

# REINVENT PHOENIX

## SUSTAINABILITY VISION FOR THE **SOLANO** TRANSIT DISTRICT

Partners:



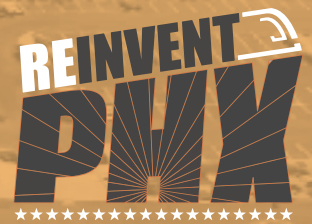
City of Phoenix



St. Luke's Health Initiatives



GLOBAL INSTITUTE  
of SUSTAINABILITY  
ARIZONA STATE UNIVERSITY



# Vision Report for The Solano District, Phoenix

Report submitted to the City of Phoenix Planning and Development Department by the ASU-SOS Team for the project grant “Reinvent Phoenix – Cultivating Equity, Engagement, Economic Development and Design Excellence with Transit-Oriented Development”, funded by the U.S. Department of Housing and Urban Development (HUD)

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# Executive Summary

The vision for the Reinvent Phoenix' Solano Transit District in 2040 builds on rich inputs from residents, workers, business owners, and landowners. It has been synthesized from ideas and comments provided by 119 residents during three stakeholder workshops, as well as inputs gathered at ten neighborhood organization meetings.

## District Vision

In 2040, the Solano District has vibrant and diverse neighborhoods, and attracts visitors to its culturally diverse small business corridor and regional retail center. Preserved single-family homes, revitalized multifamily housing, and new construction near light rail stations make up housing diversity that caters to all ages, incomes, and cultures. Significant investment in new mixed-use buildings along Camelback Road has attracted new residents. Affordable housing options, job training, and small business incubation has maintained the District's diversity of cultures, reflected in the variety of local businesses and restaurants. The 1950s character of suburban neighborhoods has transformed into a collage of urban living for a broad spectrum of Phoenicians. Overall, Solano in 2040 displays three key features:

- Culturally diverse retail and shopping corridor, and regional medical and shopping center – Diverse small businesses on Camelback Road and a large-scale shopping and (medical) employment hub at the Christown Spectrum Mall make Solano a vibrant economic location.
- Comprehensive education and training opportunities – Local school districts, Arizona State University (ASU), and the Maricopa County Community Colleges offer cradle-to-career job trainings that support children through adults in developing skills and expertise. These programs have created the “Solano Generation” of professionals and business owners raised and educated in the District.
- Attractive and affordable housing in safe neighborhoods – All economic and social backgrounds are welcome in Solano's diverse housing options. Westwood, Washington Park, and Simpson's single-family homes have been restored and preserved as cultural assets,

sustaining community heritage and contributing to housing diversity. Mixed-income apartments offer affordable and market price units to ensure equal opportunity for people of all incomes to reside in the District.

## Areas of Stability and Transition

The following areas of preservation and stability emerged from the stakeholder responses:

1. Existing residential neighborhoods, including Simpson, Westwood, and Washington Park
2. Existing medical institutions, including Phoenix Baptist Hospital
3. Existing parks and recreational facilities, including Solano Park, Washington Park (just north of the District), and Marc Atkinson Recreation Center
4. Existing educational institutions, including Imagine Charter School, and Solano, Simpson, and Westwood Elementary Schools
5. Christown Spectrum Mall was considered a major community asset to be preserved – in this study, the Mall was also explored as a transition area because of future investments currently discussed.

From that same process, two transition areas with opportunities for change were selected:

1. Camelback Corridor
2. Christown Spectrum Mall

## Key Synergies – An Interconnected District

Across the District, “solution multipliers” will drive the strategy building process and focus implementation efforts. Key synergies in 2040 include:

- Job Training Enables Economic Vitality, and Affordable Housing: Business support services and job training help residents find and prepare for jobs. They can refine their skills, which lowers unemployment, boosts local economic

development, and creates lively neighborhoods where people live, train, and work. Increases in wages and employment can ensure that District residents can afford housing in the District.

- Safe and Pedestrian-Friendly Streetscapes Provide Access to Recreation and Open Space, as well as to Retail and other Businesses: Wide, shaded, well-lit sidewalks and buffered bike lanes connect through crosswalks to parks and public open space. The Solano District is renowned for its walkability, which not only encourages healthy, active lifestyles that reduce disease and obesity, but also provides easy access to retail and other businesses in the District.

### Sustainability Appraisal

Residents and stakeholders supported most sustainability goals. Some conflicts may merit further consideration, for example, the goal of promoting walkable, bikable neighborhoods is only partially supported by stakeholders. Participants were open to creating more walking and biking options on Camelback Road. However, as business owners worry about reduced traffic to their establishments, there seems to be some reluctance to push for higher walkability and bikability in the Solano District. This needs to be further discussed in the Steering Committee.

## Correspondence to Scope of Work

Scope of Work – Guiding Question	Corresponding Chapter
Which areas within the District should be changed? Why?	Chapter 3.2 (Introductory Sub-Chapter) – This chapter presents results from satellite events in the Solano District that identified transition areas, as well as provides stakeholders’ and residents’ justifications for why these areas were selected.
Which areas within the District should be preserved? Why?	
What types of changes (within the land use, housing, economic development, mobility, green infrastructure, and health element framework)?	Chapter 3.1 – This chapter presents the District-wide vision for the Solano District (according to stakeholders and residents). Each sub-chapter details the changes for the most relevant elements.
Where should each type of change occur?	Chapter 3.2 – This chapter specifies desirable changes for the three transition areas within the Solano District. Each sub-chapter details the changes for one specific transition area.
Which changes are of highest priority?	Chapter 3.2 – This chapter specifies which changes received the highest priority scores or support for the three transition areas within the Solano District (based on the visual preference survey and the visually-enhanced sustainability conversations).
Which properties should develop at greater heights and intensities? How much greater? Where?	Chapter 3.2 – This chapter specifies which properties should develop at greater heights and intensities in the three transition areas within the Solano District (based on the visual preference survey).
Sustainability Outcomes	Chapter 3.5 – This chapter summarizes a sustainability appraisal of key elements of the Solano District vision.  However, unlike in the Gateway District vision study, the visioning methodology adapted for the Solano District vision study makes sustainability outcomes the main reference point throughout the study (Chapter 2.1).



# Chapter 1 – Introduction

## 1.1. Profile of the Solano District

The Solano Transit District is located between 15th Avenue to the East and 23rd Avenue to the West, from Campbell Avenue to the South up to Rose Lane, East of 19th Avenue, and Kiem Drive, West of 19th Avenue, to the North (Figure 1).



Figure 1. Solano Transit District major streets and landmarks

Solano has a car-centric development pattern, with strip commercial zones lining 19th Avenue, Camelback Road, and Bethany Home Road (Figure 2). Some multi-family housing is closer to main roads, with single-family neighborhoods in the interior of blocks.



Figure 2. Asian Market with Car-centric design on Camelback Road

The Washington Park Neighborhood Association represents the most northern area of the District, and the Niles Neighborhood Association covers from 15th to 19th Avenue and Camelback Road up to Bethany Home Road. The northeastern portion of the District is home to the Christown Mall, with Solano Park, Octotillo Library, and Solano Elementary School off of Missouri Avenue. In this area of the Solano District, there are single-family homes off of Colter Road, and multifamily apartments through the rest of the section. The Christown Mall contains large big-box stores, and several banks.

Solano Park (Figure 3) is an asset for the Solano District. The park provides large, open green spaces with mature trees. The lawn and vegetative shade creates a cooler environment for people to enjoy being outside. This area can serve as a template for the development of future



Figure 3. Solano Park

parks and parklets across the Solano District.

The Simpson neighborhood is west of 19th Avenue from Camelback Road up to Bethany Home Road. Many Simpson residents are families. North of Missouri Avenue, Simpson hosts single-family homes (Figure 4), whereas south of Missouri Avenue, it has more multi-family housing and rental properties. The Arizona Department of Transportation bought many homes around Simpson when planning to build a highway (that was never built). This caused significant divestment, and the area to the south of Simpson has challenges with crime, especially near the



Figure 4. Single-family home in Simpson

northwest corner of 19th Avenue and Bethany Home Road. The Westwood neighborhood covers from 19th to 23rd Avenue, and Campbell Avenue up to Camelback Road. A large number of multi-family apartments and condos are located between 19th and 21st Avenue, which host diverse populations. Single-family homes dominate the area west of 21st Avenue. This area includes Westwood Elementary School and Mark Atkinson Recreation Center (Figure 5).



Figure 5: Marc Atkinson Recreation



The area between 15th and 19th Avenue from Campbell Avenue up to Camelback Road has a mix of larger multi-family developments and well-established single-family homes. Park Lee is a recently refurbished city-owned property with 517 units (Figure 6). Phoenix Townhomes is a large condo development just south of Park Lee. Most of the area between 17th and 19th Avenue includes well kept single-family homes. Some apartments in this area are in serious need of repair, and are plagued by poor ownership and illegal activities.



Figure 6: The Park Lee Apartments South of Camelback Road

Overall, quiet single-family neighborhoods and multi-family units on arterials mark the Solano District. Apartments and condos cover large area, home to a diversity of residents from international refugees to longtime Phoenixians. There is opportunity for improved safety along Camelback Road and improvements to neighborhoods throughout the Solano District to maximize the benefit of access to recreation and businesses.

## 1.2. Profile of the Reinvent Phoenix Project

“Reinvent Phoenix” is a City of Phoenix project in collaboration with Arizona State University and other partners, and funded through HUD’s Sustainable Communities program. This program is at the core of HUD’s mission to “create strong, sustainable, inclusive communities and quality affordable homes for all.” It specifically strives to “reduce transportation costs for families, improve housing affordability, save energy, and increase access to housing and employment opportunities” and to “nurture healthier, more inclusive communities” (Office of Sustainable Housing and Communities, 2012). The program explicitly incorporates principles and goals of sustainability/livability (HUD/DOT/EPA, 2009):

1. Enhance economic competitiveness
2. Provide more transportation choices

3. Promote equitable, affordable housing
4. Support existing communities
5. Coordinate and leverage federal policies and investment
6. Value communities and neighborhoods.

In this spirit, from 2012–2015, Reinvent Phoenix aims to create a new model for urban development in Phoenix. The goals for this new model are to improve quality of life, conserve natural resources, and maintain desirability and access for the entire spectrum of incomes, ages, family sizes, and physical and developmental abilities along the light rail corridor. Reinvent Phoenix aspires to eliminate physical and institutional barriers to transit-oriented development. To do so, the grant will work to catalyze livability and sustainability through capacity building, regulatory reform, affordable housing development, innovative infrastructure design, economic development incentives, and transformational research and planning.

Participatory research design ensures that a variety of stakeholder groups identify strategic improvements that enhance safe, convenient access to fresh food, healthcare services, quality affordable housing, good jobs, and education and training programs. Reinvent Phoenix focuses on six topical elements: economic development, green systems, health, housing, land use, and mobility (corresponding to the Livability Principles). These planning elements are investigated in five transit Districts (from east to west and south to north): Gateway, Eastlake-Garfield, Midtown, Uptown, and Solano. Planning for the Downtown District of the light rail corridor is excluded from Reinvent Phoenix because of previously completed planning efforts, partly using transit-oriented development ideas.

Reinvent Phoenix is structured into planning, design, and implementation phases. The project’s planning phase involves building a collaborative environment among subcontracted partners, including Arizona State University, Saint Luke’s Health Initiatives, Discovery Triangle, the Urban Land Institute, Local First Arizona, Duany Plater-Zyberk & Company, Sustainable Communities Collaborative, and others. While the City of Phoenix coordinates these partnerships, Arizona State University and Saint Luke’s Health Initiatives are working with residents, business owners, landowners, and other relevant stakeholders in each of the grant’s five transit Districts. This effort will assess the current state of each

District, as well as facilitate stakeholder expression of each District’s sustainable vision for the future. Finally, motivated actors in each District will co-create step-by-step strategies to move toward those visions. Transit District Steering Committees, formed in the planning phase, will host capacity building for their members, who will shepherd their Districts through the remaining Reinvent Phoenix phases.

City of Phoenix staff and Duany Plater-Zyberk & Company will lead the design phase. Designs for canal activation, complete streets, and form-based code will complement the compilation of a toolbox for public-private partnerships to stimulate economic development along the light rail corridor. The design phase will take its cues from the public participation in the planning phase, and maintain ongoing monthly contact with Transit District Steering Committees to ensure the visions of each District are accurately translated into policy and regulations. These steps will update zoning, codes, regulations, and city policies to leverage the new light rail system as a major asset. The design phase is crucial for preparing an attractive environment for investment and development around the light rail.

Finally, the implementation phase will use the city’s partnerships with the Urban Land Institute, Local First Arizona, and Sustainable Communities Collaborative to usher in a new culture of development in Phoenix. With the help of all partners, transit-oriented development can be the vehicle to renew Phoenix’s construction industry, take full advantage of the light rail as a transformative amenity, and enrich Phoenix with a livable and dynamic urban fabric.

## 1.3. Objectives of the District Visioning Study

The visioning research activities summarized in this report were conducted as part of the Reinvent Phoenix grant, mandated to foster transit-oriented and sustainable development of urban communities in Phoenix. The goals of the study were manifold:

- i) To generate a vision of transit-oriented and sustainable community development, specific to the Solano Transit District for the year 2040. The vision was expected:
  - a. To comply with a set of widely recognized quality criteria, including compliance with sustainability

criteria, consistency, and specificity (Wiek & Iwaniec, 2013).

b. To spell out specific, distinct, and recognizable formations of the vision in identified transition areas within the Solano District.

c. To be generated through a variety of public engagements in order to integrate local knowledge, values, and preferences, as well as create public buy-in for the visions created (willingness to contribute to the implementation).

d. To integrate several formats, including descriptions, visuals, narratives, and operationalized targets (for specific indicators) to resonate with different audiences and provide information that can be used for various subsequent activities.

e. To be applicable in the transformational planning effort of Reinvent Phoenix that integrates visioning, current state assessment, and strategy building (Wiek, 2009; Johnson et al., 2011). This requires coordination with ongoing current state assessment activities (indicator selection).

ii) To create a network of key stakeholders and residents who are willing to stay involved in the subsequent Reinvent Phoenix activities and phases (design and implementation) in the Solano District (Johnson et al., 2011).

iii) To improve the process and content template for visioning research in the Reinvent Phoenix project that has been developed and applied previously (Gateway District) to further guide the Reinvent Phoenix visioning activities (Wiek et al., 2012a).

iv) To enhance capacity in visioning and public engagement for planning professionals as well as for stakeholder groups and the public that can be utilized in subsequent initiatives and projects (Smith & Wiek, 2012). This is critical for the bridging the recognized gap between planning research and practice (Krzek et al., 2009).

v) To enhance the capacity of students and faculty to collaborate in urban visioning and public engagement efforts that can be utilized in other research and teaching programs and professional projects (Hoyt, 2005).



# Chapter 2 – Visioning Research Process

## 2.1. Overview – SPARC Visioning Research Methodology

The methodological framework employed in this study is based on the so-called “SPARC” methodology – a novel sustainability visioning methodology that has also been adapted for urban planning research (Wiek et al., 2012b). The SPARC methodology adopts and modifies various visioning methods currently in use in urban planning practice (Minowitz & Wiek, 2012). The acronym “SPARC” represents the first letter of key methodological features: Sustainability-oriented, Systemic, Participatory, Action-oriented, Relevant, Consistent. For details, consult the two working papers referenced above.

We use the term “vision” in this methodology to reference a state in the future deemed desirable. As such, visions are a subgroup of scenarios (possible future states) and demarcated from predictions (likely future states). Visions can be operationalized in specific (qualitative and quantitative) goals and targets (Wiek & Binder, 2005; Machler et al., 2012). A vision is different from the process that leads to the achievement of the vision (which is relevant for strategy building). Accordingly, visioning is the process of creating a vision in a more or less structured and reproducible way, as opposed to scenario building (possible future states), forecasting (likely future states), and backcasting (pathways to desirable future states).

Today, cities around the world develop their sustainability visions to guide investments, policies, and action programs, or at least to promote a sustainability attitude. Similarly, the majority of cities in the United States and Canada have adopted visioning processes for their plan updates, often incorporating sustainability ideas; prominent examples include: Imagine Austin (Austin, Texas), New Orleans 2030, VisionPDX (Portland), Imagine Calgary, GoTo2040 (Chicago), 100 Year Sustainability Vision (Vancouver), Sustainable Montreal, Jacksonville Vision, and Rockford Plan for Sustainability (Rockford). These processes are usually characterized by large public engagement (>1,000 participants), a variety of public engagements settings (e.g., surveys, forums, workshops), and moderate data processing and research support.

The enthusiasm for visioning activities has not been fully matched with rigor and accuracy. The lack of a sound theoretical base and methodology has repeatedly been

criticized (Shipley, 2002; Van der Helm, 2009; Wiek et al., 2012b). Scholars and practitioners recognize deficits in visioning projects such as lack of public involvement, extractive engagement techniques, and insufficient data processing. The resulting visions are then flawed, lacking systemic relationships (‘laundry lists’), with inconsistencies and conflicts between vision statements, and reliance on insufficient sustainability concepts. The observed deficits can ultimately lead (and have led in the past) to planning that results in ineffective and conflicting projects and programs, misuse of public money, unintended negative consequences for society and environment, and subsequent public disappointment and dissatisfaction.

Wiek and Iwaniec (2013) have recently reviewed and synthesized the academic literature on quality criteria for developing desirable future states (visions), specifically for sustainability visioning – which is critical for the visioning activities within the Reinvent Phoenix grant (specific mandate). Sustainability-oriented quality visions resulting from participatory urban planning activities display ideally 10 synergistic quality features (Table 1). They ought to be: visionary, sustainable, systemic, coherent, plausible, tangible, relevant, nuanced, motivational, and shared.

Table 1. Key features of the quality criteria for sustainability-oriented visions

	Quality Criterion	Key Features
1	Visionary	Desirable future state; with elements of (aspirational) surprise, utopian thought, far-sightedness, and holistic perspective
2	Sustainable	In compliance with sustainability principles; featuring radically transformed structures and processes
3	Systemic	Holistic representation; linkages between vision elements; complex structure
4	Coherent	Composed of compatible goals (free of irreconcilable contradictions)
5	Plausible	Evidence-based – informed by empirical examples, theoretical models, and pilot projects
6	Tangible	Composed of clearly articulated and detailed goals
7	Relevant	Composed of salient goals that focus on people, their roles, and responsibilities
8	Nuanced	Detailed priorities (desirability)
9	Motivational	Inspire and motivate towards the envisioned change
	Shared	Display a critical degree of convergence, agreement, and support by relevant stakeholders and residents

These quality criteria can then be used as design guidelines for visioning methodology. The guiding question is: What methods, tools, and procedures need to be employed, and how do they need to get combined in order to be capable of creating high quality sustainability visions (i.e., visions that comply with the compiled quality criteria)? Sustainability-oriented visioning methodology ought to meaningfully combine and iteratively apply visualization and creativity techniques (corresponding to different quality criteria). These should be embedded in participatory settings with methods for vision review, sustainability assessment, system analysis, consistency analysis, plausibility appraisal, target specification, actor-oriented analysis, and priorities analysis.

The “SPARC” methodology applied in this study has specifically been developed to comply with these design guidelines and quality criteria (as mentioned above, the acronym “SPARC” represents the first letter of key methodological features). The key ingredients of SPARC are: iterative procedures from vision drafts to a sophisticated vision; linking creative and analytical approaches; collaborative interactions with stakeholders and residents; and, visioning as capacity building (Wiek et al., 2012b).

The general SPARC methodology offers a large variety of options for designing visioning processes. We detail below the specific choices we made to build on previous visioning research experiences in the Reinvent Phoenix project (Wiek et al., 2012a) and optimally adopt the SPARC methodology for the Solano District visioning study, considering partnerships, opportunities, and constraints.

## 2.2. Steps, Methods, and Participatory Settings (Public Engagement)

The visioning process was conducted with several public engagements and was structured into seven phases:

1. Framing of the study
2. Research on evidence-supported sustainable vision options
3. Transition area mapping (satellite events and stakeholder interviews)
4. Visioning workshops with visual preference survey and visually-enhanced sustainability conversations

5. Analysis and synthesis (including consistency analysis and sustainability appraisal)

6. Reporting back to the community

We provide details on each phase and summarize some of the key features of the public engagement approach at the end of this chapter.

### 1. Framing of the study

The framing phase oriented, structured, and bounded the visioning process. Framing outcomes include: visioning goals, i.e. content (planning elements), format (description, narratives, indicators), temporal scope (2040), spatial boundaries (Solano District); visioning methodology and participatory design (including type and number of participants; number of events); project duration, structure (timetable), and resources (budget); as well as lists of participants (potential, invited, recruited). Some of these features had been determined in the preparation of the grant proposal (Johnson et al., 2011) and in the subsequent negotiations on the specific Scope of Work. The remaining features were defined in preparation of and during the first few weeks of the visioning study. The results of this phase have already been presented under Chapter 1.3 above (Objectives).

### 2. Research on evidence-supported sustainable vision options

In the second phase, the research team developed the core content for all subsequent visioning activities, including the various participatory events. Unlike in the Gateway District vision study, the visioning methodology adapted for the Solano District visioning study made sustainability outcomes the centerpiece throughout the study. Putting sustainability at the center of the study reinforces the overall intention and mandate of the Reinvent Phoenix grant. As stated before, the visioning studies in the Reinvent Phoenix project are not simply about asking residents and stakeholders what they want their District to be in the future – the grant is mandated to promote and support transit-oriented and sustainable community development in the light rail corridor. Accordingly, in this phase of the Solano District Solano District vision study we developed vision options for all planning elements or core issues (in part vetted through early stakeholder engagements), which are oriented towards sustainability and livability. Vision options are physical things, processes, services, and so forth that contribute to sustainability and have

been realized somewhere in Arizona, the U.S., or the world (or have at least a proof of concept). This includes, but is not limited to mixed-income housing, revitalized multi-family housing, co-working spaces, job training facilities, businesses in mixed-use buildings, and green streets.

To make sure that the vision options were clearly focused on sustainability, we linked them to three normative reference points (principles, outcomes/goals, targets), representing different levels of operationalization. First, we listed the set of livability principles compiled by the federal administration (HUD/TOD/EPA, 2009). We then aligned a set of outcomes/goals with these principles, which are specific to each of the six planning elements of the Reinvent Phoenix grant (land use, housing, economic development, mobility, green systems, and health). Third, we operationalized each outcome/goal through a small number of performance indicators and targets. This normative framework not only served the purpose of putting sustainability upfront and center, but also allowed a translation from abstract principles to tangible vision options (Figure 7).

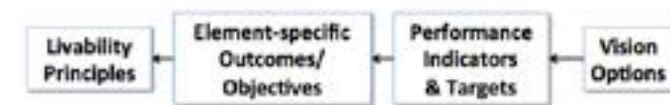


Figure 7. Normative framework translating principle to tangible vision options

The following is an example how the framework linked principles to vision options for sustainable housing:

- Livability Principal – Supporting equitable and affordable housing
- Element specific outcome – Secure housing affordability
- Performance Indicator – Percentage of very low-income households with housing cost burden and without appropriate subsidies
- Sustainability Target – Less than 0.1% of households in the district
- Vision Option - Mixed-income apartments

We developed for each planning element a matrix

that linked principles, outcomes/goals, performance indicators with targets, and vision options (see Appendix). All normative components (principles, outcomes/goals, targets), and in particular the vision options were based on a review of scientific literature, project documents, and web sources – to ensure that the resulting vision would be evidence-supported and plausible.

Based on initial (formal and informal) stakeholder conversations and interviews (see Phase 3), the research team selected a subset of vision options to be further developed and then used in the subsequent public participation events described below (see Phases 4 & 5). For each of the selected vision options, the team compiled detailed information in a profile, including description, sources, examples, and other data points (see Appendix).

In collaboration with graphic designers, the research team finally brought the vision material into an appropriate format for the visual preference survey, the visually-enhanced sustainability conversations, and the online survey (Phases 4 & 5).

### 3. Transition area mapping (satellite events and stakeholder interviews)

The research team conducted four satellite events and eight stakeholder interviews with a structured mapping activity in order to identify transition areas within the Solano District. Transition areas are defined as areas within the Solano District where residents, stakeholders, and city staff are most open to seeing change. The satellite events did not only identify specific locations for where change would be desirable or at least acceptable, but also identified areas of stability where change was considered undesirable or unacceptable. Finally, through the mapping the research team received insights on what type of change and what degree of change is desired. The preparation of the satellite events comprised of several steps, including drafting of mapping activities and material, reviews, facilitator training, run-through, dry-run, and so forth. Satellite events were offered in English and Spanish depending on the composition of the stakeholder group. The guides of the satellite events are included in the Appendix to this report.

### 4. Visioning workshops with visual preference survey and visually-enhanced sustainability conversations

While the mapping satellite events were primarily designed to identify transition areas within the Solano District, the

visioning workshops (Figure 8) were designed to elicit preferences on the desirability of the pre-selected vision (investment) options.



Figure 8: Visioning workshops in the Solano District

The research team organized three visioning workshops with the following objectives:

- Data on residents' and stakeholders' preferences for vision options, explicitly linked to sustainability goals
- Data for vision narratives that make the vision tangible and enhance its relevance to residents and stakeholders

The workshops used a visual preference survey and visually-enhanced sustainability conversations as the main instrument to collecting this data. The visual preference survey (VPS) was designed to present options for height, lane reduction, and open space in each transition area. Participants were asked to comment on and prioritize the presented options. The height VPS included three options that were all City Council approved: an incentive height of 6 stories (considered sustainable), 4–5 stories (considered adequate), and 2–3 stories (which does not support the goal of reduced transportation and infrastructure costs). The streets VPS (Figure 9) asked for whether residents would be willing to replace a lane of automobile-centered traffic with a lane designated for walking, biking, and/or parking (lane enhancement). An option of lane narrowing and the current street layout were also offered. The VPS for open space asked residents to rank their preference for open space designated for event, sports, and relaxed recreation. The VPS allowed researchers to determine key aspects of the desired future infrastructure in the District though using simple images that were developed from actually places in each transition area.

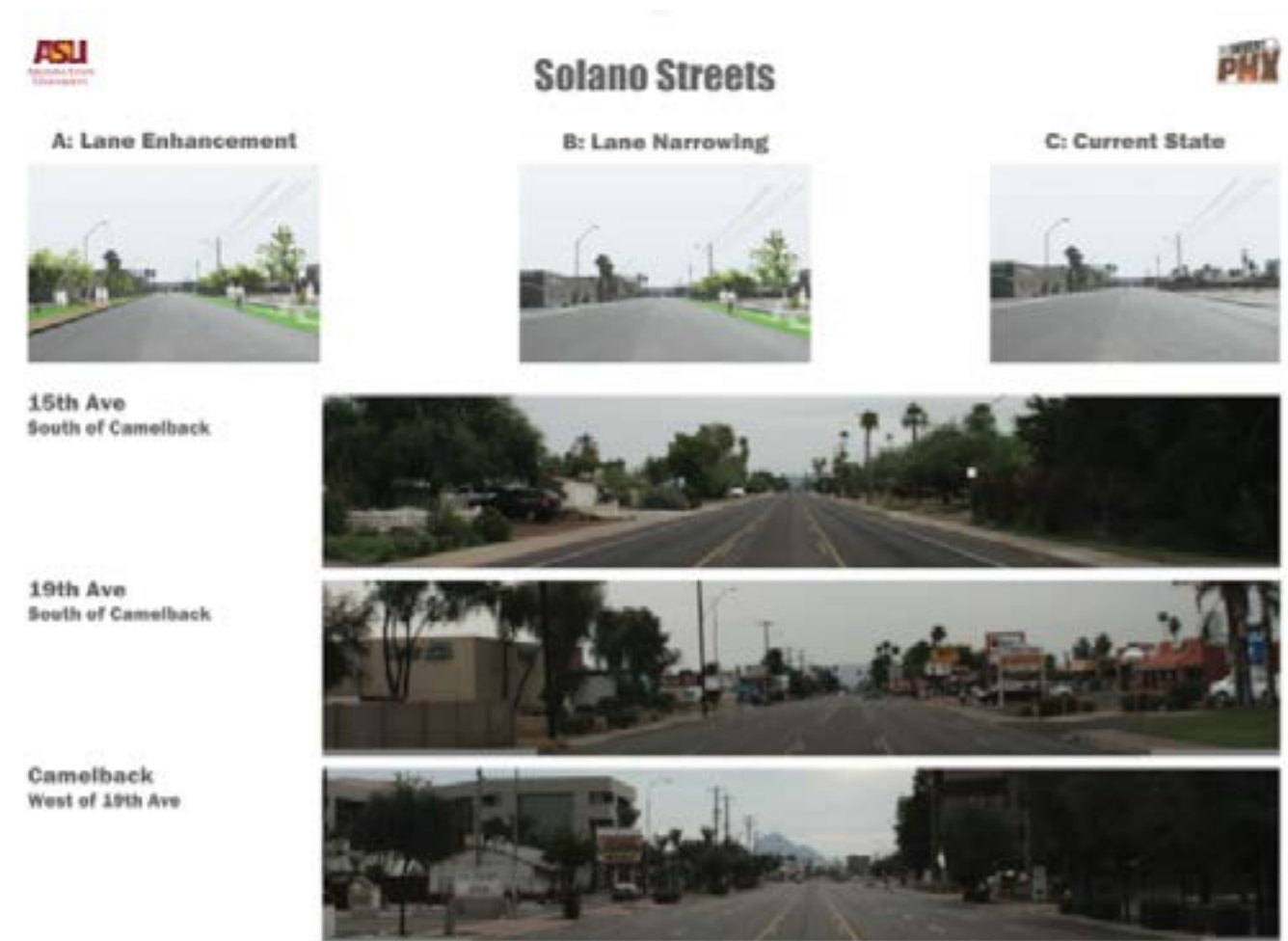


Figure 9: Streets Visual Preference Survey

The Visually-Enhanced Sustainability Conversations (VESC) were designed to allow residents to learn about more complex vision options that require more in-depth discussions and explorations (Figure 10). Similar to the VPSs, the VESC allowed researchers to determine which goals are most important to residents and stakeholders within each transition area.





## Diverse Employment and Training Opportunities

Diversificación del empleo y oportunidades de capacitación



### Co-Working Spaces



- Offices where several organizations can share working space
- Exposes workers to knowledge and training of other organizations, creates resourceful employees, and stimulates collaboration.
- Oficinas en las que diversas organizaciones comparten el mismo espacio de trabajo
- Los trabajadores se mueven en un ambiente de conocimiento y capacitación con las demás organizaciones, creando mejores recursos humanos y estimulando la colaboración.

### Training Opportunities



- A network that offers training services to increase opportunities for employment, job retention, and skills improvement of a community
- Una red que ofrece servicios de capacitación para incrementar las oportunidades de empleo, retención de empleo y mejora en las habilidades de la comunidad.

#### Pros

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#### Pros

#### Cons

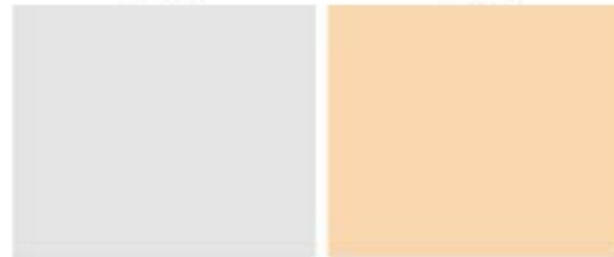


Figure 10. Exemplary board to support visually-enhanced sustainability conversations

The preparation of the visioning workshops took place in several steps, including drafting of workshop activities and material, reviews, facilitator training, run-through, dry-run, and so forth. All workshop activities were offered in English and in Spanish (simultaneous translation); for some breakout groups workshop activities were facilitated in Spanish only. The detailed guide of the visioning workshop is included in the Appendix to this report. Information about location, participants, etc. of the visioning workshops is compiled in Table 2 below.

#### 5. Analysis and synthesis

The fifth phase was structured into a series of analytical procedures including data coding, statistical analysis, data interpretation, consistency analysis, sustainability appraisal, and numerous visualizations (GIS mapping, priority mapping, etc.). The various analytical methods

ensured that the resulting vision would adequately represent and summarize the elicited information, but also provide critical insights on to what extent the community vision is in compliance with sustainability criteria, and how coherent (consistent) the vision elements are with each other. For details about the analytical methods consult Wiek et al. (2012b). All analytical results are presented in the next chapter (Chapter 3).

#### 6. Reporting back to the community

Reporting back to the community has not yet been completed, but is planned for completion in Spring 2014. This step is critical to make sure that participants can process and reflect on the results from the visioning process. It also allows for feedback that can result in further modifications of the vision for the Solano District. Finally, reporting back keeps residents and stakeholders

engaged, and prepares them for the next stage of Reinvent Phoenix activities in the Solano District (strategy building).

#### Public engagement

Public engagement was a high priority throughout the visioning process in the Solano District. The research team involved nearly 120 residents and stakeholders through satellite events, interviews, workshops, and other public engagement activities. A key activity, in parallel to the major public engagement events, was conducting exploratory and informal interviews. Core team members conducted these interviews throughout the study in order to gain further understanding of the Solano District, possible transition areas, more information about plans for particular parcels, and the needs of residents and stakeholders. Interviews were conducted with a wide variety of stakeholders that included, apart from residents, city staff, local school officials, neighborhood association leadership, local business leaders, and property owners. The City of Phoenix Planning and Development Department provided the initial list of interviewees, and then a snowballing approach was used to identify additional key stakeholders. Interviews were conducted under the rules and guidelines of Arizona State's Institutional Review Board, and accordingly, quotes are not attributed to specific stakeholders without individual approval.

While stakeholder participation in this study was robust and sufficient to substantiate the presented vision, there is room for improvement. Stakeholder recruitment in the Solano District met several barriers that ranged from stakeholder burnout and time constraints, lack of trust in city- and university-run processes, to low interest from disenfranchised communities based on perceptions of slow or no impacts from similar efforts. Some residents expressed that they have been "over-studied", while some Spanish-speaking residents cited SB1070 and Arizona's laws regarding immigration as reasons for low interest and participation in public planning efforts. People that work in the in the Solano District cited scheduling difficulties and a lack of interest in the area as reasons for not participating in the participatory events. Property owners and business leaders were also difficult to engage, as some did not want to share future development plans, and others were not convinced that community-oriented visioning is a worthwhile endeavor. Online survey participation was also difficult due to time limitations. The barriers identified in this process will be used to devise stronger participation strategies for future work in Reinvent Phoenix. The Steering Committee for this District will work with the research team to ensure that more residents and business leaders

are included in subsequent Reinvent Phoenix activities.

Unlike conventional community-based visioning or action research approaches, the public engagement approach adopted in this study was conceived of as capacity building as much as it is intended to generate a high-quality District vision. This required more than just consultation with residents and stakeholders in the Solano District, but actual collaboration with them. The Solano District vision is supposed to be a community vision – or more precisely, a vision that, ideally, would be signed off by all relevant constituencies, including various residents, stakeholder groups, as well as the city government and administration. However, the visioning activities conducted under the Reinvent Phoenix grant were different from conventional community-based planning activities – which have the sole purpose of eliciting what the community wants. The visioning task under the Reinvent Phoenix grant was more complex – the goal was to create a District vision that fulfills two requirements (as opposed to only one): (1) the vision ought to comply with livability principles and sustainability concepts, according to the mandate of Reinvent Phoenix (enabled through funding from HUD); and (2) the vision ought to be agreed upon by the community (and, in fact, agreed upon to an extent that the community is willing to actively pursue it). These are challenging requirements, but critical for successful visioning efforts; and therefore, the visioning study presented in this report constitutes a milestone in building professional capacity in planners and stakeholders to craft thorough visions for the future of Phoenix.

Table 2. Stakeholder engagement activities

Event	Location	Date	Participants	ESL Participants	Activities
SE1	Solano Elementary School	06/26/2013	23	20	1. Reinvent Phoenix presentation 2. Transition area mapping activity
SE2	Simpson and Washington Park Leaders	07/13/2013	3	0	1. Reinvent Phoenix presentation 2. Transition area mapping activity
SE3	Westwood Neighborhood Association	11/16/2013	15	0	1. Reinvent Phoenix presentation 2. Transition area mapping activity
SE4	Park Lee	06/23/2013	15	0	1. Reinvent Phoenix presentation 2. Transition area mapping activity
W1	Park Lee Housing	03/23/2013	35	4	1. Reinvent Phoenix presentation 2. Visual preference surveys 3. Visually-enhanced sustainability conversations 4. Stakeholder narratives activity
W2	Solano Elementary School	03/28/2013	20	5	1. Reinvent Phoenix presentation 2. Visual preference surveys 3. Visually-enhanced sustainability conversations 4. Stakeholder narratives activity
W3	Camelback Road Landowners	04/26/2013	18	0	1. Reinvent Phoenix presentation 2. Visual preference surveys 3. Visually-enhanced sustainability conversations 4. Stakeholder narratives activity
OS		06/17/2013—07/18/2013	5	0	Online visual preference survey
	<b>TOTAL</b>		<b>119</b>	<b>29</b>	

## Chapter 3 – Results

The results of the visioning study are presented in four sections:

1. District-wide vision description – Vision for the Solano District in 2040. Markers are placed where the vision refers to specific planning elements, so that those vision descriptions can be used to build planning element strategies (ED for economic development, GS for green systems, HE for health, HO for housing, LU for land use, and MO for mobility).

2. Vision descriptions for specific transition areas – Details the vision for specific transition areas within the Solano District in 2040. Each transition area description includes a narrative that illustrates how people envision they will live, work, and play in the District in 2040.

3. Consistency appraisal of visions – Summarizes the coherence of the vision, identifying potential synergies and conflicts.

4. Sustainability appraisal of visions – Summarizes the sustainability of the vision, using a broad range of sustainability criteria, including HUD’s performance measurement and flagship sustainability indicators (Office of Sustainable Housing and Communities, 2012). This section is of critical importance for Reinvent Phoenix’s mandate to foster sustainable community development.

All results presented in Sections 1 and 2 are based on empirical data from the various participatory research activities summarized above (Chapter 2). The data are references using the data source code below:

- IN = Interview (1-on-1s)
- SE = Satellite Event (Group mapping activities)
  - o SE1 = Solano Elementary School
  - o SE2 = Simpson and Washington Park Neighborhood Leaders
  - o SE3 = Westwood Neighborhood Association
  - o SE4 = Park Lee Residents

- W = Visioning Workshop
  - o W1 = Visioning Workshop 1 (September 23, 2013)
  - o W2 = Visioning Workshop 2 (November 28, 2013)
  - o W3 = Visioning Workshop 3 (December 11, 2013)
- N = Narrative Activity
- VPS = Visual Preference Survey
- VESC = Visually-Enhanced Sustainability Conversation
- SLHI = Saint Luke’s Health Initiatives’ Solano District workshop report (Hager et al., 2014)
- OS = Online Survey

### 3.1. District-Wide Vision for the Solano District in 2040

The Solano District in 2040 – A synopsis

In 2040, the Solano District has vibrant and diverse neighborhoods, and attracts visitors to its culturally diverse small business corridor and regional retail center. Preserved single-family homes, revitalized multi-family housing, and new construction near light rail stations make up housing diversity that caters to all ages, incomes, and cultures. Significant investment in new mixed-use buildings along Camelback Road has attracted new residents. Affordable housing options, job training, and small business incubation has maintained the District’s diversity of cultures, reflected in the variety of local businesses and restaurants. The 1950s character of suburban neighborhoods has transformed into a collage of urban living for a broad spectrum of Phoenicians.

Culturally diverse retail and shopping corridor, and regional medical and shopping center

In 2040, Solano’s Camelback Corridor has diversity of businesses and restaurants that are a destination for people around the Valley who love exotic flavors and trying new foods [IN, W1, W3]. Taking a turn up 19th Avenue



leads visitors to the Montebello station, which supports vibrant economic activity. Many residents north of Thomas Road shop or receive medical care at Christown Mall and Phoenix Baptist Hospital, providing the District with a large employment hub [IN, SE1, W1, W2]. Diverse small businesses on Camelback Road plus large-scale shopping and (medical) employment at the Christown Spectrum Mall make Solano a vibrant economic location [W2; W3].

In 2040, the Camelback Corridor is a regional hotspot for culturally diverse small businesses [W2; IN; W3]. District parking at 19th Avenue and Camelback Road has shifted the parking burden away from residential areas, allowing residents and visitors to park and walk to their favorite stores and restaurants [W3]. The spine of the corridor is family-owned businesses that stem from the District's welcoming neighborhoods for refugee communities [W2]. There are many women and minority-owned businesses, and residents enjoy more retail choices and opportunities [W1; W2]. The weekly food and craft market incubates small businesses and builds community cohesion [W1]. Bhutanese, Laotian, and Sudanese are just a few of the cultures sharing their talents, crafts, and cooking at the market [W1; W2]. Job training and support for young business owners has helped establish and support many of the District's small businesses [W1; W2; W3]. Interest in local commerce sparked the successful Solano Business Association, which stimulates the local economy with festivals and events celebrating local products, art, and crafts [W1; W2].



Figure 11: Local business owners on the Camelback Road corridor

Comprehensive education and training opportunities (The “Solano Generation”)

Investment in education, job and training has built a creative and highly skilled work force in 2040 that creates its own jobs and supplies workers to the regions employers [W2; IN]. Local school districts, ASU, and the Maricopa County Community Colleges offer cradle-to-career job training that supports children through adults in developing skills [SE1; W1; W2; IN]. Early needs assessment provides the base for diverse and appropriate job training [W2], with each course linked to potential job opportunities.

The training center produces electricians, mechanics, plumbers, cooks, and medical staff, in addition to offering sewing, English as a Second Language (ESL), General Education Development (GED), and community college classes [W1; W2]. A commercial kitchen incubator has helped women and minorities start their own businesses along Camelback Road and in the Christown transition area [W1; W2]. In parallel, cooperative training space for carpenters and mechanics has produced local independent tradespeople [W1]. After school and summer programs keep kids out of trouble, and provide skill training that support participation in the job market [W2]. This comprehensive programming develops residents' skills, improves their financial security, and attracts newcomers to the Solano District [W1; W2]. Overall, the District's efforts have generated the “Solano Generation” of professionals and business owners raised and educated in the District.

Attractive and affordable housing in safe neighborhoods

In 2040, all economic and social backgrounds are welcome in Solano's diverse housing options [W1; W2]. Westwood's, Washington Park's, and Simpson's single-family homes have been restored and preserved as cultural assets, sustaining community heritage and contributing to housing diversity [SE7; SE9]. Mixed-income apartments offer affordable and market price units to ensure equal opportunity for people of all incomes to reside in the District [W1; W2]. Developers' commitment to infill housing has turned formerly vacant lots into clean, safe, energy-efficient, and quality housing [SE2; SE3; W3]. Mixed-income and mixed-use apartments near the 19th Avenue and Camelback station are ideal for commuters, and critical to the young and diverse feel of the corridor [W1; W3].

New construction of fresh designs near light rail provides

Solano with a bright and welcoming streetscape in 2040 [SE3; W1; IN]. Major clean up efforts on Camelback Road between 15th and 19th Avenues have attracted investment and improved safety in adjacent neighborhoods [SE1; SE2, SE3; W1; W2; W3]. Revitalized multi-family units in the Niles and Westwood neighborhoods offer clean and well-lit places to gather day and night [SE1; SE3; W1; W2]. Community playgrounds, open space, and gardens make for a neighborhood where young people, families with kids, and the elderly all feel comfortable [IN; SE3; W2]. Many residents work in the District, and those who don't, they generally take the light rail to jobs in Midtown, Downtown, and near Sky Harbor International Airport [W2; W3].

A Walkable and Cool Place to Live with Access to Recreation and Public Open Space

In 2040, safe and comfortable walking and biking environments on Camelback, 15th, and 17th Avenues create a vibrant, comfortable mobility network in the District [W2]. Major improvements to crosswalks and public safety have transformed 19th Avenue and Camelback into the safe, clean, and welcoming core of the District [SE1, SE2; SE3, SE4; W1; W2; W3]. 15th Avenue has easy pedestrian and bike access to the Grand Canal and to Downtown Phoenix [SE3; W2]. 17th Avenue offers convenient routes to Solano Park and the Christown Mall [W2]. The Solano Park and new open space on Camelback Road provide additional recreational opportunities to the busy Marc Atkinson Recreation Center, which serves the southern third of the District [SE3; W2].

In 2040, serious investments have cooled parking lots and streets with temperatures previously exceeding 130°F. Major streets are beautiful, lined with low-water, desert trees that shade pedestrians, and solar-panel covered parking areas [W2]. Simpson, once very hot, now boasts beautiful trees, and residents looking down Montebello Avenue can see solar panels above the Christown Mall parking lots [SE1; W2]. Safe, cool neighborhoods and corridors spurred housing development, and are major reasons that Solano attracts and retains residents in 2040 [IN].

### 3.2. Visions for Specific Transition Areas in the Solano District in 2040

In interviews and four satellite mapping events, Solano residents and stakeholders identified specific areas

of preservation and change. The map below shows stakeholders' preferences for these areas. Yellow dots indicate where participants support preservation and stability (no significant changes), and blue dots indicate “transition areas” where participants support changes.



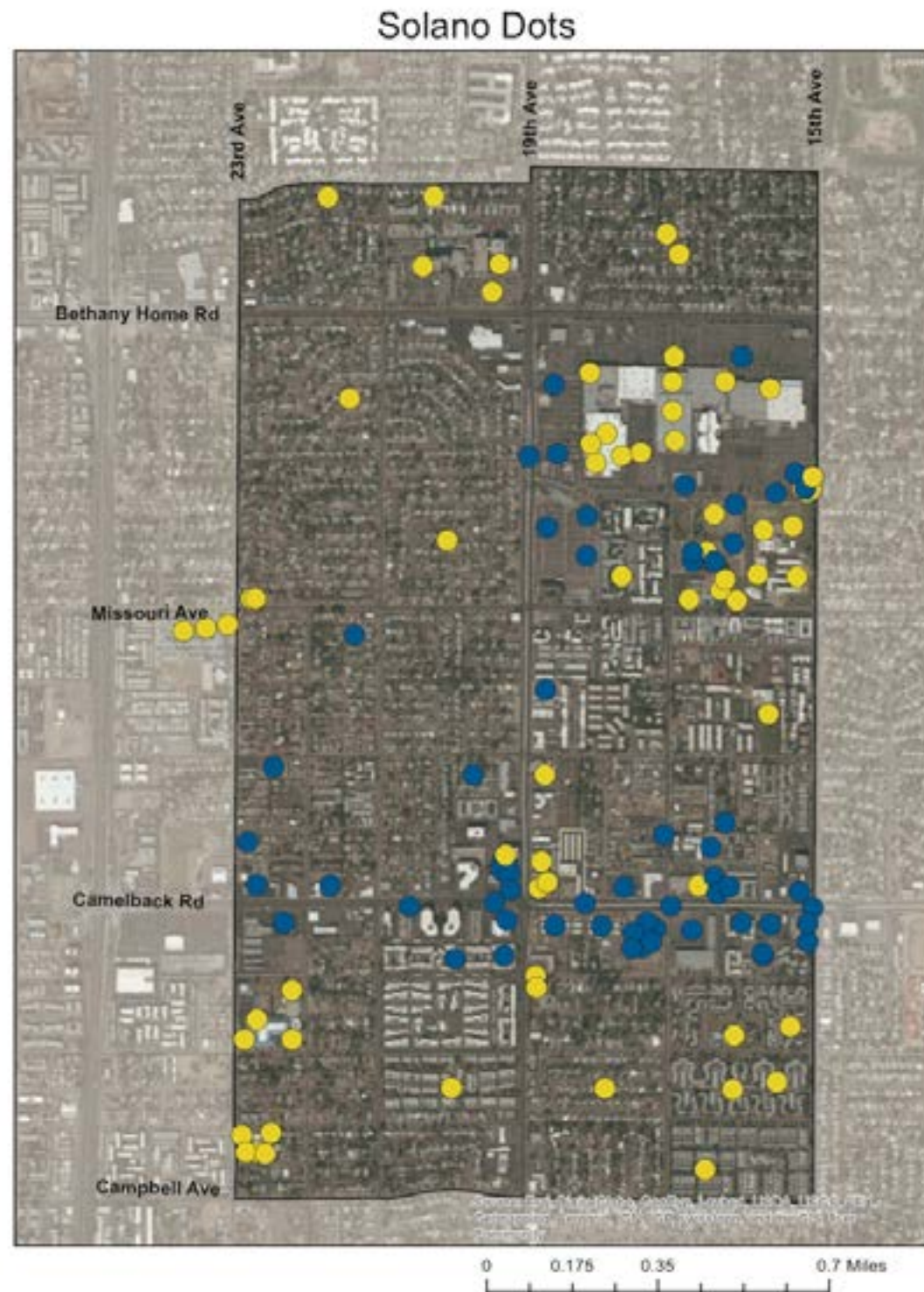


Figure 12: Relevant areas within the Solano District; dots represent votes for change (blue) and preservation (yellow)

Locations prioritized for preservation include:

- Existing residential neighborhoods
  - o Simpson
  - o Washington Park
  - o Westwood
- Existing educational institutions – Residents and stakeholders showed strong interest in where their children go to school, and viewed schools as positive resources in the District.
  - o Imagine Charter School
  - o Simpson Elementary School (just east of the District)
  - o Solano Elementary School
  - o Westwood Elementary School
- Existing parks – Residents and stakeholders identified parks as major assets for community gatherings and events, as well as recreational opportunities for children. Many suggested future expansions of the programming in these public spaces.
  - o Marc Atkinson Recreation Center
  - o Solano Park
- Christown Spectrum Mall – Many participants saw the mall as a community asset that provides low-cost and convenient shopping.
- Phoenix Baptist Hospital – Residents and stakeholders identified the hospital as a community asset around which to build new medical services.

The intersection of 19th Avenue and Camelback Road is considered a critical node where change is desperately needed. Many stakeholders prioritized development of the vacant lot at 17th Avenue and Camelback Road.

2. Christown Mall and Phoenix Baptist Hospital – While the mall and hospital were selected by residents as areas to preserve, the ASU team was asked to explore this as a transition area, due to the potential for the hospital and mall to continue development. There is also an investment opportunity at the Montebello station park and ride on 19th Avenue that could be a catalyst for development.

Two transition areas were identified as opportunity sites for change (Figure 13):

1. The Camelback Corridor – Camelback Road from 15th to 23rd Avenue was the most popular and consistent area where residents and stakeholders are open to change.



### Solano TAs



Figure 13. Identified transition areas within the Solano District

### 3.2.1. Specific vision for Camelback Corridor

#### Camelback (23rd ave - 15th ave)



Figure 14: Camelback Corridor transition area

*Synopsis: Global meets local in an amazing place to live for young and the never old*

*A walkable, bikable community with access to recreation and public open space*

In 2040, the Solano District boasts a vibrant small business corridor from 15th to 23rd Avenue that is a shaded and walkable transit destination showcasing a spectrum of Phoenix cultures. The diversity of District residents opened a rich array of restaurants and retail from 15th to 19th Avenue. New 3–6 story mixed-use and mixed-income housing developments allow residents to retire in the neighborhood where they grew up, and provide opportunities for former refugees to make permanent homes. Development of vacant lots into mixed-use buildings has provided modern housing options for young people and retiring Generation Xers looking for a lifestyle with cultural vibrancy.

In 2040, the Camelback corridor is a regional example for connecting parks, schools and other recreation opportunities (e.g. YMCA and the Boys and Girls Club) with shaded sidewalks and buffered bike lanes along well-lit roads [SE3; SE4; W2]. Attention from neighborhood organizations and the police along 19th Avenue and Camelback Road have transformed the entire corridor [SE1; SE2; SE3; W1; W2]. In 2040, South Simpson and Northern Westwood are safe neighborhoods attracting people from all over Phoenix [SE2; SE3; SE4; W1; W2]. Bike lanes and shaded sidewalks create street activity with reduced car traffic [SE4; W1; W2]. Camelback Road is the backbone of a dynamic, safe collection of intimate neighborhoods [SE3; SE4; W1; W2; W3]. Improvements



to 15th, 17th, 21st, and 23rd Avenues make access to Camelback easy for walkers and bikers [SE2; SE3; W1; W2]. First-floor office and retail puts eyes on the street and makes neighborhoods safe [SE3; W1; W2]. Public safety and walkability on Camelback Road has been built on strong leadership and courage from City Council and city departments [W3]. City Hall's work with residents and property owners has made Camelback Road far safer and more comfortable than what long-time residents remember [IN; W2; W3].

*Economic Vitality Through Strong Local Businesses and Cultural Diversity*

Camelback Road displays the broad spectrum of cultures in the District. The Zia Records mural of musical instruments from every culture in the District celebrates Solano's rich diversity [W3; IN]. With business incubators and support organizations, the District has created coffee shops, media cafes, and small restaurants [SE3; SE4; W1; W2; IN]. Some buildings have been adaptively reused, retaining neighborhood character while bringing fresh energy to Camelback Road [W1; W3]. The weekly market at 17th Avenue and Camelback Road sells food from many cultures, traditional art, and hand-made clothing and bags [SE3; W1; W2]. Local artisans display crafts and goods, making for great shopping [W1]. Camelback road has enjoyed economic growth by supporting refugee populations and local businesses [W1; W3].



Figure 15: Refugees envisioning a farmers and craft market at 17th Avenue and Camelback Road

In 2040, city investments and a Business Improvement District (BID) have solved Solano's parking crunch [W3]. The BID was able to raise capital to match the city and build a green parking structure. The cultural expectation of easy parking did not change quickly [W3], but a new parking

garage and further investment and marketing of the light rail have overcome parking challenges [W3]. Over time, residents and stakeholders have witnessed mixed-used housing increasing foot traffic, and shifting Camelback Road from car dominance to a vibrant pedestrian and bike-friendly corridor [W2; W3].

Attractive and affordable housing in safe neighborhoods

Camelback Road is a go-to housing destination for new Phoenicians, but the District has also been able to maintain residency for families that moved to the area decades ago [W1; W2]. Mixed-income apartments, revitalized multi-family homes, and new mixed-use developments along Camelback Road provide diverse housing options [SE1; SE2; W1; W2]. This includes, for example, opportunities for young Phoenicians to find their first apartments [IN; W1; W2]. With a mix of subsidized and market-rate units, apartments are available to any socio-economic status [W1; W2] (Rosenbaum et al., 1998). As much of the housing is affordable in 2040, the area is considered an accessible and exciting place to live [W1; W2].

*In 2040, the Symphony Apartments are a model for mixed-income apartments. The apartments are a mixed-income community in Phoenix's Central City South neighborhood, near 16th Avenue and Buckeye Road. In 2007, a HUD HOPE VI grant helped develop 83 garden-style and townhome rental units. The units feature market-rate amenities, solar-powered common areas, and energy-efficient construction materials and appliances (McCormack, 2011).*

Well-designed, energy-efficient, and colorful buildings line Camelback Road, hosting a hip, lively environment that is safe and welcoming to new residents [SE2; SE3; W2]. People also come to Westwood, Simpson, and Niles [SE2; SE3; W2] for the quality schools (Solano and Westwood Elementary Schools), good city services, and better access to jobs [SE1; W2; IN]. Non-profits and residents work hard to maintain diverse neighborhoods, and conflict resolution workshops ensure conflicts do not detract from the livability and economic vibrancy of the corridor [W1; W2]. Because of continuous precaution and prevention efforts, the area experiences only low levels of crime and conflict [IN; W1; W3] (Hager, 2014). Residents of the area enjoy walking, biking, and public transit options that have decreased transportation costs [W2]. Investments to improve public safety and walkability at 19th Avenue

and Camelback Road have attracted in kind support from the private sector [SE1; SE3; IN]. The housing market has boomed, driving the colorful, youthful, and vibrant corridor [IN; W3]. Cultural and housing diversity provides stability in 2040, ensuring every household can enjoy the area [SE2; SE3; SE4; W1] (Rosenbaum et al., 1998; Center for Transit-Oriented Development, 2009).

2040 Resident Narrative

Jerry's been going to the YMCA on Missouri since he moved to Phoenix from Bhutan with his family at age three. So alive, but exhausted, he finishes a sprint down tree-lined 17th Avenue and onto Camelback Road's porous pavement sidewalk. It feels strange on the feet, slightly uneven, but cool in the summertime [W2]. He takes the stairs up to his 9th floor studio at 19th Ave and Camelback.

Jerry's moved out of Park Lee, where his parents live, and rents a great studio in a cool building that went up when he was in high school [IN; W3]. His window looks east along Camelback at restaurants from all over the world. Most are on the ground floor of taller buildings that step down toward the residential neighborhoods behind them. Further down Camelback, he can see the quirky shops along 7th and 3rd Avenues [W1; W3]. It's a great place to live, constantly evolving since he was a little boy.

Jerry went to Solano Elementary, where he learned about medical careers at a young age. He joined a mentorship program near Christown Mall in high school that paired him with a doctor at Phoenix Baptist [W2; IN]. Now, he's hooked on preventative medicine, and started his own herbal medicine gene therapy company, using plants grown right here in Phoenix. The business incubator at 15th Ave and Camelback started him out, and Jerry's never looked back [W1]. His company's offices and warehouse are just down the street, a short walk along the Camelback's shaded sidewalk. To avoid sometimes chatty neighbors, Jerry bikes if he's in a hurry, using the buffered bike lane. It's super safe, but his mom still worries, even though he's been riding that lane since 6th grade [W2; W3].

Tonight, it's dinner with friends, then a hot date! Jerry takes the crosswalk on 19th Ave by Zia Records, which has been a neighborhood institution for as long as he can remember [W3]. He passes a few of his favorite restaurants (Sudanese, Laotian, Vietnamese, and Oaxacan) [W2], on the way to meet Roberto at the noodle shop. Roberto is a life-long friend, fellow Solano Elementary alumnus, and

just had his second daughter.

Roberto lives off 21st Ave with his wife and daughters, and they bike to meet Jerry at the noodle shop. The spot is buzzing with young families, kids on first dates, and a few tables of retirees downing noodle soup [W2]. Roberto's first is at Westwood, and she (Samantha) stays buried in her tablet during dinner, popping up only to explain her science lesson from the day before. Both Solano and Westwood are known for getting young people excited about science [IN; W2]. Solano hooked Jerry on medicine, and Westwood's got Samantha following suit.

After slurping noodles, Jerry walks Roberto and his family to the craft fair at 17th Ave and Camelback [W1]. It's a weekly must-do, and has been for years. Recent refugees, long time Phoenician, young kids, and retirees all come to try global flavors, and check out local crafts made by residents in nearby neighborhoods [W1]. Jerry's date is on time!

Laura recently moved to Phoenix and lives near Christown. She just got off her residency round at Phoenix Baptist. They're looking to hit up the jazz bar across from Jerry's place, the hookah spot on 15th Ave, or maybe his favorite bookstore/bar on 3rd Avenue [W2]. Who knows? Camelback Corridor has a lot of options for the young couple, whether it's a fun date night, or the makings of a great place to raise a family.



### 3.2.2. Specific vision for the Christown Mall area



#### *Synopsis: A regional retail attraction and medical center*

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

#### *Economic vitality from regional retail and medical services*

Christown's regional prominence has only grown. National chains use their stores in Christown to test new products and amenities. Christown is a world-class entertainment center in 2040 where people shop and watch movies with the newest audio and video technologies [W2; IN]. Solanans love the tree-lined walkways from their homes and apartments, and visitors enjoy solar-covered parking when shopping or taking in the latest box office hit [IN; SE2; SE1].

Not only is Christown a retail center, but the hospital keeps spinning off new medical businesses and doctor's offices in the mall and nearby [SE2; IN]. Many doctors and medical entrepreneurs live near Bethany Home Road and 19th Avenue, which thrives on great contemporary housing, excellent local schools, proximity to shopping and entertainment, and high-quality parks [SE1; IN].

Christown co-working spaces are popular among start-ups and smaller organizations [W2]. Members have access to trainings for skills improvement, job seeking, and job retention, making locals more competitive in Phoenix's job market [W1; W2].

***In 2040, Capital Factory is a model for an exemplary business incubator. Capital Factory is an Austin, TX business incubator that fuels residents' entrepreneurial spirit with month-to-month office spaces, local mentors, and essential classes for startup ventures (Capital Factory, 2013).***

In 2040, Christown provides unique employment opportunities. A strong partnership between Phoenix Baptist Hospital, ASU, and non-profits operates a medical business incubator and job training center. Close contact between researchers, hospital staff, and entrepreneurs make Christown an exciting place where new technologies and health solutions are being developed [IN; W2]. The hospital-community partnership provides training opportunities for students from the elementary schools through post-graduation, as well as to recent refugees and mid-career professionals [W1]. High-quality public classes offer attendees the opportunity to strengthen their academic and professional capacities. The hospital's partnership with the Osborn School District to prepare elementary and middle school students for potential medical job opportunities is nationally recognized [W2; IN].

Together, the workforce system and co-working spaces at Christown give people the training and skills required for a diversity of jobs, including in the medical industry [IN; W2]. Local business owners and workers refer to Solanans raised and educated in the District as the "Solano Generation." The moniker honors the success of cradle-to-career efforts to produce 2040's economic leaders [IN; W2]. In parallel, Christown businesses have diversified and expanded amidst a thriving local economy.

***In 2040, The Texas Technology Development Center is a model for a start-up incubator. It provides early stage support and mentoring to new bioscience entrepreneurs. The Center works with universities and research institutions to build capacity, provide guidance, and develop expertise (The Texas Technology Development Center, 2013).***

#### *Multi-generational housing opportunities near transit*

Mixed-income housing in mixed-use buildings around Christown provide excellent housing options from condos for first-time homeowners to affordable apartments for retiring snowbirds and young medical professionals [IN; SE3]. In 2040, what was once the Montebello park & ride is now a desirable place to live for all ages, incomes, and cultures [SE2; IN]. Energy-efficient, well-designed, and colorful buildings line 19th Avenue, making for a lively environment. Christown is not as hip and loud as the Camelback corridor, but it is a safe, welcoming, and comfortable urban environment for professionals and retirees [SE2; SE3; W2]. Revitalized multi-family in the blocks off 19th Avenue still provide affordable housing



options, which has only enhanced Solano's famous diversity and multitude of languages and cultures [IN; W2].

#### *Healthy residents who bike and walk to parks and shopping*

Christown's 2040 residents are a healthy crew. Increased walking, biking, and transit use has decreased transportation and medical costs for residents [SE1; W2] (Hager, 2014). Christown is just a great place to be outside. Traffic calming, crosswalks, and shade trees have improved the walking experience on 15th, 19th, Missouri, and Montebello Avenues [SE1; SE2; SE4; W2]. Solano Elementary School and the YMCA support a healthy area where people jog, play sports, and spend their time outside [IN; W2].

Family-friendly parks provide a safe space for kids to play, adults to barbeque, and older folks to play chess and bocce ball (SE1; W2). Solano Park is beautiful, often crowded with pick-up games, community events, and celebrations [SE1; SE2; IN]. There are also some pocket parks near mixed-use apartment complexes [IN; W2]. Regardless of size, these spaces provide locals with open space to relax [W2]. Public safety measures around Christown (community policing, lighting, and block watches) keep folks feeling safe. Even with population growth from new construction, the area is safer and more enjoyable than years ago [SE2; IN].

#### *2040 Resident Narrative*

After seven months, successfully battling cancer has become an amazing victory for Carmen, and for medical services in Phoenix. Carmen's care at Phoenix Baptist has been world-class [IN]. Though, her rare form of cancer had everyone incredibly worried, cutting-edge technologies developed in Christown and Downtown's Biomedical campus have given Carmen new life [W2; IN]. New optical and magnetic field technology allowed doctors to remove all malignant cells the first time around. Carmen's family was so grateful for the comprehensive health care services she received [IN].

Carmen's grandmother Martha raised her family in the Washington Park neighborhood, and was able to retire there in The Solano Lofts, a mixed-use development at the old park & ride by Montebello station [IN; SE2; W2]. Martha walks under the trees on Montebello's sidewalk to pick up Carmen from school at least three times a week [W2]. They often play in the multimedia gym across the street at Christown Mall. Carmen loves the mall, and

enjoys all the entertainment options, from 3-D movies, to shopping and the multimedia gym [IN]. Martha and Carmen often see doctors they know from Phoenix Baptist at the movies, and sometimes run into Martha's nutrition coach at the juice bar that serves local citrus [SE2; W2]. The prickly pear and blood orange is Carmen's favorite.

Martha and Carmen often play tennis at Washington Park [IN], an easy walk from Solano Lofts [IN]. Once a week Martha tutors at the Boys and Girls Club [SE2; IN], where they have an amazing career skills training program. Martha prides herself on helping continue the success of the "Solano generation" – some of whom were a part of saving Carmen's life [IN; W2].

After dropping Carmen off at her son's house in Simpson, Martha often has a picnic dinner with a few of her girlfriends, and Carlos. She hesitates to call him her "boyfriend" at this age, but she hasn't felt this way in a long time. Carlos is a semi-retired urban farmer. He supplements his retirement checks with a small urban agriculture venture, a non-profit organization growing edible landscapes in Solano neighborhoods. A recent menu included golden beet salad with grapefruit, wheat berry salad with fennel, and egg salad from his urban chickens. Martha had no idea there was such food in her own neighborhood!

The last year has been an unreal journey, but with a new boyfriend, a great apartment, family close by, and a very special granddaughter, Martha is truly happy. Had it not been for Phoenix's and Christown's commitment to 21st century education and health care, as well as convenient housing near the mall and hospital, then growing older would have been sad and scary. But in Solano, Martha knows, there are a lot of great experiences ahead of her.

### 3.3. Consistency Analysis of the Solano Vision

The following consistency analysis identifies synergies and conflicts between key elements in the presented visions. Consistency is a critical quality criterion for visions, suggesting that they should be composed of compatible goals and free of inconsistencies and conflicts. Incompatible or conflicting goals would provide an ambiguous direction for implementation and might lead to conflicting or, at least, non-synergistic developments (when the vision gets implemented), which might undermine the overall aspirations of the vision (Wiek & Iwaniec, 2013).

The results of the consistency analysis provide important insights for modifications and fine-tuning of the vision (reconciling potential conflicts) in order to enhance its consistency and thereby its chances of success (delivering on the promise). The full consistency analysis is presented in the Appendix to this report.

#### 3.3.1. District-wide synergies

The following synergies demonstrate where vision options reinforce each other on the level of the District vision:

**Mixed-use development and housing affordability:** The desire for both mixed-use development and affordable housing near the light rail and bus routes has the potential to reduce transportation and infrastructure costs through the creation of more units in the District close to transit. This can be achieved through lower transportation costs for individuals, which can lower household housing plus transportation costs.

**Economic vitality, job training, and affordable housing:** The District vision for 2040 includes affordable housing, complemented by job training and business support to help people find and prepare for jobs. Skill refinement while in lower cost housing can boost local economic development, lower unemployment, and create a lively neighborhood where people can live, train, and work. This would increase housing density and could establish informal networking amongst residents to improve lower-income residents chance for employment (Brophy & Smith, 1997). In turn, this vision option would address employment goals and reinforce the affordability goal.

**Safe and Pedestrian-Friendly Streetscapes Provide Access to Recreation and Open Space, as well as to Retail and other Businesses:** Wide, shaded, well-lit sidewalks and buffered bikes lanes connect through crosswalks to parks and public open space. The Solano District is renown for its walkability, which not only encourages healthy, active lifestyles that reduce disease and obesity, but also provides easy access to retail and other businesses in the District. Increased investment in walking and biking infrastructure increases the likelihood that key investments like parks, recreation centers, libraries, and retail will experience heavier foot traffic.

#### 3.3.2. Key synergies by transition area

The following synergies demonstrate where vision options reinforce each other on the level of the transition area

vision:

**Camelback Corridor:** The corridor is a creative and inspiring place for young business owners and families who care about affordability. Support for sufficient height, mixed-use buildings, and mixed-income developments allows for the population, diversity, and retail necessary for economic vitality and affordable living. Pedestrian and bicycle friendly streets support safety, and increased resident support for local retail.

**Christown:** Christown is a regional shopping and employment center with nationally-recognized job training opportunities. Diverse employment opportunities and economic vitality are supported by job training and support services for small business. Desire for safe walking and biking routes around the mall supports would create a safer and more accessible regional retail center that is less auto-centric. Increasing job-training opportunities can also lead to stronger small businesses and employees to improve the economic output of the mall.

#### 3.3.3. Potential conflicts

**Friction between transition areas and neighboring communities:** Some transition areas are in proximity to primarily residential neighborhoods, such as Westwood, Niles, and Simpson. Predominantly commercial or mixed-use development does not match the desires of some residents. Development should be sensitive to the character of existing neighborhoods and develop gradually in transitional spaces between areas of stability and transition areas.

**Friction between mixed-income housing and increased economic development:** Many residents expressed concern about the ability to maintain affordable housing in the District as economic development opportunities improve. Some residents were also concerned that having too large a range of incomes in the District could cause class conflict. They expressed the need for programs and interventions to support Solano residents in embracing racial and economic diversity.

**Height in transition areas:** With support for height increases in all transition areas, it will be important to limit impacts on existing residences. Loss of privacy and view sheds can be mitigated with gradual development over time, varying heights, and smooth transitions between new and existing development.



### 3.4. Sustainability Appraisal of the Solano Vision

The following sustainability appraisal determines in how far the Solano District vision aligns with the livability/sustainability principles, objectives, and vision options. As stated above (Chapter 2), the Reinvent Phoenix grant is funded through the U.S. Department for Housing and Urban Development's Sustainable Communities Program and has the explicit mandate to foster sustainable community development. Accordingly, sustainability becomes a critical quality criterion for the Solano vision – not optional, but mandatory. It is important to note that sustainability visions are a specific type of vision. These visions ought to be not only desirable, but also provide guidance towards a sustainable future. In fact, there might be tensions between what is desirable and what is sustainable – what is desirable from a short-term individual or even community perspective might not be sustainable from a long-term and collective perspective (at times, beyond the District).

Reduced transportation and infrastructure costs: This goal is supported by research showing that urban infill, mixed-use, and multi-story development in Phoenix will reduce vehicle miles traveled (Chester et al., 2012). In the Solano District, residents support 3–6 story buildings, with a possible incentive height of ten stories. As there is support for increased density and multi-story development, this sustainability goal is fulfilled.

Promote walkable, bikable neighborhoods: Increasing walkability and bikability of an area supports health and well-being by promoting physical activity, improving air quality, and reducing respiratory illness (Berman, 1996; Jackson, 2003; Sallis et al., 2004; Frank et al., 2006). For both transition areas, the majority of residents support increasing bikability and walkability by replacing traffic lanes with buffered bike lanes, wider sidewalks, and street trees. Some business owners are concerned with how lane reduction on Camelback Road would affect traffic flow to their stores [W3]. However, lane replacement would increase walking access to businesses, while still providing for vehicular traffic [W2; W3]. An insight supported by research (Source). Overall, there is support for the promotion of walking and biking [VPS], but this goal cannot be fully met without the business community's support for a network of pedestrian-oriented streets in the District.

Housing affordability for all residents: ... [1-2 sentences

on the research backing this goal!] Residents and stakeholders support construction of affordable units along Camelback Road, with the greatest preference for live-work housing, followed by mixed-income apartments [VESC], which allow various income groups to live in the same building (Rosenbaum et al., 1998). This would increase housing density and could establish informal networking amongst residents to improve lower-income residents chance for employment (Brophy & Smith, 1997). In turn, this vision option would address employment goals and reinforce the affordability goal. Overall, preferences for mixed-income apartments are in line with the sustainability goal of providing housing affordability for all residents. However, some respondents did prefer single-family homes over new construction of multifamily, which would be a significant barrier to achieving affordability. Acceptance of alternative housing options (i.e. multifamily housing in mixed-use developments is required to provide District housing affordability.

Economic vitality through strong local businesses: Business incubators provide capital, mentorship, and affordable workspace for emerging businesses to grow, and research suggests that incubators may be associated with local economic expansion and investment (Hackett & Dilts, 2004). Buy-local initiatives promote local production and consumption of goods and services, which improves local economic vitality (Korsching & Allen, 2004). Finally, businesses in mixed-use buildings support active streets and help create vibrant urban areas (Grant, 2004). Many participants support business incubators, buy-local initiatives, and job training. All of these options support economic vitality and help align the future of the District with this sustainability goal.

Diverse employment and training opportunities: Job training provides employment assistance and develops competitiveness in the workforce (Holcomb & Barnow, 2004). Co-working spaces, where independent professionals can collaborate and network, foster social cohesion and sustainability (Spinuzzi, 2012). Residents and stakeholder widely support job training and co-working spaces. The combination of these services could bring new employment opportunities to the District.

Cool neighborhoods (reduce summer daytime temperatures): ... [1-2 sentences on the research backing this goal!] Participants indicated support for shade trees and more parks. However, support for these options may be insufficient for achieving the sustainability goal. Capacity building in Solano is needed to emphasize the wide range of options available and necessary for

neighborhood cooling, and possibly attract investments to reduce temperatures.

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