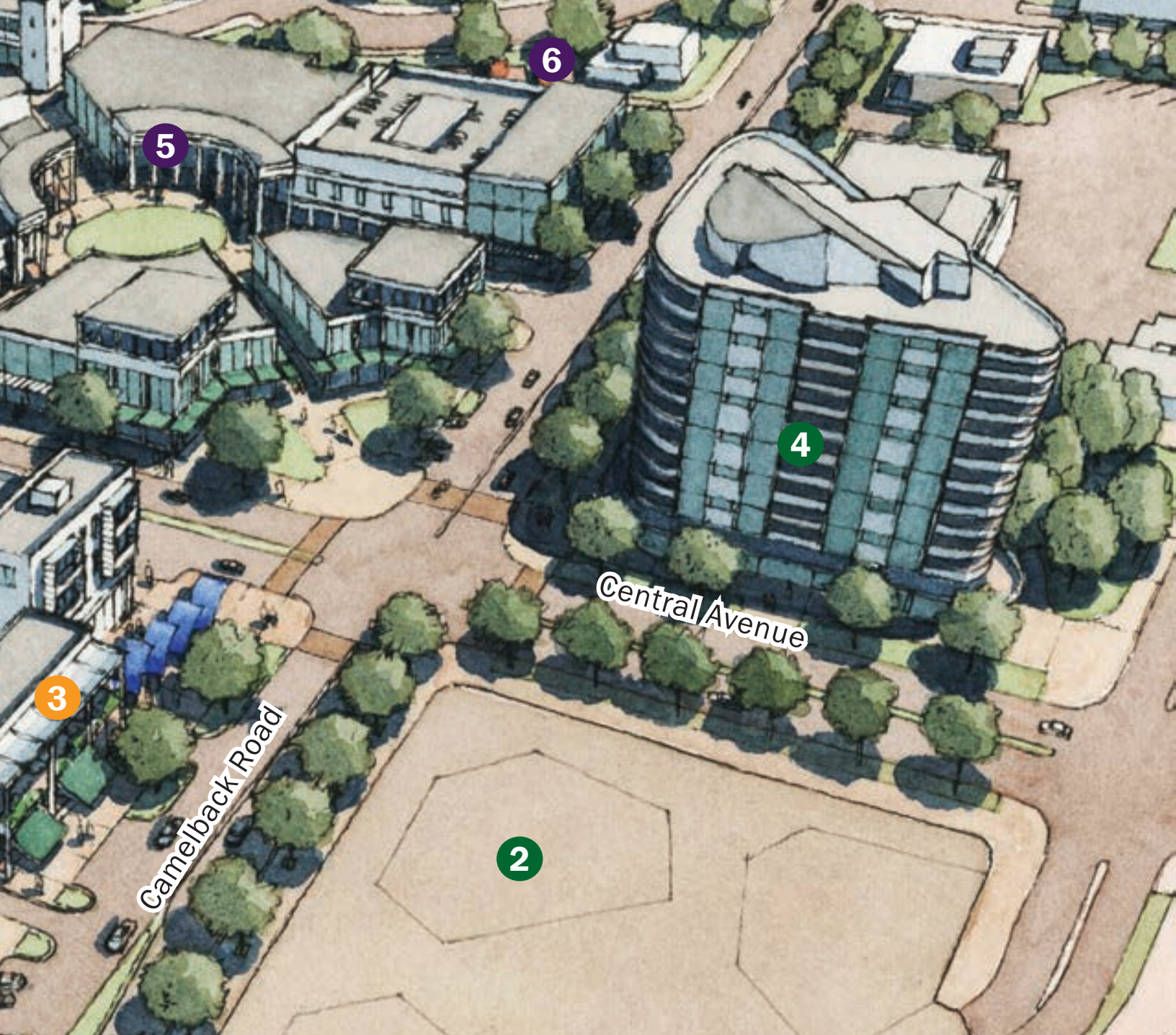
- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>1. Light rail stop at Central Avenue and Camelback Road</li> <li>2. Previously proposed mixed-use development</li> <li>3. New low-rise mixed-use infill</li> <li>4. Proposed long-term redevelopment of the Uptown Plaza site featuring destination retail and dining</li> <li>5. Central plaza connected by shared street</li> <li>6. Internalized parking garages</li> </ul> | <ul style="list-style-type: none"> <li>7. Anchor retail</li> <li>8. Pedestrian connection to neighborhood</li> <li>9. Townhouses facing Medlock Drive</li> <li>10. Single family residential lots facing N 2nd Street</li> <li>11. Service alley</li> </ul> |
|---|---|



2040 Vision







1

Existing **Light Rail Station**

2

Site of a proposed high-rise **Mixed-Use Development**

3

**Live/Work** - New second floor units over existing storefronts

4

Existing office building is retrofitted for residential use as an **Adaptive Reuse Development**

5

**Walkable Urban Center** - Redeveloped Uptown Plaza with restaurants, shops and structured parking

6

New single-family lots proposed to face 2nd Street encourage a **Walkable Suburban Neighborhood**

7

**Walkable Urban Low Rise Housing** - Townhouses facing Medlock Drive

8

New buildings step down at the alley transitioning from the **Walkable Urban Low Rise**

1





## CATALYST PROJECT: ADAPTIVE REUSE

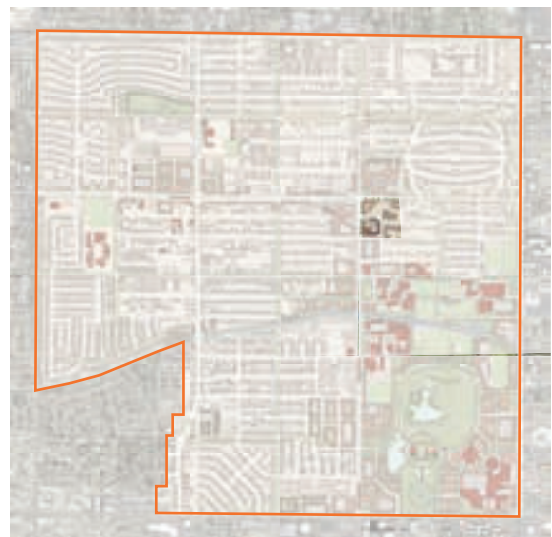
### Office Building to Residential Mixed Use

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

The mid rise office building on the southeast corner of Central and Camelback is experiencing vacancy issues and is a candidate for converting some of the floors into residential units. The concept proposed Green construction techniques, including a cooling tower and a rooftop garden. Balconies provide mountain views and a pedestrian bridge provides a safe and convenient crossing to Uptown Plaza.

Workshop participants noted that a bridge may divert pedestrian traffic away from the sidewalks; however, with proper design it may enhance streetlife by providing a structural shading element to sidewalks, patios and outdoor seating below.

#### Key Plan

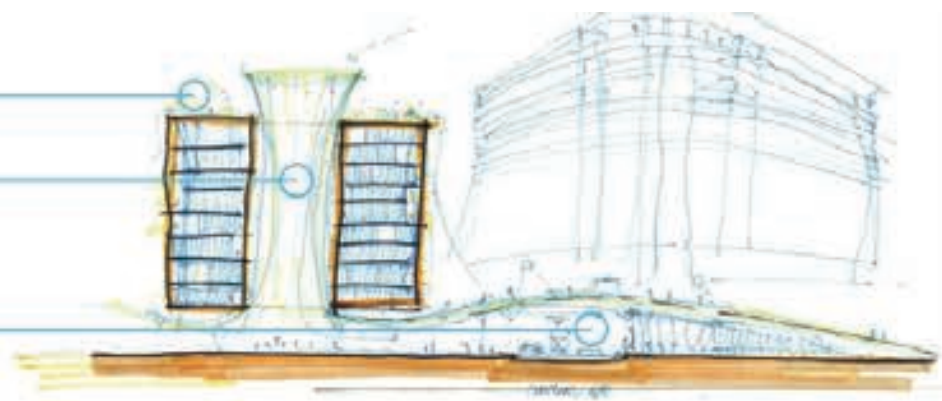




ROOF GARDEN

COOLING TOWER

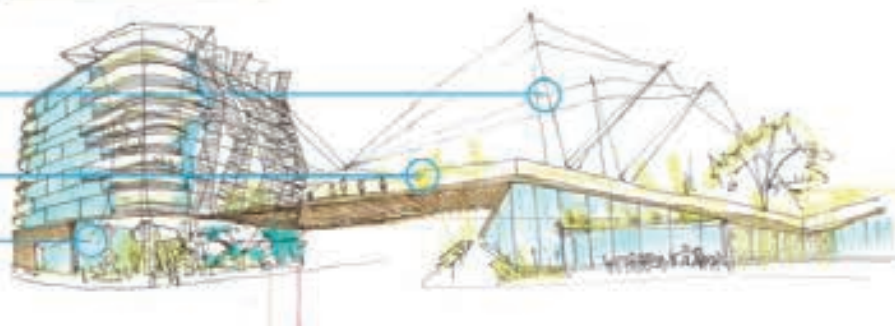
LIGHT RAIL



SHADE CANOPY

GATEWAY BRIDGE

RETAIL SUITES







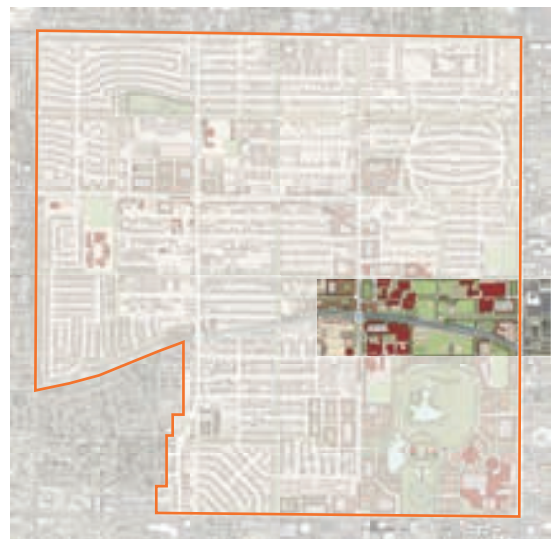
# MASTER PLAN

## Central Avenue and Grand Canal

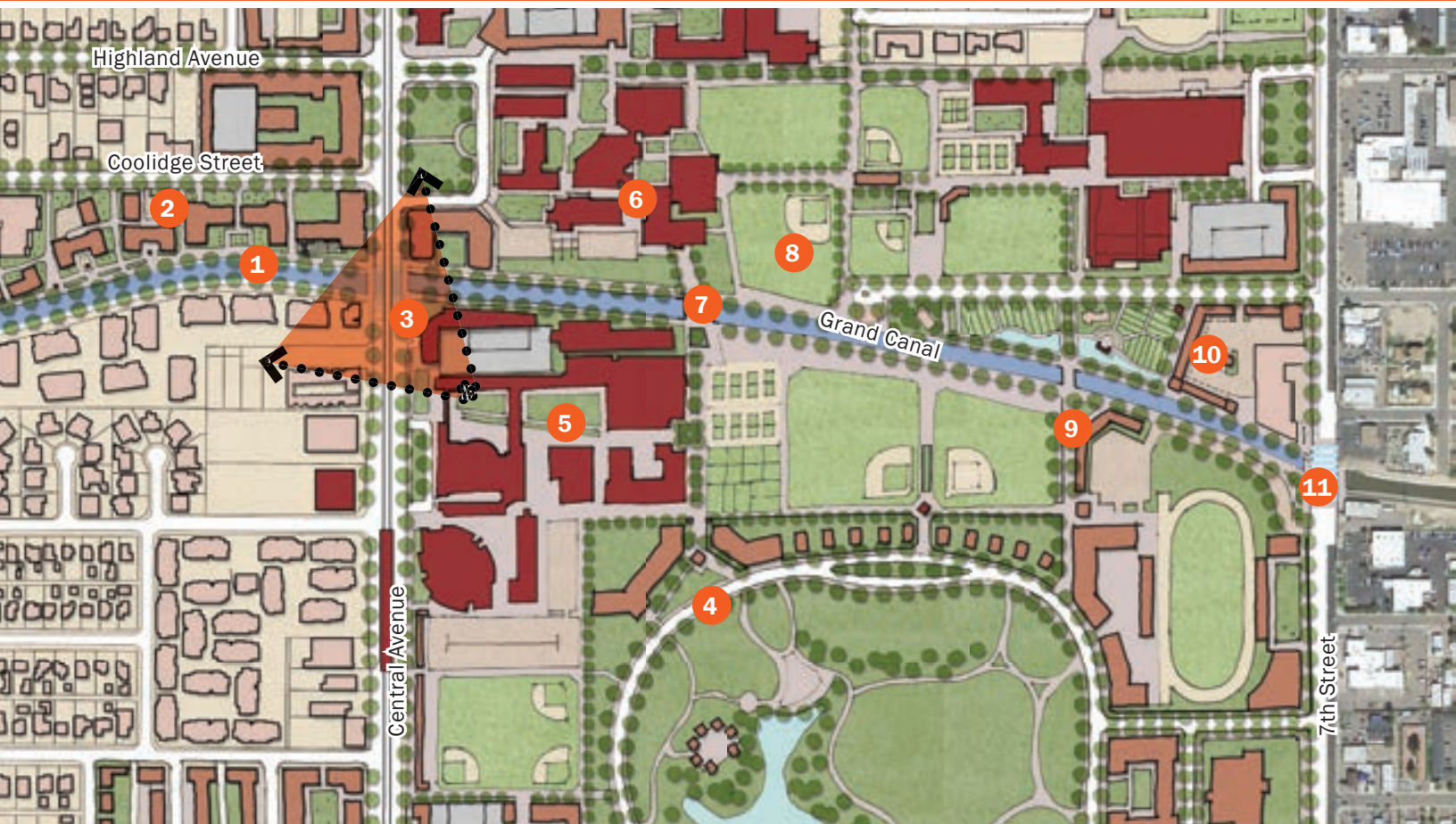
The rendering on the next pages illustrate the potential for new development to engage the canal. The development benefits from the aesthetic and cooling impacts of the canal, while the canal, and associated bike and pedestrian trails, benefit from having more “eyes on the street,” and more shade along the way.



### Key Plan







## Annotated Master Plan

### Legend

1. Enhanced canal banks with new bike/pedestrian trail on north side of canal, and shade trees where permitted by right-of-way width.
2. New development oriented towards canal.
3. Enhanced pedestrian/bike crossing improvements at Central Avenue.
4. Better connections between Steele Indian School Park and Grand Canal.
5. Central High School.
6. Brophy College Preparatory High School.
7. Proposed "Learning Bridge".
8. Existing sports fields.
9. Proposed pedestrian bridge near 5th Street.
10. Triangular property between Meadowbrook Avenue and Grand Canal proposed as a learning center by Arizona Forward. The learning center features a farmer's market, teaching farm, and amphitheater. Historic buildings on the site are proposed to remain.
11. Enhanced pedestrian/bike crossing improvements at 7th Street



## 2040 Vision

- 3** A Phoenix bird origami provides inspiration for a **Public Art**-infused shade structure at the Central Avenue crossing



- 1** **Mixed use Development** at Central Avenue and Grand Canal provides activity at an important crossing. Outdoor dining takes advantage of the cooling aspects of the canal.

- 2** Colored and textured paving signals the importance of the canal crossing, and induces **Traffic Calming** at this **Safe Intersection**.

- 3** **Engineered Shade and Cooling** over bridge sidewalks

- 4** A proposed canal observation pier provides **Public Art** and is on tracks and can be retracted when the canal is serviced.

- 5** New development creates an **Active Frontage** along the canal and enhances the edge with landscaping outside of the canal right-of-way.

- 6** A Sculpture garden displays local **Public Art**

- 7** **Paseos** (pedestrian passages) provide access to the canal from the neighborhood

- 8** **Public Parking Facility** provides shared parking to surrounding businesses.





Grand Canal

Central Avenue

5

4

6

1

3

2

3



# STEELE INDIAN SCHOOL PARK







Uptown residents gardening at PHX Renews: a temporary activation of vacant property adjacent to Steele Indian School Park.





# COMMUNITY VISION

## Steele Indian School Park Area

### Overview

In 2040, the area around Steele Indian School Park is home to healthy lifestyles and affordable residences. The variety of affordable housing opportunities attracts a diverse population, from young artists to families. [SE2; SE4; IN; W2]. Residents enjoy walking or biking to their destinations on shaded, safe pathways [SE3; SE4; SE5; SE6; IN; W2], and the park is a landmark destination for sports and recreational programs [SE2; SE3; SE4; IN].

### Theme: Mixed-Income Housing

In 2040, former vacant lots are now developed with a variety of residential units IN]. Live/work housing draws artists who can exhibit in the park or in the new civic space at Uptown Plaza [SE3; SE4; IN]. Families of all incomes live in mixed-income apartments [SE3; W2, VESC], some in buildings up to 15 stories, which were constructed to meet the high demand for housing in the District and architects designed thoughtful

height transitions adjacent to existing neighborhoods [SE3]. A strategic partnership between the Carl T. Hayden VA Medical Center and housing agencies led to the development of high quality supportive housing for veterans on the VA campus. The apartments are a short walk to light rail and Steele Indian School Park, with its art exhibits and popular farmers market [W2, VPS].

Local restaurants provide outdoor patio dining and food trucks frequent the park for festivals and fairs [SE3; IN]. Residents of mid-rise buildings wake up to the Phoenix sunrise and mountain vistas each morning, and enjoy views of lively streets [IN]. PHX Renews, a community-based initiative to transform vacant lots, began here decades ago. To memorialize this program, real estate developers along Central Avenue have preserved a large community garden that was originally built by the project, a decision that paid off well, as it has been the most popular amenity for their tenants and buyers.

## Theme: Quality Recreation and Healthy Food

In 2040, Steele Indian School Park is a destination for residents and visitors alike. To the north, a shaded path connects the park to the Grand Canal, where people enjoy quiet, shaded walks from the amenities of the park to the scenery of the canal [SE3]. The park has new connections around its periphery [IN], making it easily accessible. Trees have been planted between sidewalks and traffic lanes on Central Avenue and Indian School Road, providing shade and safety buffers [SE3; SE5; SE6; IN; W2, VESC]. Central Avenue now has a highly visible shared car / bicycle lane that encourages bicycling and improves safety [SE3; SE5; IN].

A full service grocery store has been developed on the north-west corner of Central Avenue and Indian School Road, and its front door faces the light rail station. The store's management partnered with local growers who deliver their produce for the weekly farmers market at Steele Indian School Park and unpurchased goods are sold at the store. Softball fields, basketball courts, and a small skate park have cemented Steele Indian School park as a center for recreation [SE3; SE4; IN]. Community members have a Park event committee to organize concerts, movies-in-the-park, art shows, and cultural festivals throughout the year [SE2; SE3; IN].



## DAY IN THE LIFE NEAR STEELE INDIAN SCHOOL PARK IN 2040:

I live in an apartment at Indian School and Central. As a single mom raising two kids on a teacher's salary, it's wonderful to be able to afford a home in a safe, lively community. We ride our bikes to school every morning. I have to stay later than my kids, but I'm comfortable with them riding home now that the bike lanes aren't next to cars, and there are so many other cyclists to watch over them.

When they are finished with school, they go to an afterschool program up the street. They take art classes, and sometimes get to work with professionals in a live-work studio a few doors down from our apartment. The artists love that they can afford workspace and don't have to commute. The parks around Uptown host craft fairs and art exhibits, and I often take the kids. I'm also happy to report that I have lost 10 pounds in the last year since I began cycling to work!





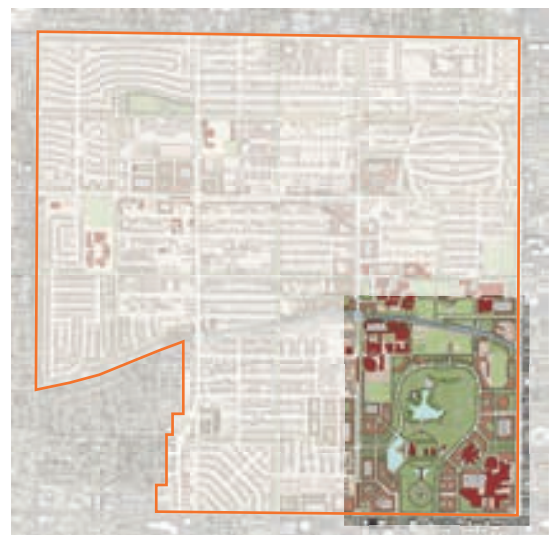
# MASTER PLAN

## Steele Indian School Park

### Capitalize on Park Amenities

The plan takes advantage of large and strategic development sites adjacent to the park. A full service grocery store is proposed on the northwest corner of Central Avenue and Indian School Road. Improvements to the park include enhanced connectivity to the Grand Canal, proposed development along the perimeter and additional community facilities within the park.

### Key Plan







## Annotated Master Plan

### Legend

1. Light rail stop at Central Avenue and Indian School Road.
2. Plaza: the plaza incorporates themes of the Steele Indian School Park.
3. View corridor: a pedestrian paseo focuses views towards Steele Indian School Park and Piestewa Peak beyond.
4. Proposed new reflecting pool to enhance the views of Steele Indian School Park from Central Avenue and provide stormwater retention for surrounding development.
5. Community gardens and farmer's market.
6. Infill development on vacant parcel.
7. Historic Phoenix Indian School buildings restored as Community Facilities.
8. Existing labyrinth.
9. Existing lake.
10. Proposed shared street at perimeter of park: A perimeter street is proposed to provide better access to the park and to activate the edges. The street can be closed at times for bike and pedestrian use only.
11. Enhanced connection between the park and High School and Grand Canal beyond.
12. Central High School.
13. Existing Carl T. Hayden VA Medical Center.
14. Parking garage: a proposed structure will help consolidate parking and permit more efficient utilization of the site.
15. New buildings, whether associated with the Medical Center or independently developed, can take advantage of park views and access to healthcare services and jobs.
16. A new entry plaza proposed off of 7th Street.



2040 Vision

7

Central Avenue

6

5

8

1

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### Enhancing a Community Asset

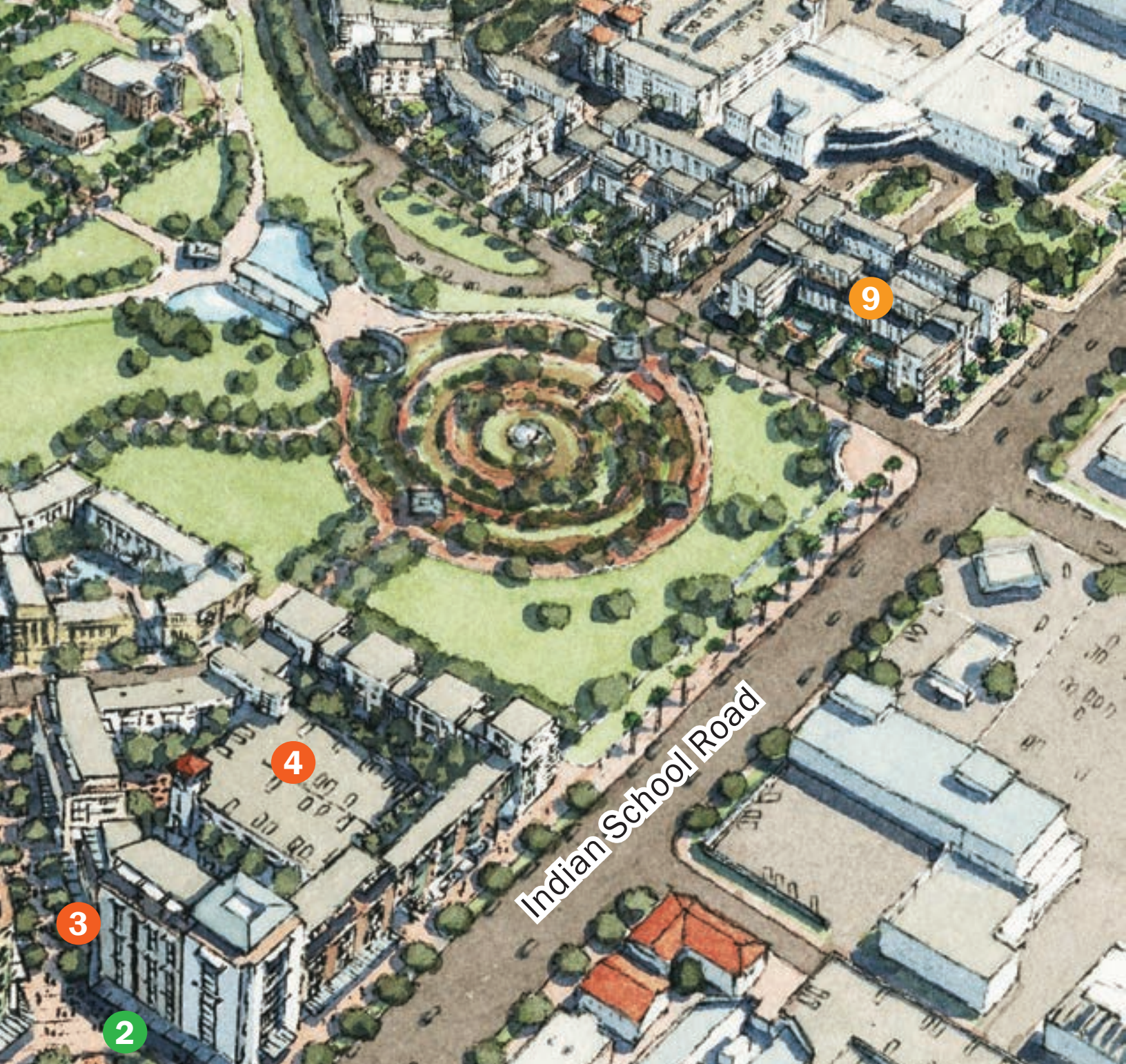
This rendering illustrates a vision for development surrounding the existing Steele Indian School Park.

The design shows new, predominantly residential, mixed-use buildings on vacant parcels adjacent to the park. A diagonal view corridor connects the development to the park and school, with a framed view of Piestewa Peak in the distance.

The proposed development attempts to better connect the fabric of the city to the park, enhancing access to one of Phoenix's most valued amenities. The drawing also illustrates the potential for an expanded Carl T. Hayden VA Medical Center campus that takes advantage of the park.

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Indian School Road

- 1** Light rail station at Central Avenue and Indian School Road
- 2** Small Green Civic Space
- 3** Paseo creates view corridor towards Indian School Road and Piestewa Peak
- 4** Public Parking Facility behind building liners
- 5** Proposed new reflecting pond performs as Neighborhood Retention.
- 6** Community gardens and market
- 7** New infill Mixed-Use development on vacant parcel with connection to Park
- 8** Historic Preservation Development - existing Indian School buildings
- 9** Existing Carl T. Hayden VA Medical Center with Mixed Income Housing



# 7TH AVENUE







ALL IN ONE COOL PLACE

COPPER STAR COFFEE

reinvent

Small Business

Teresa Stickler, Uptown Steering Committee member and President of the 7th Avenue Merchants Association with 7th Avenue business owners and residents.





Existing Melrose District Arch a bold placemaking statement.

## COMMUNITY VISION

### Overview

In 2040, the 7th Avenue corridor provides a unique, independent business destination and safe neighborhoods. Locally owned restaurants, coffee shops, and retail stores sit a few steps from wide, shady sidewalks [SE2; SE3; W1; W2; IN] Light-colored, permeable paving and solar panel shade structures have helped cool outdoor temperatures and reduce energy costs [W2, VESC]. Restaurants, bars, coffee shops, housing, co-working spaces and art galleries are thriving in the redeveloped Camelback Village Square, providing a northern anchor for the corridor [W2, VPS].

### Theme: Unique Local Businesses

In 2040, 7th Avenue is full of life. What were once empty lots, buildings, and asphalt parking have been adaptively reused for local businesses and new mixed-use buildings create a vibrant street life [IN; SE2; W2]. A small circulator bus provides an easy connection to light rail stops on Central

Avenue and Camelback Road. The 7th Avenue Merchants Association received a grant to grow businesses along the Curve, which has brought in exciting new vintage stores, internationally inspired restaurants, seasonal food markets, coffee shops, and community centers [SE3; SE2; IN; ED]. The Curve’s annual “buy local” festival features businesses, restaurants, musicians, and artists [W2; SE2; ED].

On Camelback Road, a lane of traffic on each side of the light rail tracks has been replaced with a bike lane, street parking and sidewalk expansion [IN; W2], stimulating the development of new pedestrian-oriented mid rise buildings with apartments above ground floor retail and dining [W2, VPS] Developers were sensitive to neighborhood concerns and have transitioned buildings to lower heights adjacent to neighborhoods. The street redesign has better facilitated access to the light rail stations and has helped activate the street, increase community interactions, and foster a more neighborly culture. [IN; SE3].



## DAY IN THE LIFE NEAR 7TH AVENUE IN 2040:

I've been making wind chimes in the garage of my Yapple Park home for about 20 years now. I sell them at the plazas at Camelback and 7th, and Camelback and Central. I'm a proud member of a small business incubator that specializes in locally made artisanal goods. It's next to a popular coffee shop where patrons sit on the patio listening to my chimes as they enjoy their coffee. Sales have never been better!

Being disabled, I'm lucky to live in an accommodating part of the city. I can get from home to the light rail station in my wheelchair, then it's one stop to my shop in Uptown Plaza. Sidewalks are wide and shaded, with plenty of room for my wheelchair, and highly visible crosswalks. There are always people about who can lend a hand if I need it. On a typical Friday, you can find me watching a concert in the plaza, playing mahjong with some friends at the park by my house, or sitting outside of my favorite bar on Camelback, watching all of the people enjoy the nightlife.

### Theme: Civic Space

In 2040, Camelback Village Square on the north side of Camelback between 7th and 11th Avenues, has been redeveloped as a mid rise, mixed use project. The oversized parking lot has become an open, civic space with an amphitheater [IN; W2] surrounded by housing, shops and nightlife and hosts concerts, speakers, school recitals and plays [W2]. Many events are free and individuals and families go for unique entertainment and private events provide revenue to Uptown's local business associations. Outdoor artisan markets are held regularly there [IN; SE2; SE3; W2, VPS], which are popular with both visitors and residents.

### Theme: Cool Walking Environment

Most former large asphalt parking lots have been replaced by buildings in 2040. There are still some surface parking lots, but these have incorporated cool pavement technologies and are covered by solar panels [W2, VPS]. Business associations have been instrumental in incorporating cool pavement onto curbside parking and the main intersections of Camelback Road [SE2; W2, VPS]. This initiative has helped reduce surface temperatures where trees and awnings were not possible.

With grants from the Department of Energy, the City has worked with building owners to install solar panels over parking lots [W2, VPS]. Enough power is produced for the area's street and open space lighting, improving safety for pedestrians at night [SE3; IN].





# MASTER PLAN

## Camelback Village Square

### Shopping Center Redevelopment

The plan and illustrations show a major redevelopment of the existing Camelback Village Square shopping center. The existing parking lot, which encompasses the area of six city blocks, is retrofitted with new mixed-use buildings that transform the hot, open space back into a series of walkable city blocks.

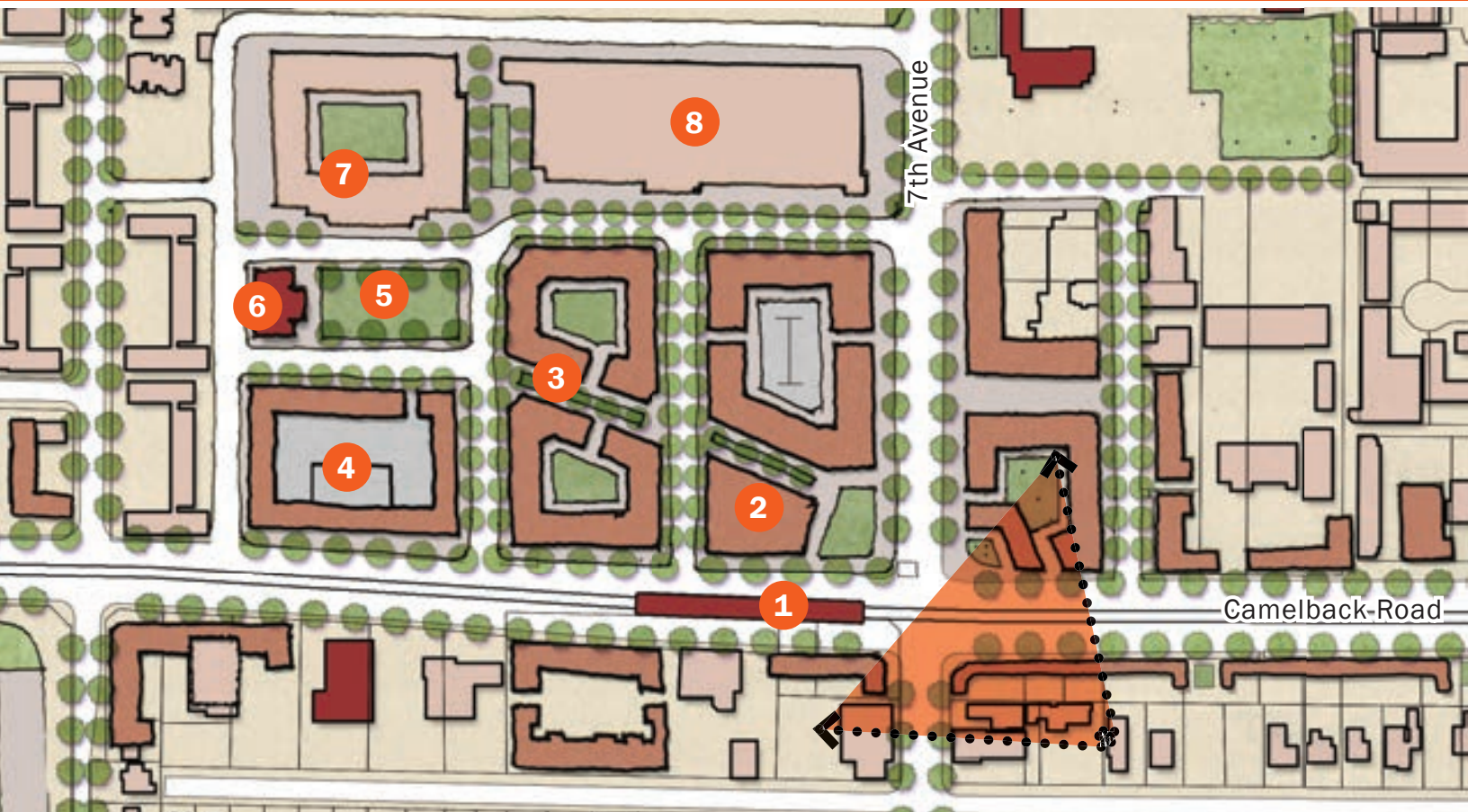
The existing shopping center buildings are retained but adapted to other uses which could include small business incubators and art studios.

The grocery store is proposed to be relocated closer to the light rail stop with structured garage parking in place of surface parking.

### Key Plan








## Annotated Master Plan

### Legend

- 1. Light rail stop at Camelback Road and 7th Avenue
- 2. Grocery relocated to corner near light rail stop
- 3. Pedestrian connection to new civic square
- 4. Internalized parking structure
- 5. Civic green
- 6. Proposed civic structure
- 7. Former grocery store converted to live/work studios with courtyard
- 8. Existing shopping center integrated into new development





## 2040 Vision

Camelback Road

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### A New Camelback Village Square

This rendering illustrates a vision for development surrounding the big box retail. The design shows new, public parking facilities and mixed-use development buildings on vacant parcels adjacent to the existing development. A diagonal view corridor connects the development to the Light Rail Station and surrounding neighborhood.

The proposed development attempts to establish a better connection between the light rail station and newly developed shops, restaurants and businesses.

The drawing also illustrates the potential for green civic spaces and open space for gathering and outdoor dining experiences.

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**1** **Paseo** creates a grand entrance for pedestrian and connects shops restaurants and businesses.

**2** **Adaptive Reuse Development** replaces the existing use with business incubator space and art studios.

**3** Existing **Light Rail Station** at Camelback Road and 7th Avenue.

**4** Proposed **Green Civic Space** becomes a landmark gathering space with shade and cooling near the intersection.

**5** Relocated **Full Service Grocery Store** with a public parking facility in place of surface parking.

**6** Proposed **Green Civic Space** provides a relief from the bustling Camelback Road Corridor.

**7** New **Mixed Use Development** replaces the previously hot underutilized surface parking.





Existing Conditions

# CATALYST PROJECT: CANALSCAPE

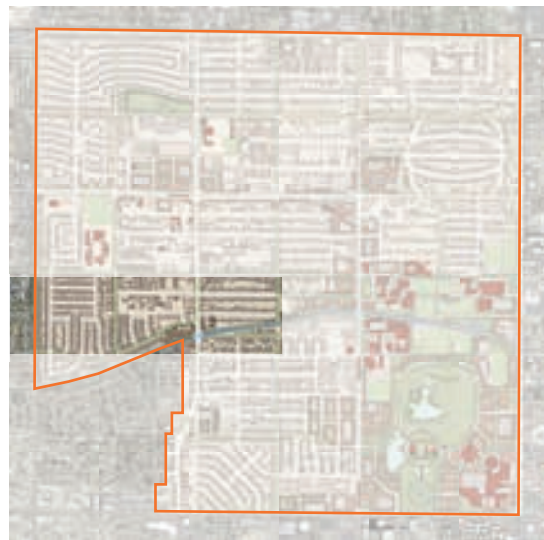
## Canal Restoration

The photo above shows the existing conditions of the Grand Canal near the crossing at 7th Avenue. The photo simulation on the following pages illustrates private development taking advantage of the canal adjacency before infrastructure improvements are made. Bike and pedestrian improvements shown in this proposal follow private development.

The below historic photo is of the Grand Canal looking west toward St. Francis Parish Church, circa 1930's.



### Key Plan





**2** This photo-simulation image illustrates how development may precede canal improvements. The new development enhances the canal from within the private property by facing buildings toward the water and providing climate compatible landscaping.



**3** In this image, the canal improvements have followed the development. A new shared bike/pedestrian path is diverted to the north so that trees can be planted on the south side of the path, providing much needed shade. A cafe appears close to the crossing to take advantage of the canal views and increased bike/pedestrian traffic. A pedestrian bridge provides safe access between the two sides of the canal.



2040 Vision



### Canal Restoration Project

The last image above illustrates a proposed “Canal Restoration” concept. The idea is to take a short stretch of the Grand Canal (perhaps as little as 1/4 mile) and restore the banks to a state similar to the historic, tree-lined condition. As this particular stretch of the canal is unlined by concrete, it seems to be a good candidate for restoration.







**1** **Public Art** incorporated into the canal infrastructure.

**2** A shared pedestrian and bicycle path activates the canal as a **Passive Park**.

**3** **Natural Shade and Cooling**

**4** **Walkable Urban Low Rise Housing**

**5** **Gathering Areas**

**6** **Active Frontages**

**7** **Pedestrian Bridge**





# 115

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# UPTOWN

## HOW WE GET THERE





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

# ACHIEVING THE VISION

## Collective Impact

The Uptown 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 Uptown 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 Uptown 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 Uptown 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 Uptown Steering Committee.

The Policies and Actions enhance the Uptown 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 Uptown.



# MEASURABLE OUTCOMES

Elements	Measures	Current	Benchmark
Land Use	<b>Outcome 1: Efficient Infrastructure and Public Services</b>		
	Development Intensity (Housing Units + Jobs per acre)	10	over 27
	Acres of Vacant Land	71	under 10
	% of District covered in asphalt surface parking	10%	under 5%
	<b>Outcome 2: Convenient Neighborhood Amenities</b>		
	Walkscore	69	over 90
	<b>Outcome 3: High Quality Urban Development</b>		
	% 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%
	<b>Outcome 4: Authentic Culture and Character</b>		
Number of identified historic properties	993	over 993	
Housing	<b>Outcome 1: Access to Affordable Housing</b>		
	% of low income households with housing cost burden	90%	under 50%
	% of units affordable for moderate income households - Owned	58%	over 67%
	% of units affordable for moderate income households - Rented	87%	over 67%
	Overcrowding	6%	under 2%
	<b>Outcome 2: Diverse Neighborhoods</b>		
	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)	0.4	over 0.7
	<b>Outcome 3: High Quality Housing</b>		
	% of housing units in disrepair	0%	under 2%
	<b>Outcome 4: Low Cost of Living</b>		
	% a household making the regional median income spends on housing	26%	under 30%
	% a household making the regional median income spends on transportation	23%	under 15%
Health	<b>Outcome 1: Safe Walking and Bicycling Environment</b>		
	# of Pedestrian and Bicycle Injuries per 1,000 residents over 5 years (2007 - 2011)	15	under 8
	# of Violent Crimes per 1,000 households over 3 years (2010 - 2012)	67	under 30
	<b>Outcome 2: Access to Recreation</b>		
	% of households within 1/4 mile walk to public recreation facilities	31%	over 70%
	<b>Outcome 3: Access to Healthy Food</b>		
% of households within a 1/4 mile walk to Healthy Food	22%	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	<b>Outcome 1: Strong Local Businesses</b>		
	Commercial vacancy	17%	under 10%
	<b>Outcome 2: Access to Quality Education</b>		
	% Public Schools with "A" designation	0%	100%
	% of residents with post-secondary degree	41%	Over 40%
	<b>Outcome 3: Financially Stable Residents</b>		
	Unemployment rate	10%	under 6%
	<b>Outcome 4: Access to Quality Careers</b>		
% of residents self-employed	8%	over 15%	
Mobility	<b>Outcome 1: Quality Transportation Choices</b>		
	% of residents who walk, bicycle, transit, and carpool to work	30%	over 50%
	Average hours of transit services	18	over 22
	Average transit frequencies (bus + lrt)	20 min.	under 15 min.
	Annual light rail ridership (boardings/deboardings)	2,627,164	over 5,000,000
	<b>Outcome 2: Efficient and Compatible Parking</b>		
	Number of district parking facilities	2	over 3
	Number of arterial and collector streets with parking	1	3
	<b>Outcome 3: Reduced Automobile Dependence</b>		
	Vehicle Miles Traveled (VMT) per Household	11,223	under 7,000
	<b>Outcome 4: Convenient and Safe Block Pattern</b>		
	Intersections per square mile	92	over 90
Green Systems	<b>Outcome 1: Clean and Efficient Stormwater Management</b>		
	% Pervious groundcover	45%	over 65%
	Number of district stormwater management facilities	0	over 3
	<b>Outcome 2: Efficient Water Use</b>		
	Properties with Installed Smart Irrigation Systems	0	over 80%
	<b>Outcome 3: Lower Outdoor Temperatures</b>		
	% Surface Temperature under 105 degrees F in July	11%	over 10%
	% Surface Temperature over 130 degrees F in July	9%	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**

Uptown'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 Uptown.

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. 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 Uptown 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 preforms, 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

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



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



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



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

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



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

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



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



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



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



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



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



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

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

## CENTRAL & CAMELBACK Action Plan 2015-2020

Elements	Actions	TOOLS	GOVERNMENT	BUSINESS	COMMUNITY
Land Use	1. Hold a property owner forum on the Walkable Urban Code	Knowledge	■		
	2. Create a final regulating plan and rezone properties to the Walkable Urban Code	Plan	■		
	3. Engage the land use law community to develop methods for strengthening the historic preservation ordinance	Operations		■	
	4. Add Uptown Steering Committee Chair and Co-Chair to zoning notification system	Operations	■		
	5. Monitor all zoning hearings	Partnership			■
Housing	6. Construct a mixed use housing demonstration project	Financing		■	
	7. Construct a Canal Oriented Development demonstration project	Financing	■		
Economic Development	8. Sponsor an Adopt a Street for Central Avenue	Partnership		■	
	9. Sponsor an Adopt a Canal	Partnership		■	
	10. Assess City owned land and rezone develop-able properties to the Walkable Urban Code	Codes	■		
	11. Issue Requests For Proposals to build on develop-able city owned properties. Invite the Uptown Steering Committee Chair, or designee, to serve on the selection panel	Operations	■		
	12. Hold a property owner workshop on Improvement Districts and other tools for financing enhanced infrastructure and services	Knowledge	■		
	13. Complete 3 beautification projects, such as murals, colorful building repainting and tree plantings	Partnership			■
	14. Engage Central High School on the opportunity to create a small business incubator	Partnership		■	
	15. Organize 5 neighborhood events	Partnership		■	
	16. Complete a Water / Sewer infrastructure needs assessment	Plan	■		
	17. Pursue partnerships to provide public school students with free access to three educational destinations, such as the Children's museum, the Arizona Science Center and the Phoenix Zoo	Partnership			■
Health	18. Create marketing materials for development sites	Knowledge	■		
	19. Identify methods to replace additional street lights with LED bulbs, such as corporate sponsors	Financing			■
Mobility	20. Identify visibility enhancements to crosswalks at Central and the Canal and Central and Camelback Road	Financing	■		
	21. Present Transportation Recommendations to the Citizens Committee on Transportation Needs	Plan	■		
	22. Hold a property owner workshop on opportunities and tools to provide shared district parking	Knowledge			■
	23. Partner with businesses and schools to increase access to transit passes for employees and students	Partnership			■
	24. Implement pedestrian and bicycle improvements to the Grand Canal	Financing	■		
	25. Pursue funding for pedestrian improvements along Highland Avenue	Financing	■		
	26. Add a Bike Share station	Financing	■		
	27. Present Transportation Recommendations to the Citizens Committee on Transportation Needs	Plan	■		
	28. Identify opportunities to adjust utility spacing standards to allow planting of shade trees that grow to full size	Codes	■		
Green Systems	29. Identify opportunities to adjust stormwater regulations to allow on-site retention to be provided within adjacent right of way	Codes	■		
	30. Determine feasibility of a Shade Easement that allows structural shade over the public sidewalk without the need for a revocable permit	Codes	■		
	31. Hold a community tree planting event	Partnership			■

## CENTRAL & INDIAN SCHOOL Action Plan 2015-2020

Elements	Actions	TOOLS	GOVERNMENT	BUSINESS	COMMUNITY
Land Use	1. Hold a property owner forum on the Walkable Urban (WU) Code	Knowledge	■		
	2. Create regulating plan and rezone properties to the Walkable Urban Code	Plan	■		
	3. Hold a property owner workshop on Accessory Dwelling Units	Knowledge	■		
	4. Add Uptown Steering Committee Chair to zoning notification system	Operations	■		
	5. Monitor all zoning hearings	Partnership			■
Housing	6. Construct a mixed income housing demonstration project	Financing		■	
	7. Engage the VA on opportunities to provide housing on their property	Knowledge			■
Econ. Dev	8. Identify and reduce zoning and licensing barriers for temporary and mobile retailers and restaurants	Codes	■		
	9. Add three major events to Steele Indian School Park	Partnership			■
Health	10. Complete a Water / Sewer infrastructure needs assessment	Financing	■		
	11. Create marketing materials for development sites	Knowledge	■		
	12. Identify an incentive package to attract a full service grocery store near Central and Indian School Road.	Plan			■
	13. Develop a full service grocery store near Central and Indian School Road	Financing		■	
	14. Pursue partnerships and funding to replace street lights with LED bulbs	Financing			■
	15. Research opportunities to construct a Community Recreation Center at or near Steele Indian School Park	Plan	■		
Mobility	16. Identify visibility enhancements to crosswalks at Central and Indian School Road	Financing	■		
	17. Complete a study on the most efficient methods for increasing bus service on Indian School Road, including local buses and an urban circulator	Plan	■		
	18. Organize a support coalition for improved public transit service on Indian School, including the VA and other major employers	Partnership			■
	19. Provide transit passes at the VA and other major employers	Operations	■		
	20. Add a Bike Share Station	Financing	■		
	21. Present Transportation Recommendations to the Citizens Committee on Transportation Needs	Plan	■		
Green Systems	22. Create standard construction details for Tree Pocket concept	Plan	■		
	23. Hold a community tree planting event	Partnership			■



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

Uptown’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 Uptown.

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.	Codes
L1.11	Use the Conceptual Master Plan as a guide when rezoning properties to the Walkable Urban Code, unless the City determines that a reduction in property value would result under Prop 207.	Codes
L1.12	Create incentives such as height bonuses, parking reductions, reduction in street widths, and other flexibility for projects that provide enhanced amenities or best practices, such as Green construction, Universal Design, historic preservation, affordable housing, open space, district parking, district storm water retention, or district energy.	Codes
OUTCOMES		IMPACT 
1	Efficient Infrastructure and Public Services	■
2	Convenient Neighborhood Amenities	■
3	High Quality Urban Development	■
4	Authentic Culture and Character	■





## STRATEGY 2



### Improve Predictability and Transparency in the Development Review Process

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



POLICIES		TOOLS 
L2.1	Increase development intensity and a mix of uses at a level consistent with the Conceptual Master Plan.	Codes
L2.2	Minimize approval processes that require “case-by-case” decisions and numerous negotiations.	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 Uptown 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



### Create Standard Plans

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

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





# STRATEGY 4

LEAD PARTNER  
GOVERNMENT 

## Facilitate Walkable Urban Demonstration Projects

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



POLICIES		TOOLS 
L4.1	Continue providing technical assistance to adaptive reuse projects.	Knowledge
L4.2	Support creative place-making projects such as street festivals and public art.	Partnership
L4.3	Pursue grants and low-interest loans to help finance pre-development expenses.	Financing
L4.4	Rezone City-owned land to the Walkable Urban Code and issue Requests For Proposals (RFP) for suitable properties.	Codes
L4.5	Include consistency with the Conceptual Master Plan in RFP evaluation criteria.	Operations
L4.6	Invite multiple departments and the Uptown 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

LEAD PARTNER  
COMMUNITY 

## Develop an Innovative Infrastructure Financing Tool

The Uptown 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 Uptown District has several large vacant properties that provide major redevelopment opportunities. An experienced real estate development company should be brought on as an intermediary to help complete engineering studies, cost estimates, property assembly, master platting, and utility coordination services.

POLICIES		TOOLS 
<b>L6.1</b>	Build the Capacity of local government officials, developers, and property owners on Master Developer Services.	Knowledge
<b>L6.2</b>	Support funding Master Developer services through Improvement Districts, grants, and other mechanisms.	Financing
<b>L6.3</b>	Engage anchor institutions, including the Carl T. Hayden VA Medical Center, Brophy/Xavier College Preparatory and Central High Schools on partnership opportunities to develop mutually beneficial infrastructure.	Partnership
OUTCOMES		IMPACT 
<b>1</b>	Efficient Infrastructure and Public Services	■
<b>2</b>	Convenient Neighborhood Amenities	
<b>3</b>	High Quality Urban Development	■
<b>4</b>	Authentic Culture and Character	





# HOUSING

## 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 Uptown. 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, Universal Design and consistency with the Conceptual Master Plan 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	Research creative financing mechanisms such as Trust funds, Community Land Trusts, structured funds and the inclusion of affordable housing in Infrastructure Financing Tools, such as impact fees and in-lieu fees.	Plans
OUTCOMES		IMPACT 
1	Access to Affordable Housing	■
2	Diverse Neighborhoods	■
3	High Quality Housing	■
4	Low Cost of Living	■

## STRATEGY 8

LEAD PARTNER  GOVERNMENT

### Coordinate Affordable Housing Programs with the Conceptual Master Plan

The Consolidated Planning process and coordination with HUD and the Arizona Department of Housing's Qualified Allocation Plan should use the Uptown 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.	Partnership
H8.3	Encourage the creation of a Community Development Corporation to increase affordable housing.	Financing
H8.4	Explore partnerships with anchor institutions, such as the Carl T. Hayden VA Medical Center, on providing veteran's and 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  
GOVERNMENT 

### 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** 

<b>H9.1</b>	Identify methods for funding alley improvements such as lighting and paving.	Financing
<b>H9.2</b>	Deny alley abandonments that eliminate the opportunity for ADU's unless private access way provided.	Operations
<b>H9.3</b>	Develop ADU design standards to ensure quality.	Codes
<b>H9.4</b>	Support standard plans for quality pre-manufactured ADU's.	Plans
<b>H9.5</b>	Use the Conceptual Master Plan as a guide when rezoning property to the Walkable Urban Code to allow live-work units.	Codes
<b>H9.6</b>	Encourage developers to create flexible buildings that can be used for both housing and commercial uses.	Plans

**OUTCOMES** **IMPACT** 

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





# ECONOMIC DEVELOPMENT

## STRATEGY 10



### Revitalize Unique and Historic Commercial Buildings

Uptown’s stock of vintage commercial buildings is an asset that should be used to the District’s advantage. Some 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 
<b>ED10.1</b>	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
<b>ED10.2</b>	Pursue green building retrofit and solar energy grant programs.	Financing
<b>ED10.3</b>	Partner with small business incubators and small business support organizations to market creative leasing opportunities to entrepreneurs.	Partnership
<b>ED10.4</b>	Conduct ongoing outreach to the real estate development industry on the adaptive reuse program and historic preservation incentives.	Knowledge
<b>ED10.5</b>	Prioritize technical assistance on adaptive reuse opportunities and historic commercial buildings identified in the Conceptual Master Plan.	Knowledge
<b>ED10.6</b>	Identify amendments to the zoning ordinance to encourage the preservation of vintage signs.	Codes
OUTCOMES		IMPACT 
<b>1</b>	Strong Local Businesses	■
<b>2</b>	Access to Quality Education	
<b>3</b>	Financially Stable Residents	
<b>4</b>	Access to Quality Careers	■



# STRATEGY 11



## Transform Public Schools into Neighborhood Opportunity Hubs

Public schools and community vitality are interdependently linked. Poorly performing schools discourage investment and the resulting devaluation and vacancy, in turn, reduces tax revenues and strains school budgets.

**POLICIES** **TOOLS**

<b>ED11.1</b>	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
<b>ED11.2</b>	Support tax credit drives to help supplement funding for Uptown public schools.	Financing
<b>ED11.3</b>	Encourage Head Start and all day kindergarten at Uptown public schools.	Financing
<b>ED11.4</b>	Support “cradle-to-career” programs such as the U.S. Department of Education Promise Neighborhoods program at Uptown public schools.	Financing
<b>ED11.5</b>	Support partnerships between public schools, colleges, employers, foundations, civic groups and governments to provide additional services and enhanced learning opportunities.	Partnership

**OUTCOMES** **IMPACT**

<b>1</b>	Strong Local Businesses	
<b>2</b>	Access to Quality Education	■
<b>3</b>	Financially Stable Residents	■
<b>4</b>	Access to Quality Careers	



## STRATEGY 12



### Develop an Uptown Hiring and Purchasing Program

Forming partnerships between businesses and neighborhoods to encourage buying products and services within the District is a benefit for both residents and companies.

**POLICIES** **TOOLS**

<b>ED12.1</b>	Support the creation of a “Buy Uptown” marketing campaign.	Knowledge
<b>ED12.2</b>	Encourage the creation of a jobs and skills information sharing network between employers and neighborhoods.	Partnership
<b>ED12.3</b>	Support partnerships with anchor institutions, including the Carl T. Hayden VA Medical Center to recruit mutually beneficial businesses to the District through a preferred purchasing policy.	Partnership
<b>ED12.4</b>	Add hiring of Uptown residents into RFP criteria for applicable projects located in the District.	Operations
<b>ED12.5</b>	Encourage the accelerated build out of the Conceptual Master Plan to increase construction jobs.	Financing

**OUTCOMES** **IMPACT**

<b>1</b>	Strong Local Businesses	■
<b>2</b>	Access to Quality Education	
<b>3</b>	Financially Stable Residents	■
<b>4</b>	Access to Quality Careers	

## STRATEGY 13



### Support Local Businesses, Innovation and Entrepreneurship

Small local businesses and an entrepreneurial culture is envisioned to drive economic vitality in Uptown. Uptown is currently rich in unique small business in creatively reused buildings.

**POLICIES** **TOOLS**

<b>ED13.1</b>	Market tools and real estate opportunities to local businesses and entrepreneurs, consistent with the Conceptual Master Plan.	Knowledge
<b>ED13.2</b>	Include the provision of live-work and small business incubation spaces as an evaluation criteria in RFP’s for City owned properties.	Operations
<b>ED13.3</b>	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**

<b>1</b>	Strong Local Businesses	■
<b>2</b>	Access to Quality Education	
<b>3</b>	Financially Stable Residents	■
<b>4</b>	Access to Quality Careers	■

# STRATEGY 14



## Develop Residents' Skills in Entrepreneurship and Small Business

Workforce development programs should be targeted to assist Uptown residents in the establishment of new local businesses to advance the Outcome of creating an eco-system of unique commercial spaces, creative entrepreneurs, assistance programs and a culture of supporting local business among residents.

POLICIES		TOOLS
<b>ED14.1</b>	Identify opportunities to partner with existing institutions, such as Central High School, to support the development of a small business incubator in the District.	Financing
<b>ED14.2</b>	Provide outreach to District residents on the availability of existing small business and entrepreneurship training programs.	Knowledge
<b>ED14.3</b>	Monitor and apply for strategic grants to fund small business and entrepreneurship investments in the District.	Financing
OUTCOMES		IMPACT
<b>1</b>	Strong Local Businesses	
<b>2</b>	Access to Quality Education	■
<b>3</b>	Financially Stable Residents	■
<b>4</b>	Access to Quality Careers	



# HEALTH

## STRATEGY 15



### Attract a Full Service Grocery Store

Uptown has several large assemblages of vacant land that could be used for a grocery store. The current market for a new grocery store in Uptown is challenging; however, there are a variety of financial tools and housing development opportunities that could create the conditions for a successful store. Full service grocery stores not only increase access to a full range of low cost healthy food choices, but also provide up to 200 job opportunities for District residents, and encourage additional housing investment in the area.

POLICIES		TOOLS
<b>HE15.1</b>	Encourage the development of a low interest loan fund to finance full service grocery stores.	Financing
<b>HE15.2</b>	Support mixed use development with shared parking garages to increase the customer base and reduce development costs for a full service grocery store.	Financing
<b>HE15.3</b>	Support additional incentives, such as reduced fees, for full service grocery stores.	Financing
<b>HE15.4</b>	Market opportunity sites to grocery store companies.	Knowledge
OUTCOMES		IMPACT
<b>1</b>	Safe Walking and Bicycling Environment	
<b>2</b>	Access to Recreation	
<b>3</b>	Access to Healthy Food	■
<b>4</b>	Reduce Obesity Related Diseases	■





## STRATEGY 16

LEAD PARTNER  
COMMUNITY 

### Encourage Community-Based Healthy Food Sources

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

POLICIES		TOOLS 
HE16.1	Support partnerships with Uptown institutions to develop Community Gardens on their properties.	Partnership
HE16.2	Pursue grants and partnerships for Farmers’ Markets at or near Steele Indian School Park.	Financing
HE16.3	Continue the success of the PHX Renews project by identifying opportunities for activating additional vacant lots with urban agriculture, community gardens, and produce stands.	Partnership
HE16.4	Partner with existing technical assistance providers to increase the capacity of residents to grow food through backyard gardening, community gardens on vacant lots and school gardens.	Knowledge


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

Uptown has outstanding recreation assets that can be taken advantage of to further increase residents’ quality of life. The public park infrastructure in the District provides a solid base from which to promote activity and health among residents. With enhancements to parks, along with the Grand Canal and adjacent properties, there is a unique opportunity to create a one of the most desirable places to live in Phoenix for residents seeking active and healthy lifestyles.

POLICIES		TOOLS 
HE17.1	Work with neighborhood residents to assess needs for additional improvements at parks, including shade, drinking fountains, wayfinding signage, seating and better lighting to increase the sense of security.	Plans
HE17.2	Identify opportunities to add a Community Recreation Center near Steele Indian School Park.	Plans
HE17.3	Explore the opportunity to create a regional public recreation corridor along the Grand Canal by identifying joint use agreement opportunities with schools.	Partnership
HE17.4	Pursue funding for Grand Canal trail enhancements, including pedestrian and bicycle paths, lighting, shade, public art, and drinking fountains.	Financing
HE17.5	Continue pursuing opportunities to increase marketing and programming at public parks.	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
<b>HE18.1</b>	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
<b>HE18.2</b>	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
<b>1</b>	Safe Walking and Bicycling Environment	
<b>2</b>	Access to Recreation	■
<b>3</b>	Access to Healthy Food	
<b>4</b>	Reduce Obesity Related Diseases	

## STRATEGY 19



### Improve Safety in Public Spaces

The physical and social environment in Uptown 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, there is still room for improvement. Addressing the safety issues in Uptown is a fundamental pre-requisite to becoming a healthy community.

POLICIES		TOOLS
<b>HE19.1</b>	Encourage active street frontages such as storefronts, patios, and porches.	Codes
<b>HE19.2</b>	Evaluate and install safe crosswalks on routes to schools, transit and other destinations, if appropriate, in general conformance with the Conceptual Master Plan.	Financing
<b>HE19.3</b>	Organize walking clubs and block watches to patrol streets and report non-functioning street lights to Arizona Public Service.	Partnership
<b>HE19.4</b>	Identify methods to increase resident participation within existing neighborhood associations.	Partnership
<b>HE19.5</b>	Support the creation of a coalition of residents, the Police, Fire, and Street Transportation Departments, and the Carl T. Hayden VA Medical Center to develop strategies to reduce traffic-related injuries.	Partnership

OUTCOMES		IMPACT
<b>1</b>	Safe Walking and Bicycling Environment	■
<b>2</b>	Access to Recreation	
<b>3</b>	Access to Healthy Food	
<b>4</b>	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. For increased safety and improved traffic management, streets should also be designed for slower driving speeds compared to lower density zones of the city that are planned for less walking, bicycling, and transit usage.

POLICIES		TOOLS 
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 adjacent right of way.	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
<b>M21.1</b>	Coordinate street and transit improvements identified in the Conceptual Master Plan with the Capital Improvement Program.	Operations
<b>M21.2</b>	Pursue State and Federal Highway funds, including the Surface Transportation Program, to fund street improvements identified in the Conceptual Master Plan.	Financing
<b>M21.3</b>	Identify and apply for discretionary funding opportunities to implement street, canal, and transit improvements within the Conceptual Master Plan.	Financing
<b>M21.4</b>	Research the most cost effective and convenient methods for increasing transit service, such as route adjustments, circulators and public/private partnerships, on transit routes identified in the Conceptual Master Plan.	Plan
<b>M21.5</b>	Research measures to increase the quality of public transit services for special needs residents, including specialized training and technology improvements.	Knowledge
<b>M21.6</b>	Pursue partnerships for clusters of mobility enhancements around transit stations identified in the Master Plan, including secure bike parking, wayfinding, public parking, taxi stands, on-demand air conditioning, car and bike share, and digital information kiosks.	Partnership
<b>M21.7</b>	Add Uptown Steering Committee Chair, or designee, to notification list for CIP committee presentations.	Operations

OUTCOMES		IMPACT
<b>1</b>	Quality Transportation Choices	■
<b>2</b>	Efficient and Compatible Parking	■
<b>3</b>	Reduced Automobile Dependence	
<b>4</b>	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
<b>M22.1</b>	Add District Parking to RFP selection criteria for suitable City-owned redevelopment projects.	Operations
<b>M22.2</b>	Support funding District Parking through Improvement Districts or other financial tools.	Financing
<b>M22.3</b>	Engage anchor institutions, such as Central High School and Brophy/Xavier College Preparatory High Schools on the development of district parking facilities.	Financing

OUTCOMES		IMPACT
<b>1</b>	Quality Transportation Choices	
<b>2</b>	Efficient and Compatible Parking	
<b>3</b>	Reduced Automobile Dependence	■
<b>4</b>	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 
<b>GS23.1</b>	Research practices for amending stormwater codes to create “context sensitive” regulations that are consistent with the intensity of development.	Codes
<b>GS23.2</b>	Research practices for amending building codes to remove barriers to plumbing and irrigation systems for water capture and reuse.	Codes
<b>GS23.3</b>	Pursue opportunities to create standard details for green infrastructure approaches, including tree pockets, bioswales, permeable paving, and neighborhood retention basins.	Plans
<b>GS23.4</b>	Identify methods for improving the City’s Green Construction Code by providing a tiered performance system, such as gold, silver, bronze.	Operations
OUTCOMES		IMPACT 
<b>1</b>	Clean and Efficient Stormwater Management	■
<b>2</b>	Efficient Water Use	■
<b>3</b>	Lower Outdoor Temperatures	■
<b>4</b>	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 
<b>GS24.1</b>	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
<b>GS24.2</b>	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
<b>GS24.3</b>	Pursue research and development grants to fund planning, engineering and implementation of demonstration projects.	Financing
<b>GS24.4</b>	Add Green Infrastructure and construction to RFP selection criteria for suitable City-owned redevelopment projects.	Operations
OUTCOMES		IMPACT 
<b>1</b>	Clean and Efficient Stormwater Management	■
<b>2</b>	Efficient Water Use	■
<b>3</b>	Lower Outdoor Temperatures	■
<b>4</b>	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 critical institutions, such as hospitals, fire stations and airports, and significantly reduce electricity bills.

POLICIES		TOOLS 
<b>GS25.1</b>	Engage utility providers, high rise building owners and the Carl T. Hayden VA Medical Center on the mutual benefits of combined heat/power, microgrids, and chiller systems.	Knowledge
<b>GS25.2</b>	Encourage the installation of solar panels on rooftops and shade structures.	Knowledge
<b>GS25.3</b>	Add district energy to RFP selection criteria for suitable City-owned redevelopment projects.	Operations


OUTCOMES		IMPACT 
<b>1</b>	Clean and Efficient Stormwater Management	
<b>2</b>	Efficient Water Use	
<b>3</b>	Lower Outdoor Temperatures	
<b>4</b>	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 
<b>GS26.1</b>	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
<b>GS26.2</b>	Add District Stormwater management to RFP selection criteria for suitable City-owned redevelopment projects.	Operations
<b>GS26.3</b>	Engage anchor institutions, such as the VA Hospital, Central High School, and Brophy/Xavier on opportunities to provide district stormwater management.	Partnership

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



# PRIORITY AREA ACTION PLANS

## COMMUNITY PRIORITIES

### Action Plan 2015-2020

Action Plans outline short term tasks that are designed to jump-start the implementation of District Plan Policies. Each Priority Investment Area includes a 5-Year Action Plan that has been developed with input from the Uptown 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 Uptown 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 Uptown Steering committee

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



### Government

**Government Investors** include the local, state and federal agencies.



### Community

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



### Business

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

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

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

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

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





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

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









# CENTRAL & CAMELBACK Action Plan 2015-2020





Elements	Actions		 TOOLS	 GOVERNMENT	 BUSINESS	 COMMUNITY
Land Use	1	Hold a property owner forum on the Walkable Urban Code.	Knowledge	■		
	2	Use the Conceptual Master Plan as a guide when rezoning to the Walkable Urban Code.	Codes	■		
	3	Engage the land use law community to develop methods for strengthening the historic preservation ordinance.	Knowledge	■		
	4	Add Uptown Steering Committee Chair and Co-Chair to zoning notification system.	Operations	■		
	5	Encourage Steering Committee to monitor all zoning hearings.	Partnership			■
Housing	6	Construct a mixed use housing demonstration project.	Financing		■	
	7	Construct a Canal Oriented Development demonstration project.	Financing		■	
Economic Development	8	Sponsor an Adopt a Street for Central Avenue.	Partnership		■	
	9	Sponsor an Adopt a Canal.	Partnership		■	
	10	Assess City owned land and rezone developable properties to the Walkable Urban Code.	Codes	■		
	11	Issue Requests For Proposals to build on developable City owned properties. Invite the Uptown Steering Committee Chair, or designee, to serve on the selection panel.	Operations	■		
	12	Hold a property owner workshop on Improvement Districts and other tools for financing enhanced infrastructure and services.	Knowledge	■		
	13	Complete 3 beautification projects, such as murals, colorful building repainting and tree plantings.	Partnership			■
	14	Engage Central High School on the opportunity to create a small business incubator.	Partnership			■
	15	Organize 5 neighborhood events.	Partnership			■
	16	Complete a Water / Sewer infrastructure needs assessment.	Plan	■		
	17	Pursue partnerships to provide public school students with free access to three educational destinations, such as the Children's Museum of Phoenix, the Arizona Science Center and the Phoenix Zoo.	Partnership			■
Health	18	Create marketing materials for development areas in partnership with property owners.	Knowledge	■		
	19	Identify sponsorships and other opportunities to replace street lights with LED bulbs.	Financing			■
Mobility	20	Evaluate and install enhanced crosswalks at Central Avenue and the Grand Canal and Central Avenue and Camelback Road if appropriate.	Financing	■		
	21	Present Transportation Recommendations to the Citizens Committee on Transportation Needs.	Plan	■		
	22	Hold a property owner workshop on opportunities and tools to provide shared district parking.	Knowledge			■
	23	Partner with businesses and schools to increase access to transit passes for employees and students.	Partnership			■
	24	Implement pedestrian and bicycle improvements to the Grand Canal.	Financing	■		
	25	Pursue funding for pedestrian improvements along Highland Avenue.	Financing	■		
Green Systems	26	Add a Bike Share station.	Financing	■		
	27	Research utility spacing standards to identify the potential to improve the ability to plant shade trees that grow to full size.	Codes	■		
	28	Research stormwater regulations to identify the potential to allow on-site retention to be provided within adjacent right of way.	Codes	■		
	29	Determine feasibility of eliminating the need for a revocable permit for structural shade over sidewalks in the right of way.	Codes	■		
	30	Hold a community tree planting event.	Partnership			■

# CENTRAL & INDIAN SCHOOL Action Plan 2015-2020

Elements	Actions		 TOOLS	 GOVERNMENT	 BUSINESS	 COMMUNITY
Land Use	1	Hold a property owner forum on the Walkable Urban (WU) Code.	Knowledge	■		
	2	Use the Conceptual Master Plan as a guide when rezoning to the Walkable Urban Code.	Plan	■		
	3	Hold a property owner workshop on Accessory Dwelling Units.	Knowledge	■		
	4	Add Uptown Steering Committee Chair to zoning notification system.	Operations	■		
	5	Encourage Steering Committee to monitor all zoning hearings.	Partnership			■
Housing	6	Construct a mixed income housing demonstration project.	Financing			■
	7	Engage the Carly T. Hayden VA Medical Center on opportunities to provide housing on their property.	Knowledge			■
Economic Development	8	Identify and reduce zoning and licensing barriers for temporary and mobile retailers and restaurants.	Codes	■		
	9	Add three major events to Steele Indian School Park.	Partnership			■
	10	Complete a Water / Sewer infrastructure needs assessment.	Financing	■		
	11	Create marketing materials for development areas in partnership with property owners.	Knowledge	■		
Health	12	Identify an incentive package to attract a full service grocery store near Central Avenue and Indian School Road.	Plan			■
	13	Develop a full service grocery store near Central Avenue and Indian School Road.	Financing		■	
	14	Identify sponsorships and other opportunities to replace street lights with LED bulbs.	Financing			■
	15	Research opportunities to construct a Community Recreation Center near Steele Indian School Park.	Plan	■		
	16	Evaluate and install enhanced crosswalks at Central Avenue and Indian School Road if appropriate.	Financing	■		
Mobility	17	Complete a study on the most efficient methods for increasing bus service on Indian School Road, including local buses and an urban circulator.	Plan	■		
	18	Organize a support coalition for improved public transit service on Indian School Road, including the Carl T. Hayden VA Medical Center and other major employers.	Partnership			■
	19	Provide transit passes for sale at the Carl T. Hayden VA Medical Center and other major employers.	Operations			■
	20	Add a Bike Share Station.	Financing	■		
	21	Present Transportation Recommendations to the Citizens Committee on Transportation Needs.	Plan	■		
Green Systems	22	Create standard construction details for Tree Pocket concept.	Plan	■		
	23	Hold a community tree planting event.	Partnership			■



# CAMELBACK & 7TH AVE. 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.	Code	■		
	3	Identify code violations and issue notices to property owners.	Codes	■		
	4	Add Uptown Steering Committee Chair and Vice Chair to zoning notification system.	Operations	■		
	5	Encourage Steering Committee to Monitor all zoning hearings.	Partnership			■
	6	Complete 3 beautification projects, such as murals, colorful building repainting and tree planting.	Partnership			■
	7	Develop a Standard Plan for a flexible mixed use building concept that responds to market conditions and fits on Camelback Road's narrow lots.	Plan		■	
Housing	8	Develop a Mixed Use housing demonstration project.	Financing		■	
	9	Rehabilitate 1 apartment building.	Financing		■	
Economic Development	10	Create a fact sheet and procedural guide on establishing Improvement Districts.	Knowledge	■		
	11	Sponsor an Adopt a Street for Camelback Road.	Financing		■	
	12	Organize 3 graffiti and litter clean ups.	Partnership			■
	13	Hold a property owner forum on Improvement Districts or other tools for financing enhanced infrastructure and services.	Knowledge			■
	14	Complete Water / Sewer infrastructure needs assessment.	Plan	■		
	15	Create marketing materials for development opportunity sites.	Knowledge	■		
Health	16	Evaluate and install a HAWK at 7th Avenue and the Grand Canal if appropriate.	Financing	■		
	17	Identify methods to increase pedestrian safety on 7th Avenue.	Plan	■		
Mobility	18	Complete a study on the most efficient methods for increasing bus service on 7th Avenue.	Plan	■		
	19	Organize a coalition to support improved public transit service on 7th Avenue, including the 7th Avenue Merchants Association, neighborhood associations, and major employers.	Partnership			■
Green Systems	20	Research utility spacing standards to identify the potential to improve the ability to plant shade trees that grow to full size.	Codes	■		
	21	Research stormwater regulations to identify the potential to allow on-site retention to be provided within adjacent right of way.	Codes	■		
	22	Determine feasibility of eliminating or streamlining the need for revocable permits for structural shade over sidewalks in the right of way.	Codes	■		

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**UPTOWN**  
**APPENDICES**



# CONCEPTUAL STREET SECTIONS

## A - Camelback Road



EXISTING

RETROFIT



## B - Highland Avenue



EXISTING

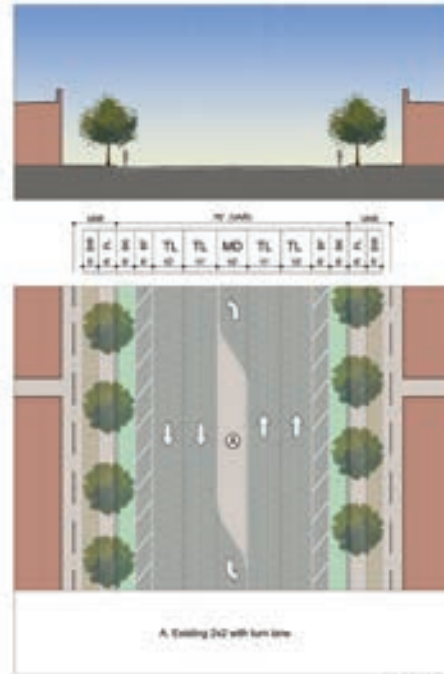
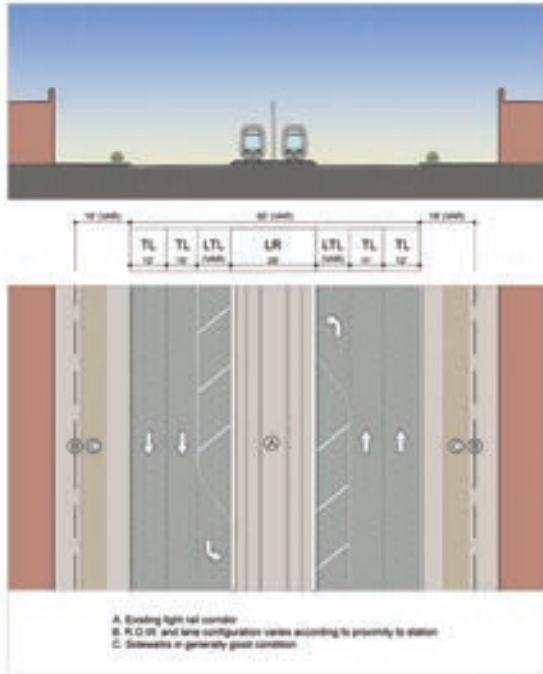
RETROFIT



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

C - Central Avenue

D - Central Avenue

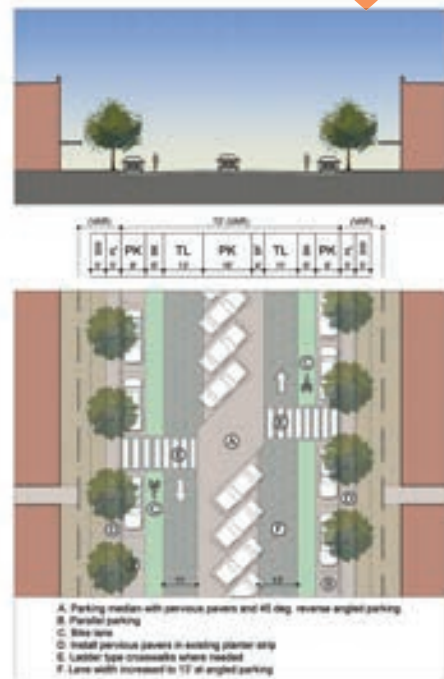
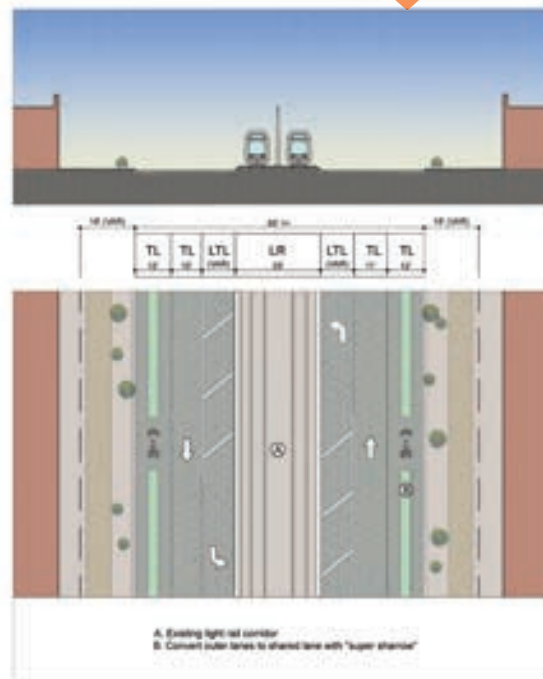


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RETROFIT

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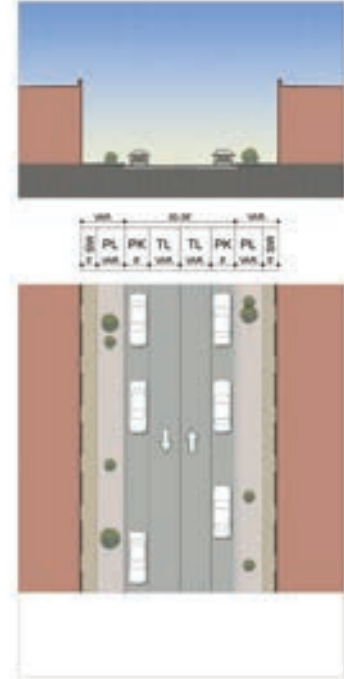
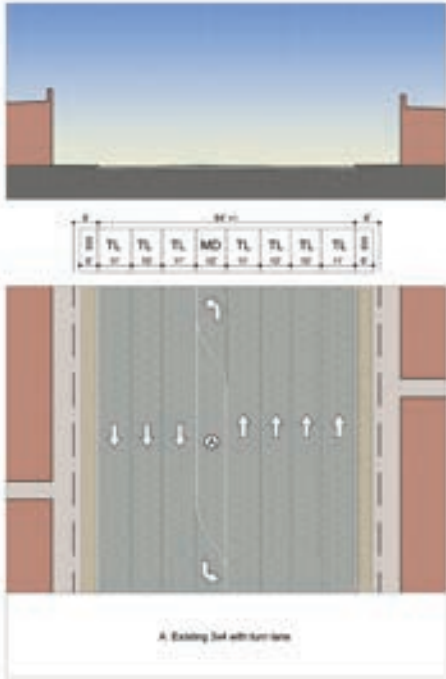
Note: this retrofit option helps address parking deficiencies in the area. Further study is needed to explore the feasibility based on the variable right-of-way and other existing conditions.



# CONCEPTUAL STREET SECTIONS

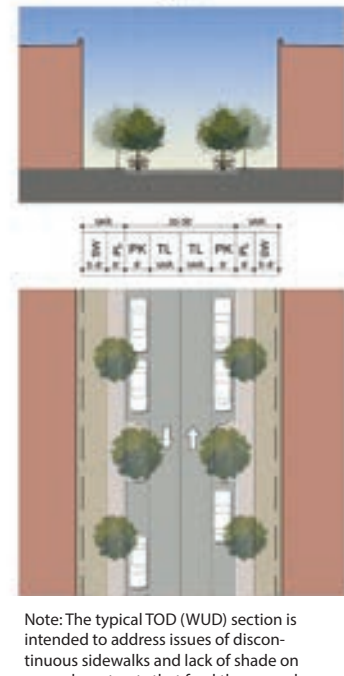
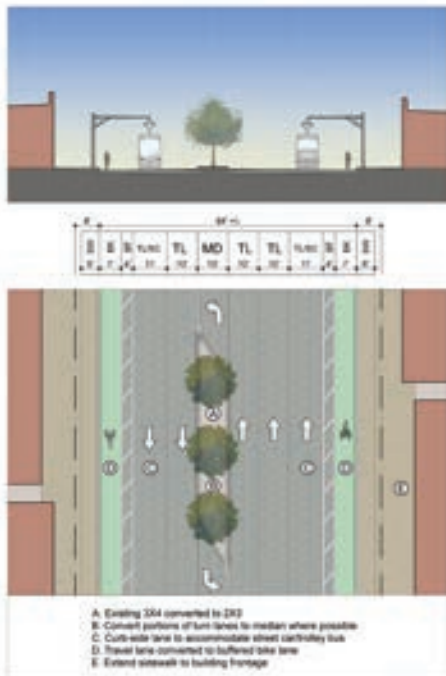
## E - Indian School Road

## Typical TOD



EXISTING      RETROFIT

EXISTING      RETROFIT



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

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