

REINVENT PHOENIX

SUSTAINABILITY VISION FOR THE UPTOWN TRANSIT DISTRICT

Partners:



City of Phoenix



St. Luke's Health Initiatives



GLOBAL INSTITUTE
of SUSTAINABILITY
ARIZONA STATE UNIVERSITY



Sustainability Vision for the Uptown District, Phoenix

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Principal Investigator & Co-Principal Investigator
Dr. Arnim Wiek, Dr. Aaron Golub

Project Team Leaders
John Harlow, Dr. Arnim Wiek

Post-Doctoral Researcher
Dr. Braden Kay

Graduate Research Assistants
Amy Minowitz

Student Research Team
Donna Avallone, Tamsin Connell, Lynn Coppedge, Ignacio Fernandez

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School of Sustainability
Arizona State University

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Executive Summary

Introduction

The following summarizes the Uptown Transit District Vision Report with specifics on economic development, health, housing, green systems, mobility, and land use. Areas with broad community support for future change receive more detailed treatment. The summary concludes with a brief analysis. This vision builds on rich inputs from residents, workers, business owners, and landowners to describe Reinvent Phoenix's Uptown Transit District in 2040. This vision was gathered from comments by nearly 150 residents in 4 mapping activities, 2 workshops, and more than 30 stakeholder meetings.

District Vision

In 2040, the Uptown District has a unique identity with local, independent businesses in adaptively reused and mixed-use buildings and cool, walkable streets. Distinctive historic neighborhoods have preserved a family-friendly community and sense of place. Multi-income housing and employment are available throughout the area, especially on major streets. Street-level pedestrian-friendly environments include bike and running paths, local farmers markets, and a major civic plaza. Located near the light rail, the District's parks contribute to an active and healthy community. Overall, Uptown in 2040 aspires to a series of objectives:

- *Historic Preservation and Sense of Place* – In 2040, historic preservation anchors Uptown, with charming single-family homes in historic neighborhoods indispensable for unique place-making.
- *Economic Vitality and Diverse Employment Opportunities* – Uptown in 2040 is a hub for local independent businesses and entrepreneurial activity, building on the 7th Ave. Merchants Association and the Melrose Curve. Along Central Avenue and Camelback Road, many businesses are on the ground floor below housing or offices, and other shops have moved into adaptively reused buildings that create aesthetic and architectural cohesion in the District.
- *Cool Neighborhoods and Active, Healthy Lifestyles* – With cool pavements, complete streets, and

shaded open spaces, the District is much cooler in 2040. Walking is more enjoyable, increasing the use public spaces, promoting active, healthy lifestyles, and activating Grand Canal.

- *Housing Diversity* – In 2040, Uptown provides a mix of mixed-use and mixed-income buildings of a range of heights to supply a diversity of clean and secure apartments for families and individuals of all ages, income levels, and occupations.

Areas of Stability and Areas of Transition

The following areas of preservation and stability emerged from nearly 150 stakeholder responses:

1. Existing residential neighborhoods, including historic Districts
2. Existing medical institutions, including Carl T. Hayden VA Medical Center
3. Existing cultural assets including the Melrose Curve and restaurants on Central Avenue
4. Existing educational institutions, including Amerischools Academy, Brophy College Preparatory, Central High School, Florence Crittenton, St. Francis Xavier Elementary School, and Xavier College Preparatory
5. Existing parks, including Steele Indian School Park and Colter Park

From that same process, areas with strong opportunity for transitions were selected:

1. Central Avenue and Indian School Road
2. Central Avenue from Mariposa to Highland
3. Camelback Road west of Central Avenue
4. Grand Canal

Key Synergies – An Interconnected District

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

- *Community Health:* Pocket parks and shaded sidewalks reduce UHI and host physical activity. A green belt stretches between the Bridle Path, Grand Canal, and Steele Indian School Park.
- *Economic Development:* Multi-story, mixed-use buildings, especially along Central Avenue and Camelback Road, attract a variety small businesses and customers to Uptown. Proximity to work reduces automobile dependence and transportation costs, and encourages walkability.
- *Affordable Living:* Creative adaptive reuse, small business associations, and affordable housing attract entrepreneurs to the area. Unique businesses in proximity to housing make the District a desirable place to live for business owners and customers.
- *Bike and Pedestrian Connectivity:* Cool pavement, increased shade, wide sidewalks, and bike lanes encourage walking and biking to neighborhood businesses, parks, and the light rail.

Sustainability Appraisal

- *Economic Vitality:* Stakeholders prioritized small, locally owned, and independent businesses to create a “nice area for the community.” There was less discussion about supporting existing small businesses through small business support organizations.
- *Walkable and Bikable Neighborhoods:* Participants desired “shaded sidewalks buffered from traffic” and “paths for biking and walking” to complement public transit with “attractive buses and stops.” However, parking is a priority for many, which does not support a “walkable and bikable”

environment. Overall, it seems an unsustainable parking demand exists in the present and near future, while the 2040 vision prefers walkable and bikable neighborhoods.

- *Cool Neighborhoods:* “More shaded sidewalks,” “parks with trees,” and light rail stations “with trees and shade for people to enjoy while waiting for the train” have a sustainability trade-off with water usage in a desert environment. The sustainability of solar parking lots is tempered by their car dependence.
- *Housing Affordability:* Housing were mostly confined to type, rather than affordability. In only a few cases did participants support multifamily housing or housing affordability. Therefore, this vision does not address the sustainable housing objective of affordability.
- *Access to Recreation and Public Space:* New green spaces and improvements to existing open space were important to stakeholders. New civic spaces, improvements to Indian School Park and activation of Grand Canal were popular, but trade-offs with water use were not addressed.
- *Reducing transportation and infrastructure costs:* There were two prevalent attitudes about building height. Some participants favored higher building heights as drivers of economic growth and walkability, which would also reduce costs. Others focused on maintaining the single-family historic character of neighborhoods and had privacy, noise and traffic concerns with tall buildings.

Correspondence to Scope of Work

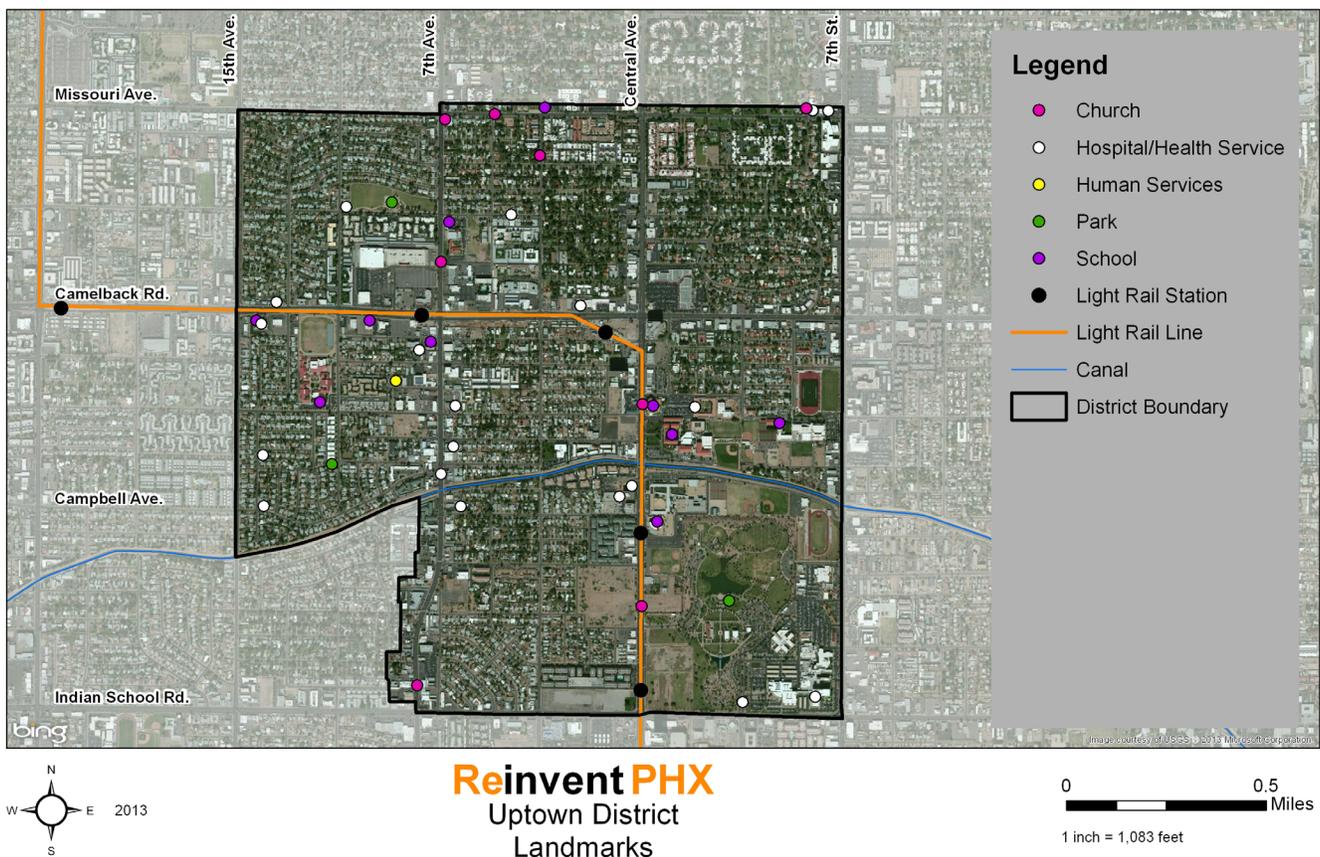
Scope of Work – Guiding Question	Corresponding Chapter
<p>Which areas within the District should be changed? Why?</p> <p>Which areas within the District should be preserved? Why?</p>	<p>Chapter 3.2 (Introductory Sub-Chapter) – This chapter presents results from satellite events in the Uptown District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

Chapter 1 – Introduction

1.1. Profile of the Eastlake-Garfield District

The Eastlake-Garfield Transit District is the light rail corridor district that is just east of the downtown district (Johnson et al., 2011). It is bordered by Interstate 10 to the north and east, Jackson Street to the south, and 7th Street to the East. There are two light rail stations near 12th Street, one at Washington Street and one at Jefferson Street (Figure 1).

Figure 1. Major Uptown District Streets and Landmarks



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 Ave, Camelback, and 7th Ave), 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 resident’s backyards.

The 7th Avenue and Camelback Road station is in the Alhambra Planning Village, and much of the area around the 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 recently drafted, 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 Ave, and acts as the transition zone between the high-rise developments to the south, and large residential homes to the north in 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.

A 2008 study by Arizona State University and the City of Phoenix engaged dozens of residents along Camelback, especially focusing on the light rail station areas around Central and Camelback, 7th Ave and Camelback, and 15th Ave and Camelback. The report generally found:

- Community members are very concerned about the height of new development projects
- The area lacks transition zones that blend high-density uses with single family residential areas
- Parking and traffic congestion are major issues for many residents and visitors
- The area lacks sufficient mixed-use zoning to facilitate alternative development options
- As light rail development continues, many residents fear they might be ‘priced out’ of the area

Moving south along Central Avenue, there are several prominent schools: Brophy Preparatory, St. Francis Xavier Elementary, Xavier Preparatory Academy, and Central High School. Central High School is adjacent to the Campbell and Central light rail station, with popular Lux Café to the west. A new four-story apartment building is going into the vacant lot south of Lux. Single-family homes between 7th and Central Avenues 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, in the Encanto

Planning Village. There are 5,500 and 20,000 workers within a half mile of the light rail station, even with many huge vacant lots in the area. The station area is a hub for medical facilities, with six hospitals in surrounding areas. The Veteran Administration Hospital 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 (CAC), 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 CAC, 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 light rail.

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 objectives of the study were manifold:

- i) To generate a vision of transit-oriented and sustainable community development, specific to the Uptown 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 Uptown District transition areas.
 - 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 Uptown 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 (Krizek 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 – Vision 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*. Here, we give a very short overview of the SPARC methodology. In the next chapter, we provide more details about the specific application in the Uptown District visioning study. For further 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 (Shiple, 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 2). They ought to be: visionary, sustainable, systemic, coherent, plausible, tangible, relevant, nuanced, motivational, and shared.

Table 2. 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
10	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 Uptown 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:

- i. Framing
- ii. Research on evidence-based sustainable vision options
- iii. Mapping satellite events and stakeholder interviews with transition area mapping
- iv. Visioning workshops with visual preference survey and visually-enhanced sustainability conversations
- v. Online visioning survey with visual preference survey
- vi. Analysis and synthesis (including consistency analysis and sustainability appraisal)
- vii. Reporting back to the community

I. Framing

The framing phase oriented, structured, and bounded the visioning process. Framing outcomes include: visioning objectives, i.e. content (planning elements), format (description, narratives, indicators), temporal scope (2040), spatial boundaries (Uptown 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 are presented under Chapter 1.3 above (Objectives).

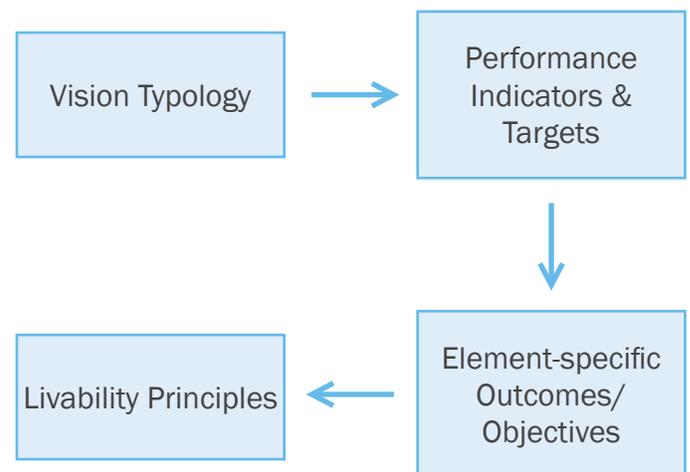
II. Research on evidence-based sustainable vision options

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 Uptown District vision study makes 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 Uptown District Uptown 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 (or have at least a proof of concept).

To make sure that the vision options were clearly focused on sustainability, we linked them to three normative reference points (principles, outcomes/objectives, 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/

objectives with these principles, which are specific to each of the six planning elements (land use, housing, economic development, mobility, green systems, and health). Third, we operationalized each outcome/objective through a small number of performance indicators and targets (Figure 2). 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 2. Vision Option Normative Reference Points



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

Based on initial (formal and informal) stakeholder conversations and interviews (see Phase III), 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 IV & V). 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 IV & V).

III. Mapping satellite events and stakeholder interviews with transition area mapping

The research team organized 4 satellite events and over 30 stakeholder interviews to identify transition areas through a structured mapping activity. Transition areas are defined as sections of the District where residents 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. Information about location, participants, etc. of all satellite events is compiled in Table 3 below.

Figure 3. M7 Street Fair Satellite Event



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

While the mapping satellite events were primarily designed to identify transition areas in the Uptown District, the visioning workshops were designed to elicit preferences on the desirability of the pre-selected vision (investment) options.

The research team organized three visioning workshops with the following objectives and activities: (i) Collect data on participant preferences for vision options, explicitly linked to sustainability objectives; and (ii) Collect data for vision narratives that would make the vision tangible and enhance the relevance of the vision to the people living in the Uptown District. The workshops used a visual preference survey and visually-enhanced sustainability conversations as the main instrument to elicit this information.

The visual preference survey (VPS) was designed to present options for height (Figure 4), lane reduction, and open space in each transition area. Participants were asked to comment on and prioritize on the presented options. The height VPS below included three options all that were 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 objective of reduced transportation and infrastructure costs). The streets VPS asked for whether residents would be willing to replace a lane of automobile-centered traffic with facilities for walking, biking, and or parking. The current street layout, and an option of adding some facilities through lane narrowing was also offered. The VPS for open space asked residents to rank their preference 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 4. Visual Preference Survey Example



The visually-enhanced sustainability conversations (VESC) were designed allow residents to learn about potential investments, in order to jump start conversations about

the desired future of the District (Figure 5). Conversations about the investments allow researchers to determine which goals are most important residents for each Transition Area, and to determine which investments to emphasize in each Transition Area.

Figure 5. Visually-Enhanced Sustainability Conversation Board



Diverse Employment and Training Opportunities

Diversificación del empleo y oportunidades de capacitación



Co-Working Spaces



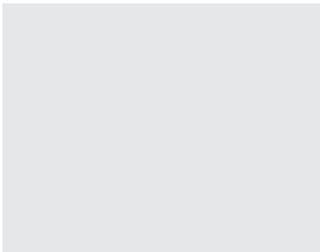
- Offices where several organizations can share working space
- Exposes workers to knowledge and training of other organizations, creates resourceful employees, and stimulates collaboration.
- Oficinas en las que diversas organizaciones comparten el mismo espacio de trabajo
- Los trabajadores se mueven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

Training Opportunities

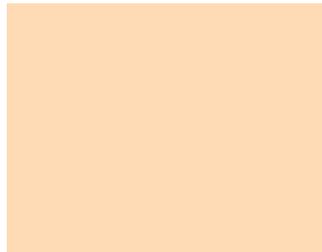


- A network that offers training services to increase opportunities for employment, job retention, and skills improvement of a community
- Una red que ofrece servicios de capacitación para incrementar las oportunidades de empleo, retención de empleo y mejora en las habilidades de la comunidad.

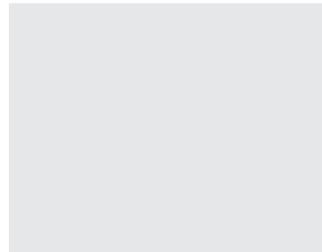
Pros



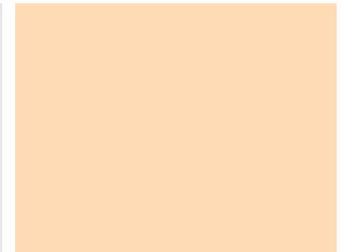
Cons



Pros



Cons



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 3 below.

Figure 6. Steele Indian School Park Workshop



V. 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).

VI. 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 Uptown District vision. Finally, reporting back keeps residents and stakeholders engaged, and prepares them for the next stage of Reinvent Phoenix activities in the Uptown District (strategy building).

Public engagement

Public engagement was a very high priority throughout the visioning process. The research team engaged approximately 150 residents and stakeholders through forums, workshops, and other public engagement activities. A key activity, in parallel to the major public engagement events, was conducting exploratory and informal interviews. Researchers conducted these interviews to gain further understanding of the Uptown District, identify transition areas, determine plans for particular parcels, and the explore needs of stakeholders. Interviews were conducted with a wide variety of stakeholders that included city staff, neighborhood association leadership, local business leaders, property owners, and residents. The City of Phoenix Planning and Development Neighborhood Services Departments 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 with roughly 150 involved residents and stakeholders, and is sufficient to fully substantiate the presented vision, there is room for improvement. Stakeholder recruitment encountered barriers over the course of the study, including: stakeholder burnout and time constraints, lack of trust in city- and university-run processes, and low interest from disenfranchised communities based on perceptions of insufficient results from similar efforts. 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. The barriers identified in this process will be used to devise stronger participation strategies for future work in Reinvent Phoenix, and 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 is conceived of as capacity building as much as it is intended to generate a high-quality District vision. This requires more than just consultation with residents and stakeholders in the Uptown District, but actual *collaboration* with them. The Uptown 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 are 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 is more complex – the goal is to create a District vision that fulfills two requirements (as opposed to only one): (i) the vision ought to comply with livability principles and sustainability concepts, according to the mandate of Reinvent Phoenix (enabled through funding from HUD); and (ii) 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 another milestone in building professional capacity in planners and stakeholders to craft thorough visions for the future of Phoenix.

Chapter 3 – Results

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

1. *District-wide vision description* – Summarizes the objective-based sustainability vision of the Uptown District in 2040, according to stakeholders. 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 objective-based sustainability vision for specific transition areas within the Uptown District in 2040, according to stakeholders (who also chose the transition areas). 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 provided by stakeholders, 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 Chapters 1 and 2 are based on empirical data from the various participatory research activities summarized above (Chapter 2). These result chapters reference their respective data following a simple data source code (Table 3).

3.1 District-wide Vision for the Uptown District in 2040

The Uptown District in 2040 – A Synopsis

In 2040, the Uptown District has a unique identity with local, independent businesses in adaptively reused and

mixed-use buildings and cool, walkable streets. Distinctive historic neighborhoods have preserved a family-friendly community and sense of place. Multi-income housing and employment are available throughout the area, especially on major streets. Street-level pedestrian-friendly environments include bike and running paths, local farmers markets, and a major civic plaza. Located near the light rail, the District’s parks contribute to an active and healthy community.

Historic Preservation and Sense of Place

In 2040, historic preservation anchors the Uptown District. Charming single-family homes in historic neighborhoods are indispensable for unique place-making throughout the District [W2; IN; SE3; SE4]. Although new residents occupy mixed-use, live/work, and apartment-style housing developments along major streets, the “Four Corner” residential neighborhoods still stand strong [SE2; SE3; SE4; W1; W2; IN]. The Four Corners sponsor home tours, and raise capital to further improve and preserve these prized neighborhoods. Their thriving sense of place has attracted residents, business owners, and visitors who appreciate the District’s uniqueness and strive to keep it a place in which they are proud to have a stake.

Economic Vitality and Diverse Employment Opportunities

In 2040, Uptown is a hub for local independent businesses and entrepreneurial activity that keeps money in the local economy, reduces the use of natural resources, and provides diverse local employment opportunities [W2, VESC; ED]. Local business associations and business incubators centralize support for businesses and entrepreneurs, with both private and government financial support encouraging the continued growth of the strong local economy. Independent restaurants, cafés and coffee shops, retail, and various ‘mom and pop’ shops populate the area, enhancing the draw of the Melrose Curve [IN; SE3; SE2; W2; ED]. The 7th Ave. Merchants Association has also received a national grant to expand the Curve, bringing 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 festivals” feature businesses, restaurants, musicians, and artists [W2; SE2; ED]. Wide, shaded sidewalks along the Curve host canopies, patios, and landscaping (trees, etc.), that create a year-round

Table 3. Uptown District Stakeholder Engagement Events

Event	Location	Date	Participants	Activities
SE1	Solano Elementary	3/1/13	8	Mapping activity and discussion
SE2	M7 Street Fair	3/2/13	42	Mapping activity and discussion
SE3	Amerischools Academy	3/5/13	18	Mapping activity and discussion
SE4	Brophy College Prep	3/8/13	19	Mapping activity and discussion
W1	Steele Indian School Park	3/30/13	12	VESC; VPS; Narrative statements; discussion
W2	St. Francis Neighborhood	4/3/13	12	VESC; VPS; Narrative statements; discussion
IN	1-on-1 Interviews	1/28/13– 1/15/14	34	Mapping activity and discussion
Total			145	

- Mapping activity: change/stability area mapping
- VESC: visually enhanced sustainability conversations
- VPS: visual preference survey

pedestrian-friendly, cool, Valley-wide shopping destination [SE2; GS]. Along Central Avenue and Camelback Road, 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 create aesthetic and architectural cohesion in the District [W2; IN; SE3; GS]. The major thoroughfares also house business incubators that develop and support entrepreneurs as they organically maintain the District’s character [W2; VESC; ED; LU]. These incubators are innovative, sustainable workspaces sharing creative office spaces, and using green building materials, such as energy-star appliances. They have spurred sustainable adaptive reuse projects across Uptown, and drawn young professionals in pursuit of entrepreneurial support. This trend has made Uptown a housing destination [HO] and brought a diversity of new endeavors from eco-friendly wedding dress companies to sustainable high-tech firms. Service and retail jobs available to varying education levels and professional office spaces offer a diverse employment [ED], and the District has one of the lowest unemployment rates in the Valley.

Locally owned businesses reinvest in the local economy at a 60% higher rate than chain and internet retailers. For every \$100 spent, locally owned independent businesses generate \$68 in local economic activity. National chains generate only \$43. Out-of-state online sellers who don’t collect sales tax are nearly a total drain on the local economy (San Francisco Locally Owned Merchants Association, 2013).

Cool Neighborhoods and Active, Healthy Lifestyles

In 2040, the Uptown District promotes public health and provides improved accessibility to parks and the civic space at Uptown Plaza. With cool pavements, complete streets, and shaded open spaces, the District is much cooler. This has made walking more enjoyable for residents and visitors, increased the use public spaces, and promoted active, healthy lifestyles for all [W2; VESC; GS; HE].

Most residents don't take cars to jobs, leisure activities, and entertainment destinations. In particular, buffered bike lanes have replaced a lane of traffic on Camelback Road.

Every spring and fall, community members and volunteers join Casey Trees at parks, gardens, and private property in neighborhoods across Washington, DC to plant tree. Casey Trees provides the trees and technical assistance for each project, educates about the benefits of trees, and fosters community spirit (Casey Trees, 2013).

The District's complete streets provide safe passage for bicyclists and shaded sidewalks for pedestrians [W2, VPS]. In the summer trees [IN; SE3], solar parking structures [W2, VESC], and cool pavements [W2, VESC] reduce temperatures so pedestrians can even access amenities in the heat of the afternoon [MO, GS]. Throughout the District, revenue from historic home tours, local music festivals, and government grants have paid for tree plantings. These projects have built community among residents and families and cooled down and beautified the District. Cooling initiatives have also increased the use of community parks and outdoor amenities that promote active lifestyles [W2, VESC, IN; SE2; SE3; HE]. Shade trees and canopies provide year-round respite for bicyclists, pedestrians, and visitors, whether they're travelling, picnicking, or relaxing. Uptown Plaza's shaded courtyard and open-air market has become a model for redevelopment of other large shopping plazas in the District. Safe outdoor spaces, like Steele Indian School Park, host residents and visitors for festivals and movies-in-the-park [VPS, W2]. The city commissioned a local artist to make a large interactive, Sonoran-inspired sculpture in Uptown Plaza, which draws visitors from around the Valley. The plaza art has inspired an increasing number of art galleries, public art exhibits and local art markets around the District. The emergences of these markets has sparked mobile economic development that helps residents share and sell their home crafts and cooking, and builds community around sharing skills and hobbies with neighbors [IN; W2; VPS; ED]. Weekends bustle with brunches and locals out to pick up their groceries.

New pockets parks and open spaces dot the interior of blocks, bringing together neighbors out walking the dog or tossing a frisbee [W2, VPS; IN; SE3]. These small

spaces help create a sense of place for residents and promote active lifestyles for families and individuals. Larger parks support the District's fitness focus with basketball courts, baseball fields, and the canal enjoyed by runners and bicyclists [HE, LU]. Each Sunday morning, residents flood the canal with bicycles, skateboards, and rollerblades.

Bogotá, Columbia pioneered Cyclovia, which showcased the city's focus on non-motorized travel. Every Sunday from, over 120 kilometers of city streets are open exclusively to walkers, bikes, and other non-motorized transport. There are zumba and aerobics classes, which highlight active mobility and give participants space to operate without having to compete with trucks or cars. Over 2 million people attend every week, and many other cities have followed in Bogotá's footsteps with similar events (Bogota Bike Tours, 2013).

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The canal has shaded and landscaped paths [SE3; SE4; IN] that provide recreation space and a pleasant aesthetic for walks in the District [HE, MO]. Murals and sculptures of the Sonoran landscape, desert sunrises, and the Valley's rich history line the path. Cafes and coffee shops along walking area create a bustling canal "waterfront" where families can grab ice cream after a walk along the water. With this pedestrian and bicycle-friendly canal, multiple parks and open spaces, and safe complete streets, Uptown a highly connective and active mobility network.

Housing Diversity

In 2040, the Uptown District provides a mix of housing stock for different residents. Mixed-use and mixed-income buildings of a range of heights supply a diversity of clean and secure apartments for families and individuals of all ages, income levels, and occupations [IN, W1, W2 VESC, SE3, HO]. Mixed-use and live/work buildings provide services [W2, VESC], and residents can easily commute to work from their apartments, using the light rail or buffered bike lanes along the District's major roads [IN; SE3; W2, VESC]. Ground floor restaurants and coffee shops have created bustling café streets where people grab a morning coffee or stop for lunch. Canopied outdoor seating provides cool restaurant patios and cooler sidewalks for pedestrians [SE3, SE6, IN, MO] walking to outdoor shopping centers.

Vacant and older buildings on major corridors have been adaptively reused for local businesses below lofts and apartments, providing diverse housing stock for residents [IN; SE3, HO]. Taller buildings buffer surrounding neighborhoods from traffic noise on major roads, and the District's aesthetic attracts people from all over the Valley [SE2]. Overall, Uptown corridors are family-friendly and safe, with diverse housing options, lively local

economic activity, and year-round cool, shaded, outdoor entertainment options for residents and visitors.

3.2 Visions for Specific Transition Areas in the Uptown District in 2040

3.2.1 Mariposa to Highland – A Regional Destination

In 2040, Central Avenue south of Camelback Road is a hub for independent and start-up businesses, with a variety of locally-owned stores, retail, and restaurants unique to Phoenix. This transition area is a regional destination for shopping and dining [IN; SE3; SE4; W1, VESC; W2, VESC], anchored by the shopping plaza containing Hula's Modern Tiki. This neighborhood is a pedestrian-friendly balance of commercial and residential development [IN; SE2; W1, VESC; W2, VESC].

Vibrant Businesses in Mixed-use Development

Central Avenue south of Camelback Road is lined with mixed use and live-work buildings [W1, VESC; SE4; IN] hosting cafes, small retail stores, and restaurants on the ground floor, with offices and apartments above.

Locally owned businesses reinvest in the local economy at a 60% higher rate than chain and internet retailers. For every \$100 spent, locally owned independent businesses generate \$68 in local economic activity. National chains generate only \$43. Out-of-state online sellers who don't collect sales tax are nearly a total drain on the local economy (San Francisco Locally Owned Merchants Association, 2013).

The 4 to 5 story buildings [W2, VPS] that line Central Avenue buffer surrounding neighborhoods from the noise and activity of the street, 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 the high schools to the south, and local employees enjoying lunch. Residents and visitors dine, enjoying drinks and the convenient neighborhood nightlife [SE4; SE3; W1; VESC].

The area's live/work buildings have encouraged artists to exhibit in Indian School and Culver parks, as well as in the civic space at Uptown Plaza. Public art, markets, and annual festivals attract people from all over the valley [SE2; SE3; W2, VESC]. Central Avenue and Camelback Road is only more desirable in 2040, attracting professionals and artists to move into the area [W1].

A Cool, Walkable, and Accessible Corridor

With popular, local businesses, restaurants, and residential developments, this section of Central Avenue has transformed into a lively pedestrian environment [W1, VPS; W2, VPS; SE4; IN]. The street is multi-modal, with light rail, a lane for automobiles, and a buffered bike lane that reaches the Bridle Path [IN, W2; VPS]. There are wide, shaded sidewalks on both sides of the street [SE3; W2, VPS], and the single traffic lane has slowed the street's cars. 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 students relaxing in the area, now that traffic is reduced and there are people about, "eyes on the street" [SE4]. Walkability, bike lanes, and light rail use have reduced the demand for parking, and in 2040, District business thrive on local traffic, and light rail users. Uptown is a popular destination, with this area's vibrant commercial streetscape a major contributor [W1, VESC; W2, VPS; SE4].

Greening the Corridor

In 2040, collaboration between local schools, Central Avenue businesses, and SRP has created an Uptown greenbelt. Central Avenue's street trees, small parks, and shade structures have created a green, cool, and walkable street for pedestrians [W1, VESC; W2; SE3; IN]. Visitors and residents can comfortably travel Central Avenue from the Grand Canal to the Bridle Path under well-landscaped trees and canopies. People walk, cycle, and relax in the shade along Central Avenue and Grand Canal [SE3; SE4].

3.2.2 Central Ave. & Indian School Rd. - Gateway to Healthy and Affordable Living

In 2040, Central Avenue and Indian School Road is home to healthy lifestyles and affordable residences. The variety

of affordable housing opportunities attracts a diverse population from artists in live/work apartments to small families in mixed-income apartments [SE2; SE4; IN; W2]. Residents enjoy walking or biking to their destinations on shaded, safe pathways [SE3; SE4; SE5; SE6; IN; W2], and Steele Indian School Park is landmark destination for sports and recreational programs [SE2; SE3; SE4; IN].

An Affordable Area

The vacant lots that once surrounded this corner now host diverse housing stock [IN]. Live/work housing draws artists who can exhibit in the park or in 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 high demand for housing in the District. These apartments along Central Avenue and Indian School Road provide short walking and biking distance from the light rail station and the park with its arts and farmers markets [W2, VPS]. Taller buildings on these major corridors gently transition into low-rise toward the center of blocks [SE3]. Ground floor retail and work spaces in the area draw many locals for lunch and to relax after work [SE4]. Local restaurants provide outdoor dining in plazas along Central Avenue, and food trucks frequent the park for festivals and fairs [SE3; IN]. High-rise residents wake up to the Phoenix sunrise and mountain vistas each morning, and enjoy views of active streets [IN]. Affordable and mixed-income housing have remade made Central Avenue and Camelback Road into a vibrant, diverse, and activated Phoenix neighborhood.

A Healthy Area

In 2040, Steele Indian School Park is a destination for residents and visitors alike. To the north, a shaded path connects the park to Grand Canal, where people enjoy quiet, shaded walks from the amenities of the park to the scenery of the canal [SE3]. Indian School Park is permeable [IN] and easily accessible by walking, biking, or driving. Trees buffer sidewalks on both Central Avenue and Indian School Road, and give pedestrians shade and quiet from the busy street [SE3; SE5; SE6; IN; W2, VESC]. Central Avenue has only one lane for cars, and a wide, protected bike lane encourages cycling, improving community health and decreasing traffic accidents [SE3; SE5; IN].

Softball fields, basketball courts, and a small skate park have cemented Steele Indian School park as a center for

recreational activity [SE3; SE4; IN]. Community members have an Indian School Park event committee, and they plan events small concerts, movies-in-the-park, art shows, and cultural festivals throughout the year [SE2; SE3; IN]. These events have distinguished Uptown in the valley, and helped build a shared identity for the community.

Nashville, TN has a design concept for a 1.5-acre pedestrian promenade and event space in the heart of downtown. It will accommodate a soccer field, picnic area, and a 6,500 seat amphitheater to host events, such as the Nashville Symphony and July 4 celebration (Hale, 2013).

Buildings in Steele Indian School Park have been adaptively reused as activity centers for children and senior citizens [IN; SE3]. There is a dog park [SE2; SE3; N2] where dog owners socialize and relax [IN]. The park's permeability and many access points help promote physical activity, social cohesion, and neighborhood safety throughout the District (Healthy Communities by Design, 2007). Residents of this transition area are in good health (Mass et al., 2006), especially children and the elderly, and the corner's history as vacant lots in long forgotten.

3.2.3 West on Camelback – A Commercial Corridor

In 2040, the Camelback corridor balances business and commercial development on Camelback Road with the residential feel of the area. Local independent restaurants, coffee shops, and retail stores sit a few steps from the sidewalks [SE2; SE3; W1; W2; IN], integrated into a shaded landscape street design. Painting the streets and remaining parking lots in major shopping plazas, and installing solar panels for shade, has cooled District temperatures. The panels generate electricity and reduce energy costs for residents and business owners [W2, VESC]. Restaurants, bars, coffee shops and art galleries encase Uptown Plaza's new civic space. This anchors a lively corridor that hosts new housing developments interspersed with co-working spaces, Changing Hands Bookstore, and Stinkweeds and Zia Records. Camelback Road is the backbone of attractive neighborhoods that line both sides of the street along the light rail [W2, VPS].

Economic Vitality Through Accessible Businesses

The Camelback corridor is full of life. What was once empty lots, shabby buildings, and surface parking has been adaptively reused for local business development, or been replaced with new mixed-use buildings offering vibrant and diverse retail at street level and residential apartments in the upper stories [IN; SE2; W2]. Developers at the east end of the corridor were very sensitive to neighborhood concerns about building heights, and have kept new construction to four stories or less. Camelback Road is now considered the model for effective height transitions into the interior of blocks. There are some taller buildings (7–10 stories) at 7th Avenue and to the west, with multi-income apartments above ground floor retail and dining [W2, VPS]. Most buildings are 5–6 stories between 7th and 11th Avenues and 3–4 stories between 11th and 15th Avenues [W2, VPS].

In 2040, Camelback Road from Central to 15th Avenue has replaced a lane of traffic with a bike lane and sidewalk expansion [IN; W2]. These changes have stimulated activity on the street, leading to more community interactions and a neighborly culture along the corridor. The street redesign has better facilitated access to the light rail stations and added walking bridges to activate both sides of the street [IN; SE3]. In addition, small circulating buses service the Camelback Road light rail stations, easily and quickly transporting residents to the train. The circulators also connect the corridor to Old Town Scottsdale [SE2; SE3], bringing increased retail sales to both areas.

New York City is at the forefront of pedestrian- and bicyclist-oriented streets with the addition of miles of new, buffered bike lanes throughout the city. These bike lanes are clearly designated and buffered from adjacent traffic by both a stripe and parallel-parked cars. Since their installation, New York City has seen a 73% decrease in the average risk of a serious injury to commuter cyclists (NYCDOT, 2013).

Promoting Civic Culture

One of the biggest pedestrian improvements to Uptown's Camelback corridor was the redevelopment of the north side of the road between 7th and 11th Avenues. The

oversized parking lot has become an open, civic space with an amphitheater [IN; W2] surrounded by restaurants, coffee shops, and nightlife. The amphitheater hosts concerts, speakers, and school recitals and plays, and along with the civic space at Uptown Plaza, has become a gathering point for the whole District [W2]. Many events are free and individuals and families go for unique entertainment. There are also private events there, with a portion of the revenue donated to the Camelback Business Coalition. The space also brings a farmers and artisans market [IN; SE2; SE3; W2, VPS], which is popular space for both visitors and residents.

Creating Cool Corridors

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

With grants from the Department of Energy, the city has worked with businesses and housing complexes along Camelback Road to install solar panels over parking lots [W2, VPS] to help cool and shade lots while generating electricity. The renewable electricity decreases dependence on fossil fuels and conserves natural resources [W2, VPS]. Enough power is produced for Camelback Road's street lights, and the lights in the Districts plazas and parks, improving safety for pedestrians at all times of the day [SE3; IN].

3.3 Daily Life in the Uptown District (Vision Narratives)

Central and Camelback

My husband and I moved into a seventh story 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 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). Sometimes we go downtown for a movie. He loves the train, and sometimes seems more excited about the ride than the movie. Plus, it drops us off just one block from the movie theater. How convenient!

West on Camelback

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 frequent crosswalks or pedestrian bridges. 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.

Central and Indian School

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 the District 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!

3.4 Consistency Analysis of the Uptown Vision

The following section discusses the results of a consistency analysis conducted to identify synergies and conflicts between elements in the Uptown District Vision. 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 and might lead to conflicting or, at least, non-synergistic developments in the world (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.

3.4.1 District-Wide Synergies

Community Health: (Cool Neighborhoods, Access to Recreation) A network of pocket parks and shaded sidewalks throughout the District serve to reduce the UHI and encourage communal physical activity. From small sport leagues and weekly yoga classes to neighborhood picnics and movies-in-the-park, these green spaces bring communities across the District together. A green belt stretches throughout the District between the shaded sidewalks, pocket parks, Grand Canal, and Steele Indian School Park.

Economic Development: (Reduced Transportation and Infrastructure Costs, Economic Vitality) Multiple-story, mixed-use buildings, especially along Central Avenue and Camelback Road, attract a variety small businesses and customers to Uptown. The combination of uses reduces the distance between home, work, and places to purchase essential goods. This proximity reduces automobile

dependence and transportation costs, and encourages walkability throughout the District. Development where municipal infrastructure already exists reduces infrastructure costs.

Affordable Living: (Economic Vitality, Saving \$, Affordable Housing) Creative adaptive reuse, small business associations, and affordable housing options provide low startup costs, attracting new small businesses to the area. These unique business opportunities in proximity to housing make the District a place for entrepreneurial opportunity and a desirable place to live for business owners and customers alike.

Bike and Pedestrian Connectivity: (Cool Neighborhoods, Economic Vitality, Walkable/Bikable Streets, Access to Recreation) Cool pavement, increased shade, wide sidewalks, and bike lanes encourage walking and biking to neighborhood businesses, parks, and the light rail.

3.4.2 Key Synergies by Transition Area

Mariposa to Highland: Mixed-Use Development (Economic Vitality, Housing Affordability, Reduced Transportation and Infrastructure Costs) Live-work buildings provide affordable spaces for small business owners to live and work while generating economic development. The combination of uses along Central Avenue provides a variety of housing and amenities near light rail, allowing residents to save money on transportation costs.

Central Avenue & Indian School Road: Community Health: (Cool Neighborhoods, Access to Recreation, Walkable/Bikable Neighborhoods) Safe, cool sidewalks and bike lanes encourage people to walk or bike to nearby parks for recreation. Increased vegetation and solar parking lots increase accessibility to District services and lower the Urban Heat Island.

Affordable Living: (Affordable Housing, Reduced Transportation and Infrastructure Costs) A wide variety of incomes living in multi-story apartments increase the diversity and density of the area. Affordable housing development near light rail reduces resident transportation costs.

West on Camelback: Sustainable Economy: (Saving \$, Economic Vitality, Cool Neighborhoods) Local business owners save money and energy through adaptive reuse and solar parking lots. Safe, cool sidewalks increase foot traffic. Housing and commercial development, as well as new plazas provide space for local independent

businesses and their customers.

3.4.3 Potential Conflicts

Corridor Building Heights: Low buildings heights (5 stories or less) along Central Avenue where there are or will be taller buildings (10+ stories) does not take advantage of the light rail and other municipal infrastructure. Sensitivity for the character and privacy of adjacent neighborhoods is extremely important in the District. Responsible heights and gradual transitions into block interiors may be more effective than blanket height restrictions, because residents have expressed the desire for an urban feel along corridors and a suburban feel in neighborhoods.

Friction between transition areas and neighboring communities: Some transition areas are in proximity to historic Districts and other primarily residential neighborhoods. Predominantly commercial or mixed-use development may not match the desires of some residents. Development should be sensitive to the character of existing communities and develop gradually in transitional spaces between areas of stability and transition areas.

Accessibility of stores: There is support for vibrant businesses along Central Avenue and Camelback Road. However, the current accessibility of these stores and buildings is low, due to frequent, high-speed traffic and low walkability. One participant notes, the “streets are too fast, therefore the accessibility is not conducive to having business” [W2, VESC]. Without a willingness to reduce car use and increase non-motorized and public transport, envisioned businesses will continue to struggle due to lack of accessibility.

Rising home prices from a vibrant commercial area: As the area continues to develop, rising prices for multi-family housing might compromise the ability of low and middle-income residents to stay. For many lower-income residents, nearby single-family neighborhoods are not financially possible. Therefore, it is critical to provide a substantial percentage of affordable housing units in new developments, even though current residents prefer “owners” to “renters.”

3.5 Sustainability Appraisal of the Uptown Vision

The following section discusses the results of a sustainability appraisal conducted to determine in how far the Midtown District vision aligns with the sustainability

objectives and sustainability-oriented options as derived from various academic and professional literature sources. The methods section of this report details the specific process through which sustainability matrices were created to frame the visioning activities and inform the structure of this appraisal. “Reinvent PHX” is a grant funded through the U.S. Department for Housing and Urban Development Sustainable Communities Program and has the explicit mandate to foster sustainable community development. Accordingly, sustainability becomes a critical quality criterion for the Midtown vision – not optional, but *mandatory*. It is important to note that sustainability visions are a specific type of visions. These visions ought to be not only desirable, but also guide us towards a more sustainable future. In fact, there might be tensions between what is desirable and what is sustainable – what is desirable from a short-term or individual or even community perspective might not be sustainable from a long-term and collective perspective. Thus, we expect sustainability visions to comply with multiple value-laden or normative principles, in short, with sustainability criteria (Wiek & Iwaniec, 2013). The sustainability appraisal is summarized in the next sub-section (3.5.1); votes and ranking data are presented in the Appendix to this report.

3.5.1 Appraisal of the Vision’s Sustainability Objectives:

[Please see appendix for a full set of the voting and preference data from the Uptown Visioning Workshops.]

Economic Vitality: During visioning activities, people expressed the importance of small, locally owned, and independent businesses. They also stated their desire to have an influx of unique, higher-end restaurants, similar to Federal Pizza or Postino [SE2; SE3; SE4; IN]. Residents felt this development would create a “nice area for the community” [SE3], and participants liked how these local businesses were “dynamic,” “good community gathering places” [SE4], and could “draw people in” from across the region [IN]. All of these views were further solidified in the workshop activities, where participants preferred businesses in mixed use and business incubators, noting that they “match the organic feel of the neighborhood around it” [W2, VESC]. While this support for local businesses aligns with the objective, there was one shortcoming of this discussion. While there was a lot of talk about incubating new local businesses in the area, there was less discussion about the options of supporting

existing small businesses through small business support organizations. One issue Uptown has faced is maintaining existing businesses, and putting all efforts into cultivating new businesses without strategically thinking about ways to support existing businesses does not holistically address the “economic vitality” objective.

Walkable and Bikable Neighborhoods: Participants indicated that, currently, main roads “are horrible for biking” [SE3] and that their vision of the District would provide “shaded sidewalks buffered from traffic” [IN; SE6] and “paths for biking and walking” [IN; SE3; SE4]. These improvements should complemented public transit system with “attractive buses and stops” [IN]. In line with these sentiments, Uptown District residents and business owners supported more bike lanes, and workshop participants were open to replacing a lane of Camelback Road with wider sidewalks and bike lanes [W2, VPS]. However, parking is a priority for many residents and businesses, which does not support a “walkable and bikable” environment. Overall, it seems an unsustainable parking demand exists in the present and near future, while the 2040 vision prefers walkable and bikable neighborhoods.

Cool Neighborhoods: Uptown stakeholders supported creating cooler neighborhoods with a reduction in temperatures and urban heat island [IN; SE3; SE6; W1, VESC; W2]. Residents commented that they would like to see “more shaded sidewalks” [IN], “parks with trees” [IN], and light rail stations “with trees and shade for people to enjoy while waiting for the train” [SE3]. One drawback to shade through increased vegetation is the water demand and maintenance necessary to upkeep trees and parks. There are significant sustainability implications to increasing water demand in a desert environment, and participants did not acknowledge this trade-off. However, since participants generally referred to shaded sidewalks without specifying vegetation [IN; SE3; SE6], a possible shade strategy could use artificial structures [W2], complemented by large canopy low-water requirement trees.

Additionally, high preference for solar parking lots [W2, VESC] is an example of temperature reduction without associated water costs. In fact, residents noted that solar parking lots “make sense in Arizona” because they reduce surface temperature and promote walkability, while providing clean energy for local use [W2, VESC]. However, solar parking lots rely on car dependence in the District, in contrast to a more sustainable future where less cars would be driven and less parking would be needed [SE2;

SE3; SE4; IN; W2, VPS].

Housing Affordability: Comments regarding housing were mostly related to the type, rather than the affordability of housing. Participants want to see “more high end apartments for students” [SE5], “condos” [IN], and “mixed-use development” [IN; SE2], leading to a “balance between residential and commercial” development [IN] and a “transition from low-rise to high-rise” [IN; W2, VPS]. The vision lacked significant inclusion of lower income housing in the District. There was strong support for live/work spaces, as participants felt this would enhance the local and independent business development to which they aspire. However, there was little connection made between this housing option and its affordability. In only a few cases in Uptown’s visioning process did participants support the construction of multifamily housing [IN], and, in fact, the vision for the transition area around Central Avenue & Indian School Road is the only transition area vision featuring affordable housing. Therefore, the Uptown District vision does not address the sustainable housing objective of affordability.

Access to Recreation and Public Space: Uptown participants identified new green spaces and improvements to existing open space as important visions for their District. They focused their visions on three main goals: the extension of and improvements to Steele Indian School Park [SE3], the transformation of Grand Canal into an active, green space [IN; SE3; SE4], and the implementation of small pockets parks and civic spaces for recreation and entertainment [SE3; W2, VPS]. As noted by residents, the District needs public spaces “that attract an active crowd because the light rail is there.” Therefore, “more active open spaces” and development of an event area “would be an amazing use and great for economic purposes” [W2, VPS]. However, similarly to the discussion for “Cool Neighborhoods” objective, visions to increase the amount green space and vegetation must concurrently consider effects on water use in Phoenix’s desert climate. This factor that was not explicitly tackled by residents during visioning activities, and thus, while residents supported public and open space, there are further sustainability implications to this objective that must also be addressed.

Reducing transportation and infrastructure costs: The two main considerations within this objective are: the location of buildings, and the height of buildings. Stakeholders implicitly covered the first feature as they highlighted a vision that includes adaptive reuse of existing buildings, live/work housing, and a balance between residential and commercial development [IN; SE3; W2]. With respect

to building heights, there were two prevalent attitudes. Some participants favor higher building heights [IN; SE3; W2, VPS], noting that is important to “build transition from low-rise to high-rise buildings” and that “greater densities will help to encourage height for more viability and employment opportunities” [IN]. Others accept selective increase of buildings height, noting that” building heights should be related to specific places within the neighborhood” [W2, VPS].

In general, residents were uncomfortable with a vision of streets dominated by taller buildings in the District [W2; VPS]. However they could accept an increase in building height in commercial areas as long as building heights gradually reduce to no more than 3 stories near residential neighborhoods [W2; VPS]. Therefore, even though a vision of high-density development would best reduce transportation and infrastructure costs, the vision of a mixture of heights in the District reflects some willingness to address the objective, while maintaining the high value that residents put on residential privacy and the neighborhood character of the District.

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Arnim Wiek

Principal Investigator

Arizona State University
School of Sustainability

Email: arnim.wiek@asu.edu

Aaron Golub

Principal Investigator

Arizona State University
School of Sustainability
School of Geographical Sciences and Urban Planning

Email: aaron.golub@asu.edu

Partners:



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