

# REINVENT PHOENIX

## APPENDIX TO THE SUSTAINABILITY VISION FOR THE GATEWAY TRANSIT DISTRICT

Partners:



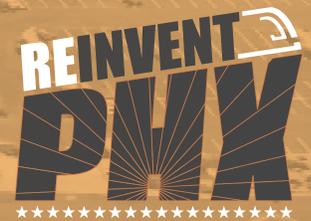
City of Phoenix



St. Luke's Health Initiatives



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ARIZONA STATE UNIVERSITY



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# Sustainability Vision for the Gateway Transit District, Phoenix

## APPENDIX

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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# I. Expert Panel on Tensions in Value Propositions

## Equity

The economic mix in a neighborhood offers services and goods for various prices and for various types of households. The mix should reflect the needs and ability to pay for the neighborhood.

TENSION: Some neighbors will not support affordable housing or economic development based on low-skilled labor. Likewise, some areas will not be open to encouraging high-wage jobs (“creative class”) out of fear of gentrification and rising rents and costs.

## Economic Development and Land Speculation

Economic development can be vulnerable to speculative actions by firms who sit on vacant land or vacant properties until they become valuable enough to turn into a profit. Planning must be careful to not create these problems, but seek to prevent them.

TENSION: Speculative processes in real estate benefit some, and hurt others. Some residents will resent speculators, while some will be engaged in the speculation.

## Adaptive Reuse

Many core urban neighborhoods have existing stock of commercial properties or flexible properties, which are excellent candidates for reuse for economic development. Many core neighborhoods have economic development community groups already interested in reuse activities.

TENSION: Some neighborhoods will very interested in adaptation, while others less so – seeing it as a shortcoming rather than an asset.

## Gathering Places

Creating social connectivity and capital requires places where people can spontaneously meet and engage substantively. Some neighborhoods lack these spaces, though not all neighborhoods will be as eager to create them.

TENSION: Some residents and neighborhoods don’t want

people hanging out and want to minimize the public real out of fears of social mixing and spontaneous interactions.

## Small-Scale/Flexible Development

In some places, small and inexpensive interventions can create a big impact. This might mean facilitating a weekend farmers market, food trucks, neighborhood yard sales, or other uses. This also might mean creating more flexible zoning to allow for the construction of in-law units behind other houses, or allow non-residential uses in some residential areas.

TENSION: Some residents and neighborhoods don’t want this kind of intrusion into the residential fabric.

## Manufacturing

Some cities are reintroducing small-scale manufacturing and light industry at neighborhood scales as a process of economic development. This is sometimes referred to as “tending your garden” by developing local manufacturing expertise. Parts of the five districts are excellent candidates for this kind of development. Of course, industrial uses are often associated with noise, smells, blight, trucks and traffic.

TENSION: Some land will be ripe for light industrial uses, but the airport and other neighbors may not be interested in this. They see all industrial uses as creating bad externalities.

## Rethinking Growth

Many cities and parts of Phoenix are rethinking the forms of urban growth. While in the past this may have meant suburban growth, home and car ownership, etc, this is being revisited in light of the current recession. There is a growth in interest in urban living, in reducing environmental footprints and lowering expenses on commuting, etc.

TENSION: Clearly not all residents will have changed their thinking on growth.

## High-wage vs. Low-wage Jobs

There is a bifurcation in the US economy moving job growth to either end of the wage spectrum and hollowing out the

middle. Clearly, higher wage jobs add more economic strength to a community as that income is then spent in the local economy. Some communities seek the high wage jobs, but this can often mean that services and housing supply become less affordable to others.

TENSION: There is a trade-off between attracting high-wage workers and the higher priced development which comes with that and affordability for others.

## Aesthetics

Green infrastructure sometimes has a different look than what residents are used to. Swales to process or store water, grasses, trees and rocks to channel water look very 'natural' compared to the "modern" alternatives of drains, sewers, culverts, etc. Cool pavements, roofs, etc also look different.

TENSION: A few residents may not like this more natural look. Sometimes trees get in the way of business signage and placement should take this into account.

## Affordability

Housing affordability reflects the combined costs of rent or mortgage, energy and maintenance, as well as transportation costs. Costs may reflect other choices about the house or its design (a pool for example). Costs may also reflect the presence of vouchers or affordable housing development.

TENSION: Some communities may be adverse to the implementation of affordable housing construction in their neighborhood.

## Privacy

Privacy is often used as a justification for a detached home ("single-family"), though privacy can be affected greatly by design in attached housing.

TENSION: There may be a perceived trade-off between density, unit size, design and privacy. This may especially be the case where different housing types mix.

## Access and Amenities

The location of the home will affect how accessible residents are to services such as stores, schools, parks,

etc. Households often trade off good location for larger properties or lower costs (i.e. "drive to qualify"). The low cost of some communities, especially in the exurbs, reflects the lack of amenities in those communities. Households in urban areas probably pay more per square foot of housing, but are getting better access to services and jobs and other amenities.

TENSION: Some residents may not want non-residential uses in their neighborhood because of perceived nuisances, traffic impacts, or character intrusions.

## Character / Design / Distinction

Housing character bundles a set of issues, such as age, design, type (single family versus attached), cost and other issues. Other communities may have housing designs which lack character (e.g. "garage-scapes").

TENSION: Some communities will seek to protect a certain character or distinction in their neighborhoods, and will be opposed to changes in housing types or forms which may affect that character or distinction.

## Neighborhood Demographic

Communities contain a certain demographic mix – income levels, ages, races, etc.

TENSION: Studies show most communities are comfortable with some variation, but drastic changes over short amount of time can be disorienting. This is the case for both low and moderate income neighborhoods that experience "gentrification" – the in-migration of higher income households and the accompanying rise in costs for housing and other amenities – and for higher-income places which experience the in-migration of lower-income households. The same holds for changes in racial mix.

## Resilience, Adaptability and Flexibility

A diversity of housing types and options gives more flexibility for households who wish to remain in their neighborhood through life-stage changes. As households age, grown children return home, aging parents move in with adult children, etc., the housing needs change drastically. Neighborhoods which contain or allow a wider variety of housing choice can better retain households as they change over the long-term.

TENSION: Flexibility and adaptability ultimately result from a diversity of housing choices in one neighborhood, which may cause character, cost, or demographic tensions – see above.

## Social Capital and Connections

Housing type, design, density and neighborhood layout contribute to the ability to facilitate social connections and develop social capital among neighbors. The presence of local stores, cafes, park and partlets, etc can help with this regard. Studies show it is these connections which make (some) people most satisfied with their neighborhood.

TENSION (Rare): Some residents don't want to create social connections in their neighborhoods.

**Density** (units per acre or floor area ratio – the total square feet of usable space divided by the square foot of the lot)

The number of units per acre allowed on the parcel is a measure of the density of the parcel. The number of units and density will be related to the height limit as well. Density is often associated with “urban” land uses and character.

TENSION: Density is a “bad word” to many residents who don't want urban character in what they might consider a low density residential area. There is the idea that density brings parking, traffic, noise or other environmental problems. Unfortunately, density also sometimes used as a code for a bundle of demographic characteristics often associated with urban America, such as low-income and / or minority communities.

**Type of Use** (residential, commercial, industrial, public)

A central issue for land use planning is the kind of use allowed on the parcel of land. The type of use controls most of the character of that parcel and has large impacts on the spaces around it. The type of use allowed will also dictate other characteristics such as parking requirements, etc.

TENSION: There is a history of segregating land uses in the United States and some may be uncomfortable with introducing different land use types where they were absent before – especially industrial land uses. Industrial or commercial uses in a residential area may be perceived

as having negative impacts (and it often does when not done correctly).

**Mixed-use** (mixing of use types on a single parcel)

For most of human history urban land was developed with multiple uses in a single parcel – typically with commercial or industrial uses on ground floors with residential uses above. These ideas remain strong in most of the world except in the United States. Though still rare, these ideas have returned to US cities. There are thought to be various benefits of mixed use for travel and convenience as well as for fostering greater community cohesion, etc.

TENSION: As mixed use is associated with older cities and cities in Europe, there is some resistance to it. See tension in type of use and density above.

**Height** (the height of the building allowed on the parcel)

Each parcel has a height limit specified by zoning or some kind of allowance or overlay. Height of course controls the character of the neighborhood – a tall building will cast shadows on other buildings, change view-sheds, and alter the way people feel about the area.

TENSION: Developers like height because they can build more on the single piece of land, which lowers their cost per unit. This can improve affordability, or increase profits. Most residents don't want too much height (say up to 5 stories) even when they are somewhat open to higher buildings.

## Parking

The number of spaces provided per unit or square foot of activity is often specified in the zoning rules for each parcel. Parking supply is essential in an automobile dominated city like Phoenix, even though it is becoming somewhat more urban. Some urban zoning changes have reduced the amount of parking required for each development, though to date, few developed take the risk to develop less parking.

TENSION: Community members will be concerned about parking requirements for new developments. They generally don't like to see parking reductions because they may mean traffic spillover into the surrounding neighborhood.

## Transit Oriented Developments (TOD)

This is the idea of orienting land uses and designs to take advantage of proximity to good public transit connections. The outer boundaries for TOD are normally in the ¼ to ½ mile radius from the transit station. The core focus of this HUD grant is TOD planning near light rail stations. TOD planning generally strives for higher density, mixed use and good pedestrian connectivity and design to create as much utilization of the transit system.

TENSION: There is some debate about whether TODs should be job rich or housing rich.

## Developer's Rights

Proposition 207, the "Private Property Rights Protection Act", requires governments to reimburse land owners who suffer a loss in property value due to a government policy. Downzoning a parcel (reducing height limits, numbers of units, etc) results in a loss of property value.

TENSION: The city wants to avoid any downzoning.

## Access to Parks

Parks lower temperatures, improve property values and offer safe places for families to play. The scale and size of parks vary however, with some being smaller park-lets and mini-parks, while others are regional sports facilities with large pools, etc.

TENSION: Most residents will want parks nearby, though the scale and kinds of amenities desired may vary. Some residents may not want a large park due to traffic impacts, etc.

## Use of Streets

There is a range of demands for the use of street space, from automobile lanes to bike lanes to sidewalk width, to turn lanes, etc. The city only owns a certain amount of right of way and to expand that would mean they need to purchase property for adjacent land owners.

TENSION: There is a primary tension in the competing uses of street space in most places. To make cycling safer, wider bike lanes are needed. For better walkability, wider sidewalks are needed. Clearly, these both come at the tradeoff with car lanes – number and width. Car lanes are

normally between 9'6" and 12', so there is some flexibility there. It takes a minimum of 5' to stripe a bike lane. Normally, a curb lane needs at least 11' because it will have trucks and buses stopped in them. This also applied to any turn lanes (though some cities like Tempe don't use this rule everywhere). So, there are tradeoffs here when thinking of adding non-automobile capacity. "Road diets" are the idea of reducing traffic lanes to give more space to alternative modes.

## Traffic Calming

Traffic calming refers to a range of techniques, from speed bumps to street diverters and bollards, used to slow traffic. The principal reason to do this is to inconvenience motorists and to encourage them to remain on arterial streets. The second is to slow them down. Both of these effects combine to make the place safer and more pleasant for bicyclists and pedestrians.

TENSION: Traffic calming is annoying to motorists and many residents, even in residential areas, don't want the inconvenience even acknowledging the benefits for safety.

## Safety

While mentioned above in terms of convenience, safety is really important in broader terms. Some residents are concerned about safety for children when playing near streets, some are concerned for themselves when bicycling, etc. Issues of safety are often central in discussions about transportation planning in neighborhoods.

TENSION: Safer neighborhoods are slower for traffic with little exception.

## II. Reinvent Phoenix Survey

This 19-question survey is designed to find out what is important to you about future development around Phoenix's new light rail. It is part of a long-term grant received by the City of Phoenix, called 'Reinvent Phoenix,' which will update city plans for areas around the light rail. Your participation in this effort is greatly appreciated.

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### Section 1.

**Question 1.** What three things do you love most about your neighborhood?

- a.
- b.
- c.

**Question 2.** What is your big idea for the future of your neighborhood?

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**Section 2.** Imagine that there are several empty buildings within walking distance of your home. Neighbors and community organizations would like to see these buildings put to use, and have proposed many different uses.

**Question 3.** Which of the following jobs would you want to have in those empty buildings? Check all that apply.

- |   |   |
|---|---|
| <input type="checkbox"/> Construction         | <input type="checkbox"/> Law Offices  |
| <input type="checkbox"/> Auto Mechanics       | <input type="checkbox"/> Architecture Offices                                     |
| <input type="checkbox"/> Doctors Offices      | <input type="checkbox"/> I would prefer not to have businesses in my neighborhood |
| <input type="checkbox"/> Hair and Nail Salons |   |

**Question 4.** Which of the following businesses would you want to have in those empty buildings?

- a. A business that creates a few jobs for people in your neighborhood, but minimally increases traffic
- b. A business that creates a lot of jobs for people in your neighborhood, but significantly increases traffic
- I would prefer not to have businesses in my neighborhood

**Question 5.** Imagine an old building in your neighborhood is going to be converted into a retail store. What would you prefer to see happen in this situation?

- a. I would like the building to be torn down and replaced with a new building
- b. I would like the building to be left standing and reused
- c. I prefer not to have a retail store in my neighborhood

**Question 6.** Which of the following neighbors would you prefer to have? Check all that apply.

- |  |  |
|--|--|
| <input type="checkbox"/> A Construction Worker | <input type="checkbox"/> Lawyer  |
| <input type="checkbox"/> Auto Mechanic         | <input type="checkbox"/> Architect   |
| <input type="checkbox"/> Doctor                | <input type="checkbox"/> It does not make a difference to me what my neighbors do for a living |
| <input type="checkbox"/> Hair Stylist          |  |
-

**Section 3.** Imagine that 10-15 years into the future, some neighborhoods throughout the Valley have updated their main streets with wider sidewalks, bike lanes, and better connection to light rail and extended bus routes. Some taller buildings with cafés, medical offices, and clothing and grocery stores have appeared on the main street of these neighborhoods. Some people you know have recently moved into apartments above the stores. You and your neighbors are beginning to think about what changes you would like to see in your own neighborhood.

**Question 7.** In the future just described, imagine that a small store or office is being proposed for somewhere in your neighborhood. How close to where you live would you be comfortable having the small store or office?

- a. In my block
- b. A couple blocks away from where I live
- c. Not in my neighborhood

**Question 8.** In that same future, imagine that a retirement center is being proposed for somewhere in your neighborhood. How close to where you live would you be comfortable having the retirement center?

- a. In my block
- b. A couple blocks away from where I live
- c. Not in my neighborhood

**Question 9.** In that same future, a 2-story apartment building is being proposed for an empty lot somewhere in your neighborhood. How close to where you live would you be comfortable having the building?

- a. In my block
- b. A couple blocks away from where I live
- c. Not in my neighborhood

**Question 10.** Now, imagine that the first floor of the 4-story apartment building would be a full-service grocery store and pharmacy, open to the public. Does this change how close to where you live you would be comfortable having the building?

- a. Yes, I would want the building to be farther away
- b. Yes, I would be willing for the building to be closer
- c. No, this would not change how close I would want the building to be

**Question 11.** In that same future, imagine that a new entertainment facility (e.g., a movie theater, a skate park) has been proposed nearby where you live. How close to where you live would you be comfortable having the entertainment facility?

- a. In my block
- b. A couple blocks away from where I live
- c. Not in my neighborhood

**Question 12.** In that same future, a new development on the main street has been proposed with a mix of housing and office or retail space to employ people from the neighborhood. Which mix would you prefer?

- a. Mostly housing with not much office or retail space
- b. An even mix of housing and office or retail space
- c. Mostly office or retail space without much housing
- d. I would be opposed to the development

**Section 3. (Continued)** Imagine that 10-15 years into the future, some neighborhoods throughout the Valley have updated their main streets with wider sidewalks, bike lanes, and better connection to light rail and extended bus routes. Some taller buildings with cafés, medical offices, and clothing and grocery stores have appeared on the main street of these neighborhoods. Some people you know have recently moved into apartments above the stores. You and your neighbors are beginning to think about what changes you would like to see in your own neighborhood.

**Question 13.** In that same future, a shopping center with a playground in a small park is being proposed for an empty lot somewhere in your neighborhood. However, the more parking space at the shopping center, the smaller the playground will be. How much parking would you want the shopping center to have?

- a) The same amount of parking as other shopping centers, and no playground
- b) Slightly reduced parking to allow for a small playground
- c) Not much parking to allow for a large playground
- d) I would be opposed to the whole project (the shopping center and the playground)

**Question 14.** In that same future, a park with playgrounds, sports fields, and grills has been proposed in an empty lot across the street from where you live. It's expected that many people would often use this park. How supportive would you be of the park proposal?

- a) I would be opposed to the park proposal
- b) I'm not sure how supportive I would be of the park proposal
- c) I would be supportive of the park proposal

**Question 15.** In that same future, there is a proposal to add bike lanes to streets in your neighborhood that have 2 lanes of traffic in each direction. Which of the following would you support?

- a) Replace one car lane in each direction with a wide bike lane separate from cars
- b) Keep all the car lanes and add a narrow bike lane where bikes ride next to cars
- c) Do not add any bike lanes

**Question 16.** In that same future, in order to make streets safer, there are plans to reduce the speed limit or to add speed bumps on some roads in your neighborhood. Where here in your neighborhood would you like to see these changes?

- a) In my street
- b) A few streets down from where I live
- c) Not in my neighborhood

**Question 17.** In that same future, imagine you are looking to move. Which of the following locations would you be most likely to consider?

- a) A place where you must drive to get to the local stores
- b) A place where you can drive or take the bus to the local stores
- c) A place located where you can drive, take the bus, take the light rail, or cycle to the local stores
- d) A place in the center of the community, where you can walk to the local stores

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Please turn over for the final sections.



## Survey Questions and Tensions

SQ3: What types of jobs would you want to have in empty buildings?

Tension = High-wage/low-wage Jobs

SQ4: Trade off between new businesses that create jobs but may increase traffic?

Tension = Employment and traffic, not an explicitly identified tension

SQ5: Reusing old buildings for retail, or building new buildings?

Tension: Adaptive reuse

SQ6: Types of professional living in your neighborhood?

Tension: Neighborhood demographics

SQ7: How close would you be willing to live to a new small store or office?

Tension: Access & Amenities; Type of Use

SQ8: How close would you be comfortable having a retirement home to where you live?

Tension: Resilience/Adaptability/Flexibility

SQ9: How close to where you live would you allow taller (4 story) apartment buildings?

Tension: Density; Height; Privacy

SQ10: If apartment buildings had stores you wanted to shop at on the first floor?

Tension: Mixed-use; TOD

SQ11: How close would you be comfortable living an entertainment facility (i.e. theater)?

Tension: Type of Use; Resilience/Adaptability/Flexibility

SQ12: New development – what mix of housing vs. office/retail space?

Tension: TOD

SQ13: Sacrifice parking at new developments for parks and other gathering places?

Tension: Parking

SQ14: Would you support a large park being built across the street from where you live?

Tension: Gathering Spaces; Access to Parks; Privacy

SQ15: Replace extra car lanes with wider bike lanes? Keep car lanes/smaller bike lanes?

Tension: Use of Streets

SQ16: Support speed limits and speed bumps on or near your street?

Tension: Traffic Calming; Safety

SQ17: If you moved, would you want to live where you drive, bus, bike, or walk to stores?

Tension: Rethinking Growth

SQ18: Would a mix of income levels in neighborhood create be positive or create tension?

Tension: Affordability

SQ19: Would a neighborhood supporting a mix of income levels be attractive to you?

Tension: Affordability

# III. Visioning Forum Guide – October 14, 2012

## Background

The *Visioning Forum* engages a smaller sample of stakeholders and citizens (10-100) than the Visioning Survey. Yet, it allows for more in-depth engagement with the vision material compiled due to longer engagement time (90-120 minutes) and a higher level of interactivity (still extractive, but with direct interaction). The Vision Forum can elicit feedback in various formats (written, verbal, visual, etc.), some of which might be more suitable to certain participants. Facilitation in different languages is advantageous for reaching out to minority groups. Recruitment is more challenging because of time commitment and travel. Depending on the size of the sample, the Vision Forum can drill into specifics of the vision draft (breakout groups), or work with voting techniques to capture standardized feedback from all participants (similar to multiple-choice questions in the survey). The Visioning Forum also allows for interactions among stakeholders and citizens (collective interaction). This interactive engagement can be structured as consensus-oriented (Susskind et al., 1999), diversity-oriented (van de Kerkhof, 2006), or both (i.e. mapping diversity first, then building consensus). Additional activities allow for capacity building (e.g., on sustainability concepts). Particular forms of the Visioning Forum are *Visioning Fair* and *Visioning Festival* that engage participants at interactive and creative stations displaying poster boards, modeling equipment, computer tools to create vision collages using supplied and created images, and to respond to additional probing questions. For designing a Visioning Forum, it might be beneficial to review publications on previous Visioning Forums (e.g., Iwaniec and Wiek, 2012).

## Objectives

The objectives of the Visioning Forums in the RP-HUD grant are twofold:

- 1 Elicit responses to presumably contested value statements (survey)
  - a Flesh out the vision elements and tensions between elements
  - b Explore prioritization between vision elements

- c Identify tradeoffs between vision elements
- 2 Identify spatially explicit areas of stability and change (mapping activity)
    - a Explore what degree of change is desired and what that change could look like
    - b Identify specific locations for where change could occur

## Structure

- 1 Greeting table (5-10 min): When participants arrive to the Visioning Forum, they will encounter a greeting table when they first enter the room. The greeting table serves three objectives:
  - a Participants sign into the event and receive name tags and promotional materials for future workshops
  - b Participants sign IRB/photo release form
  - c Greeters make participants feel welcome/comfortable and seat them

Greeting tables will be set up at both entrances to the room. Prior to the Forum, four team members (non-facilitators or note takers) should be designated as greeters (2 per table); at each table, one greeter ensures the forms are filled out, while the second greeter seats participants. The greeting tables should be staffed *at least* 10 before the start of the Forum.

- 2 Seating:
  - a Participants will be seated in groups
  - b Tables will be clustered to accommodate groups of 5-6 people
  - c Each group will have two facilitators and a note taker
  - d While waiting for the Forum to begin, facili-

tators will engage the participants in conversation to ease into the evening

Table groupings should be amply spaced so that conversation from one group does not interfere with that of another group. Once participants begin to be seated, a facilitator and note taker should begin to engage them to ensure they feel welcome and comfortable.

Each group of tables will have two facilitators and one note taker. The lead facilitator will manage the event. The second facilitator will record discussion on the flip chart and share the responsibility of engaging participants during the mapping activity. The note taker will primarily take notes on a laptop unless the group dynamic necessitates walking around with a clipboard and notepad to better capture conversation.

3 Introduction (5 min): Once participants are seated, one representative of the RP team will address the forum. The introduction should cover the following points:

- a There is a lot that goes into changing or improving our cities and neighborhoods.
- b Part of that is developing plans, which can help guide investments from the City and other developers and landowners.
- c The City of Phoenix recently won a grant from the federal government U.S. Department of Housing and Urban Development, Sustainable Communities Grant Program to work closely with neighborhoods to develop very specific plans.
- d The grant is supposed to help develop plans for new development that increases quality of life while maintaining desirability and affordability for the entire spectrum of incomes, ages, family sizes, and physical and developmental abilities along the light rail corridor.
- e To begin planning, we need to understand what community members desires in their neighborhood - what they like and want to keep, and what they want to change.
- f We call this “visioning” - we imagine the neighborhood in the future and then we see how we can get there. Tonight we focus just on the future neighborhood.
- g What is the purpose of this event tonight?
  - i We are going to have some short discussions at your tables about things you want to see in the neighborhood
  - ii We are then going to have a short survey
  - iii Finally, we are going to look at a map of the neighborhood where you will show us what you like and what you think could change to make the neighborhood better.
- h Why is their participation important?
  - i This vision is a community vision, not a City of Phoenix vision or an ASU vision
  - ii People of the community must support any proposed changes in order for them to be successful

- iii We must understand the things that the residents value and desire in order to figure out the best solution options to make a better, more sustainable community
    - i The results from the survey and the mapping activity will be used in order to generate a set of options for what some of the changes that we have discussed could look like.
    - j Continued engagement options
      - i Specific vision pool workshop next month
      - ii Final meetings in December
      - iii Mindmixer
      - iv Saint Luke's meetings
    - k Feel free to stop us at anytime, ask questions - this event is for you and about your visions for the neighborhood.
- 4 Table Activity 1 - Icebreaker (5 min):
- a After the collective introduction - table facilitators introduce themselves and what will happen at their table.
    - i Facilitators model the introductions: Your name, where you live and work, why you are at the forum, you are excited to learn from the participants
    - ii Introducing the activities: Using a map, you will have a short introduction to the District, you will take a short survey, we will break for food, and then we will have a group mapping activity.
- 5 Table Activity 2 - Introduction to District Map (5-10 min):
- a Facilitators ask the participants to stand up and gather around the map, which is placed in the center of the tables.
  - b Facilitators orient participants to the map
    - i Point out major roads and landmarks on the map
    - ii Locate where participants live/work
    - iii Locate the areas in the district that the participants frequently visit (roads/routes, stores, etc.)
- 6 Table Activity 3 - Survey (30 min):
- a Introduction to the survey
    - i Why are we doing a survey? Why is it important?

- 1 The survey is a way for us to understand people’s current views on some of the elements we are interested in and it is a way to begin forming the community vision
- ii What is the structure of the survey activity?
- 1 The survey is organized into a series of three vignettes (call them stories!)
  - 2 Facilitator will read the vignette out loud and allow participants time to answer the questions.
  - 3 At the end of each vignette/questions, facilitator will interrupt the survey for a group discussion with guided questions:
    - a Economic Development:
      - i “There was a story about a mix of new businesses. Is there anywhere that you would like to see new businesses?”
    - b Mobility:
      - i “Another story discusses transportation alternatives to cars. Could you see this in your neighborhood?”
    - c Density:
      - i “Another story described a neighborhood that had a lot of new stores, homes, and offices near the light rail. How much would you like to live in a neighborhood that looks like this?”
    - d Post-survey:
      - i “Were there any questions that didn’t allow you to answer how you truly wanted? Did you have any other concerns about the survey?”

b Note:

- i While participants are taking the survey, facilitators should walk around the tables and be available to answer any questions
- ii Facilitator is available to answer questions about the survey without leading participants into specific interpretations and responses

7 Food (15 min):

- a Invite those who have finished early to eat

8 Table Activity 4 – Mapping Activity (30 min):

- a Facilitators introduce the objective of the activity
  - i Why are we doing a mapping activity? Why is it important?
  - ii Linking the points made through the discussions and the survey to specific locations on a map
- b Facilitators ask the participants to stand up and gather around the map, which is placed in the center of the tables.
- c Facilitators introduce the change types (change vs. stability)
  - i What areas on this map would you like to see look different in the future? How much change (i.e. retrofit vs. total change)?
  - ii What areas on this map would you want to remain the same in the future?
- d Facilitators allow participants to identify locations they would most like to see changed and kept the same.
  - i Each participant will receive 2-3 green dots and 2-3 pink dots and are allowed to put them on the map
    - 1 Green dots represent change and pink dots represent stability
    - 2 On the flip chart, the facilitator should write which colored dot corresponds with which preference
    - 3 Note taker needs to write down the areas of change and stability via specific locations (intersection of 24th and VB; the block next to Celebrity theater); facilitator should have participants name these locations
  - ii First, facilitators ask participants to place dots for change. The group will then discuss the places they would like to see change.
  - iii Next, facilitators ask participants to place dots for stability and the group discusses this.
  - iv Finally, facilitators ask participants if there are any other places on the map they would like to discuss.
  - v In this activity, the second facilitator will help manage the discussion if participants break into smaller groups. One facilitator will write notes on post-it notes and stick them onto the map. The note taker will record the discussion on a laptop. If the conversation is difficult to follow, the note taker can get up and take notes on a notepad/clipboard. Note takers should also be sure to capture what people do not want to see.
- e Facilitators project the results back and ask about comments (probing questions) etc. (pick 2-3 main areas that were identified for change and stability)
  - i This area seems to be an area where a lot of people want change. What are the changes you would like to see in these areas?

- 1 Note taker write them on a sticky note and place them in the indicated area
  - ii (For forum only) if there are planning elements that have not been discussed, work with participants to fill in the gaps
  - 1 If there has been no mention of housing: “Are there any areas on this map where you would like to see changes in the type or style of housing in the future? Maybe there is a good place to put an apartment complex? Are there areas that should not change?”
    - a Try to strategically highlight elements in certain responses in order to tease out some other elements
      - i Ex: if they talk about walking, it can be about health
  - 2 If the facilitator feels that certain elements have been overlooked, refer back to the flip chart pages of the earlier activities; have participants locate their big ideas, etc.
  - iii Towards the end of the activity, ask, “Are there areas on this map that we haven’t discussed (or were outside large areas of consensus) that people feel strongly about and would like to talk about?”
  - f Confirm with participant that the information is correct and that it reflects what they were trying to say
  - g Note takers will focus on capturing key community values
  - h Take a picture of the map
- 9 Concluding remarks and outlook (quarter sheet bullet points in case they don’t stay)
- a Thank you
  - b Next steps
    - i Workshop with future dates
    - ii VPS- specific vision pool

## Logistics

### Room layout

- Greeter Table (Sign-in)
- Tables clustered for small groups. Each cluster will have a flip chart on tripod.
- Food table
- Child care area

### Team member roles

- Greeter
- Lead Host
- Survey Lead
- Map Facilitators (4 team members should know how to do it)
- Note takers
- Farewell

### Food

### Childcare

### Materials (order through John)

- For greeting table:
  - Table - provided at location
  - Sign-in sheet - see appendix
  - IRB/photo release form - see appendix
  - Name tags
  - Pens
  - Promotional materials for future RP workshops/events

- Guides
- For the survey:
  - Surveys
  - Pens
- For the mapping activity:
  - Laminated maps
  - “Sticker dots” - two different colors
  - Small post-it notes
  - Pens
- Food and Drinks
  - Food
- Camera and video camera
- Flip chart- pre-prepared based on the discussion questions we are asking
  - Need three sets of flip charts and tripod/stand
  - Black permanent markers
  - Each flip chart will have three pages dedicated to the Mind Mixer icebreaker questions, three pages dedicated to the Density vignette discussion, three pages dedicated to the Mobility vignette discussion, and three pages dedicated to the Economic Development vignette discussion.

# Visioning Forum Guide – October 17, 2012

## Changes for Forum 2

### I. SIGN-IN & FOOD - 15 MINUTES

### II. INTRODUCTION - 5 MINUTES

### III. ICE BREAKER – 5 MINUTES

- Introduce yourself:
- Participants go around the table introducing themselves
- Introduce the outline for the meeting
  - A series of discussions involving a map of the District
  - Our goal is to learn about how participants value the community, how they feel about potential changes, and where they would like to see change occur

### IV. MAPPING ACTIVITY 1: DISTRICT ORIENTATION – 10 MINUTES

- Orient the group to the map
  - Point out major roads and landmarks
  - Ask participants to locate where they live and work
  - Ask participants to locate where they frequently visit
  - Ask participants where and how they get around (roads/routes, modes)

### V. MAPPING ACTIVITY 2: CHANGE VS STABILITY – 20 MINUTES

- Green stickers for change; pink stickers for stability
- What areas on the map would you like to

see look different in the future?

- What areas on this map would you want to remain the same in the future?

### VI. MAPPING ACTIVITY 3: WHAT TYPE OF CHANGE – 20 MINUTES

- Based on where participants identified places for change, elicit the types of change to which they're open
- Strategically guide conversation to cover the values in the survey
- See addendum for survey questions and tensions to address in conversation

### VII. CONCLUSION

- Thank you
- Hand out flyers and notify of workshop dates

## Rationale for Changes

First, we moved the food from the end of the forum to the beginning because it aided the flow of the event. Participants were able to chat with each other and with the facilitators before the event began, as well as get up during pauses in activities to eat. This created a rapport between everyone in the room before the event began, which resulted in a more informal and relaxed setting.

Next, we removed the taking of the survey entirely. By having participants begin the event quietly and individually without any interaction or conversation with others set a precedent that was ultimately unhelpful for the event as a whole. As a result, we shifted the event to include three mapping activities.

The first two mapping activities were exactly the same as the first forum; participants interacted with the map and identified where they live/work/play, then identified areas of change and stability using green and pink sticky dots. Mapping activity 3 attempted to elicit the information we needed from the survey without utilizing its form. The attached addendum lists the survey questions and

their corresponding tensions that facilitators worked into conversations about what type of changes participants wanted to see in the places identified for change in the previous mapping activity.

The materials used remained the same, with the subtraction of the printed surveys. The room layout also remained the same, with the exception of the food table, which was moved to the front of the room near the sign-in sheets to facilitate dinner at the beginning of the event.

## Visioning Forum Guide for Change/Stability Mapping Activity

### Objective

The objective of the mapping activity in the visioning forum is to identify spatially explicit areas of stability and areas of change.

### Structure

- Participants are seated at a table
- A large map of the district is placed on the table, oriented towards the participants
- The facilitator guides the discussion
- The note taker records the discussion
- The facilitator has red and green “sticky dots” to pass out to participants
- The facilitator has a stack of Post-it notes for note taking

### Process

- I. Introduction – Facilitator introduces participants to the activity and its purpose
  - a. *What are we doing?* We are identifying specific areas within the District that

participants would like to see changed and preserved. For areas of change, we want to learn what scale of change is desired and what type of change is desired (using the six planning elements as main reference). For both areas (change/stability) we would like to learn about the reasons (why do you prefer change/stability here?).

- b. *Why is this activity important?* The participants live, work, visit, or do business in the District. It is important that their needs and preferences inform the planning and development process of the District. Identifying specific locations to preserve and change and will help the city narrow the planning focus to areas where there is agreement for change.

### II. Activity

- a. Facilitator invites participants to stand and gather around the map
  - i. Orient participants to map by identifying well known landmarks and major roads
  - ii. Ask participants if they can identify where they live, work, or roads on which they often travel

- b. Facilitators introduce the change types
  - i. What areas on this map would you like to see look different in the future? How much change (i.e. retrofit vs. total change)?
  - ii. What areas on this map would you want to remain the same in the future?
- c. Facilitators allow participants to identify areas they would most like to see changed and kept the same
  - i. Each participant will receive 3 green dots and 3 red dots; they are instructed to place the dots on the map:
    - 1. Place red dots on areas that you would like to preserve; place green dots on areas that you would like to change!
    - 2. For a reminder, have a sign on hand that states which colored dot corresponds with which preference (green = change; red = stability).
  - ii. As participants take turns placing dots on the map, facilitator should ask them to identify the areas they are marking (for the note taker's reference), and why they want to preserve or change the location.
  - iii. If participants select change, facilitators should explore what kind of change is desired. Facilitators should also invite participants to outline what type of change they would like to see in these designated areas.
  - iv. As participants discuss their preferences, the facilitator or additional note taker should sum up responses in short statements on Post-it notes and place the notes next to the dots on the map.
- d. Once everyone has placed their dots, facilitators ask participants if there are any other places on the map they would like to explore as areas of change/stability.
- e. Confirm with participants that the information is correct and that the map and discussion reflects what participants were trying to share.
- f. Once the activity has concluded, take an overhead photo of the map.

## Comments

1. The conversation can be difficult to manage depending on the number of participants; thus, an additional facilitator or note taker can be helpful.
2. To guide and focus the discussion, try to identify areas on the map where stickers of the same color are clustered.
3. If there are planning elements (land use, economic development, mobility, housing, green infrastructure, health) that have not been discussed, work with participants to address those.
4. Note takers can easily get lost in this activity (several participants might speak at the same time); thus, be sure to restate the specific areas while they are being discussed.

# IV. Visioning Workshop Guide (With Visual Preference Survey)

Reinvent Phoenix  
ASU-SOS Fall 2012 Studio  
Gateway District

## Objectives

1. Collect data on participant preferences for planning alternatives, including land use functions, housing (building types, heights), mobility options (Street sizes and modifications), green infrastructure (landscaping options), and land use (civic spaces options)
2. Begin to synthesize visions for each area of change
3. Collect data for vision narratives

## Overview Structure

1. Greeting Table
2. Food and Welcome
3. Three VPS Tables
  - a. Introduction to activities
  - b. Core questions for two areas of change (one area, one corridor) each
4. Group vision facilitation
5. Narratives Facilitation
6. Conclusion, thank you, and food

## Detailed Structure

1. Greeting Table  
When participants arrive to the workshop, they will encounter a greeting table at the entrance.

- a. Participants sign in and receive nametags and promotional materials for future workshops
- b. Participants sign IRB/photo release form – Greeter explains what they are and why they are needed: IRB is needed in order for them to participate. Signing the model release allows us to take pictures of the event. We will not be taking pictures of individuals, but more of the activities going on.
- c. Every participant will be introduced to the six areas of change (numbered 1-6). They will be presented in pairs [A, B, C] (one corridor, one area). Participants write down their name and top 2 choices [A, B, C] for which pair to discuss. Participants will be informed that they will talk about 1 out of 3 of each of these pairs and will be guaranteed to talk about 1 of their first 2 choices.
- d. Invite them to get food and sit at the food tables until the start of the workshop.

### 2. Food and Welcome

- a. Participants eat and chat with each other and the facilitators/project team.
- b. After 15 minutes, representatives from ASU and the City will welcome participants and introduce the workshop, the team, and the project.
- c. AFTER introduction, participants will then be verbally assigned their table [A, B, C] and asked to go to their assigned tables for the first activity.

### 3. Introduction

The introduction is given while participants are eating, and just before they are divided into discussion tables.

ASU (Arnim or Aaron)

- a. What is RP-HUD about?
  - i. New development that increases quality of life while maintaining desirability and attainability for the entire spectrum of incomes, ages, family sizes, and physical and developmental abilities along the light rail corridor (5 districts)
  - ii. U.S. Department of Housing and Urban Development, Sustainable Communities Grant Program
  - iii. Collaboration COP & ASU & other partners such as (SLHI)
    - 1. Introduction of Curt
    - 2. Introduction of team
  - iv. Three years of research and strategy building with implementation taking place by the third year and many years after the conclusion of the research
- b. What is RP-HUD in the Gateway district about?
  - i. Our work is to help create a community vision for this district (6 planning elements) that the City will use as a guide when planning new development or changes in the area.
  - ii. What we have done – survey and visioning forums: general idea of where change / what kind of change
- c. What is the purpose of this event?
  - i. More specifics of what kind of change: land use, buildings, etc.
  - ii. Beware: it will not be exactly what is on the pictures (general types)
- d. Why is their participation important?
  - i. We must understand the things that the residents value and desire in order to figure out the best solutions options to make a better, more sustainable community
  - ii. People of the community must support the changes in order for them to be successful
- e. What is going to happen with the results
  - i. The results will go in a report that informs policy making – next stage of the project
  - ii. Continued engagement options
- f. COP (*Curt or Jacob*)

#### 4. VPS Tables (3)

Each table will have a map of the entire District hanging, three smaller zoomed-in maps of the areas of change placed on the table, current state photos to pass around, and a stack of posters featuring the questions. Before beginning the VPS, participants will be oriented to both the map of the District and the areas of change that will be discussed.

##### a) *Introduction to activities* [5 minutes]

- i) Icebreaker - Facilitator leads a round of introductions so that everyone at the table feels comfortable and knows each other.
- ii) What is going to happen?
  - (1) At each table, we discuss two areas of change (one pair: area + corridor) that were identified in the visioning forums that we did a few weeks ago
    - (a) Emphasize that areas of change were identified by the community
    - (b) Orient participants to the areas of change and discuss boundaries
      - a. There are some areas that residents said they do not want to see changed, and thus we are not talking about them
      - b. However, the boundaries are arbitrary, and we do not have to bound ourselves strictly to the outlined boundaries
  - (2) We discuss, for example, what the land may be used for and what buildings and streets could look like, and we use pictures in order to choose what characteristics you prefer for this area.
- iii) Why we are doing this workshop?
  - (1) So that we understand what you want this area to look like in the future. We use real photos taken from Phoenix (most of them) to get a sense of what you want to see specifically. The preferences that you reveal today will be shared with the City and it's partners and used when deciding how to develop these areas.
- iv) How to use the posters?
  - (i) These posters are designed to take you through a series of questions about how this area could look like. For each question, you will get a certain number of stickies, and you will be asked to place ALL of your stickies on the picture(s) you prefer. You are allowed to put dots on multiple pictures, to show that you want a mixture of things. You are also allowed to put them all on one picture if you only prefer that one choice. *[Note: this may be confusing; make sure all participants understand]*
  - (ii) Each participant is handed a stack of post-it notes. For each question, the facilitator will tell participants how many post-it notes to use when they vote.

- (iii) Every time participants vote for their preference, explain why they have multiple options and how the options are not mutually exclusive (i.e. an area could feature buildings of varying heights; a road could have green infrastructure, bike lanes, and transit).
- (iv) For every round of “voting,” get feedback from participants regarding which options they chose and why.
  1. Also facilitate a discussion of WHERE in the district some of these features can go
  2. If a combination of characteristics are desired, discuss what composition of the different choices they would like to see (ex: we want 50% 4-5 story buildings)

b) *Visual Preference Survey* [60 minutes]

District map behind table, VPS posters on table

- i) The first area we look at is area No. X (point to first highlighted and numbered area on district map). We will show you some pictures of what this area currently looks like.
- ii) Now we want you to think about what this area could look like in the future:
  - (1) First, we will talk about what the land and buildings could look like:
    - (a) Everyone will put down ONE sticky for voting.
    - (b) I will show you a set of pictures with combinations of housing and commercial use in this area. (Describe the land use types: full mixed use, mixed use commercial, mixed use residential, primarily residential, primarily commercial) that are on the poster [Use the definitions provided in facilitator guide!]. *[Note: all definitions are provided in the addendum at the end of the Workshop Guide]*
    - (c) Please place your stickies on the photo that shows the combination that you prefer.
    - (d) Look at the distribution of stickies and facilitate a discussion to find the majority vote. Invite people to change their original answer after the discussion, if they desire.
    - (e) Once it is clear which land use type has the majority, follow the schematic below in order to decide what the question is:
      - (i) If Option A or B or C or E is chosen, facilitator should go to Q3 and direct participants to the height poster. Each participant should have THREE dots. What building height do you feel is appropriate for this area? Please place your dots on the heights that you prefer, and remember, you may choose multiple photos.
        1. Where in this area are buildings with these heights appropriate? In what combination?
      - (ii) If Option D is chosen, the facilitator should then move to Q2 and show them the poster with options for building type. Each participants should be give FOUR dots:

1. What type of building do you think is appropriate? *[Note: for each option, read the definition provided in the addendum at the end of the Workshop Guide]*
2. Please put your dots on all the types of buildings that you would like to see in this area. You may choose multiple types.
3. Where in this area are these types of buildings appropriate? In what combination?

Questions for land use and housing (Q1-3) [each question is presented as its own poster]:

Q1. Land Use Function?	Option A Mixed Use	Option B Mixed Use Residential	Option C Mixed Use Commercial	Option D Primarily Residential	Option E Primarily Commercial
Q2. Building Type?	Mixed Use	Mixed Use Residential	Mixed Use Commercial	Options a. Multi-unit b. Town- home c. Duplex d. Live/work	Low Rise Office
Q3. Height?	a. 2-3 stories b. 4-5 stories c. 6-7 stories	a. 2-3 stories b. 4-5 stories c. 6-7 stories	a. 2-3 stories b. 4-5 stories c. 6-7 stories		a. 2-3 stories b. 4-5 stories c. 6-7 stories

(2) Next, we are going to discuss what the streets will look like in this area.

*[Note: for each option, read the definition provided in the addendum at the end of the Workshop Guide or in Facilitator guide]*

For conversations about Van Buren, only discuss Boulevards (a). For other areas of change, discuss all street types (a-c).

(a) In this area, what should the large boulevards look like? Direct them to the the poster with the pictures of transit, bicycle, green and mixed use boulevards. Each person should have FOUR dots. Please put your dots on the type of characteristics that boulevard that you feel is appropriate for this area. They are not mutually exclusive and you may choose more than one.

(i) What areas (on the map) are appropriate for boulevards?

(b) In this area, what should the avenues look like? Direct them to the poster with the pictures of transit, bicycle, green and mixed use. Each person should have FOUR dots. Please put your dots on the type of avenue that you feel is appropriate for this area. You may choose more than one.

(i) What areas (on the map) are appropriate for avenues?

(c) In this area, what should the streets look like? Direct them to the poster with the pictures of green,

mixed use, and calmed. Each person should have THREE dots. Please put your dots on the type of street that you feel is appropriate for this area. You may choose more than one.

- (i) What areas (on the map) are appropriate for streets?

Question schematic for street/mobility questions (Q4-6) [each will be its own poster]:

Boulevard/Arterial	Avenue/Collector	Street/Local
<p><i>Q4: What would boulevards look like?</i></p> <p><i>Options</i></p> <ul style="list-style-type: none"> <li>a. Transit</li> <li>b. Bicycle</li> <li>c. Green</li> <li>d. Mixed Use</li> </ul>	<p><i>Q5: What would avenues look like?</i></p> <p><i>Options</i></p> <ul style="list-style-type: none"> <li>a. Transit</li> <li>b. Bicycle</li> <li>c. Green</li> <li>d. Mixed Use</li> </ul>	<p><i>Q6: What would streets look like?</i></p> <p><i>Options</i></p> <ul style="list-style-type: none"> <li>a. Green</li> <li>b. Mixed Use</li> <li>c. Calmed</li> </ul>

- (3) Along these streets and near these buildings, what should the landscaping look like? Direct them to the poster with pictures for oasis, sonoran, and hybrid. Each person should have THREE dots. Please put your dots on the type of landscaping you feel is appropriate in this area. You may choose more than one. *[Note: for each option, read the definition provided in the addendum at the end of the Workshop Guide]*

- (4) Finally, given the vision that we have just created for this area, what sort of public spaces should we have? Will they be areas for gathering or for recreation? Direct them to the poster that has the photos of neighborhood park, plaza, square, and green. Each participant should have FOUR dots. Please place your dots on the type of space that you feel is appropriate for this area. Remember, you may choose more than one. *[Note: for each option, read the definition provided in the addendum at the end of the Workshop Guide]*

- (a) Are there specific areas on this map where these spaces can go? Discuss spatially explicit areas.

iii) Vision Discussion:

Before moving to the next area of change, facilitators will lead a short discussion for participants to construct a joint vision for the area of change

- (a) Based on our discussion of the land, buildings, roads, landscaping, and public spaces, can any of you see what this area may look like in your mind?
- (b) How do you think this area could actually look in the future?
- (c) How might people move around in this area?
- (d) If the area resembled what we have described here, is it a place that you would want to live, work, or visit?

iv) The next area that we are going to discuss is area No. X (point to the second highlighted and numbered area. Follow same procedure as before, but if it is a corridor, only discuss the boulevard in the “streets and mobility section”, as noted above.

c) Narratives [15 minutes]

i) We want to get phrases and ideas that we can put into a narrative. Now that we have thought about how these areas will look in the future, we want to think about how this will affect you:

(1) How would you live or work in this neighborhood in the future?

(a) One thing you're excited about in this neighborhood in the future?

(b) How will you get around in this neighborhood in the future?

(c) How would all of these changes in the neighborhood affect your daily life?

(2) Collecting Answers

(a) Note-takers & Facilitators

(i) Ask participants who would be willing to stay for interviews

(ii) With those willing, note-takers & facilitators individually conduct Question/Answer format of interview with Printed Narrative Questionnaires

5. Conclusion, thank you, and food

## Logistics

- Room layout
  - 7-8 tables for greeting, food, 2-3 tables for eating, VPS 1, VPS 2, VPS 3
- Team roles
  - Greeters (2-3)
    - name tags, IRB/photo release
    - introduce the three areas of change and have participants write down their name and their first and second choice for discussion
  - Facilitators (3)

- 1 facilitator per station (3 VPS stations + narratives)
  - There may be the need for a 4<sup>th</sup> VPS station to accommodate large numbers of participants. The area discussed will be based on majority vote and will be facilitated by John Harlow.
  - There may be the need for a VPS station that is facilitated fully in Spanish. A plan for this should be arranged beforehand
- Note takers (3)
  - 1 note taker per VPS station
- Materials
  - Printed
    - full district maps with highlighted “areas of change” (4)
    - table-specific maps that zoom-in on the 2 specific areas (3 maps per area= 6 maps per table)
    - posters that have the each question and the associated photos (8 per table)
      - narrative questionnaire (English and Spanish)
      - IRB/photo release (English and Spanish)
      - Current state photos for each area of change
  - Purchase/bring from current stock
    - pens for welcome station
    - markers for name tags and for childcare
    - paper and toys/games for childcare
    - post-its for making selection on the poster (something that can be easily removed, so no permanent sticky dots)
- Food
  - At the very beginning. People come in, grab food, sit and eat. After food we direct people into groups at VPS tables. The food will be available throughout the event
- Childcare
  - At least two people
  - Activities (coloring, outdoor activities,...)

## Definitions of Options

### 1. Land Use Functions

#### *A Balanced Mix of Residential & Commercial (Mixed-Use)*

Development that evenly blends residential, commercial, and other uses.

#### *At Least 50% Residential (Mixed-Use Residential)*

This development blends residential, commercial, and other uses, but it features more residential options are present than commercial.

#### *At Least 50% Commercial (Mixed-Use Commercial)*

This development blends residential, commercial, and other uses, but it features more commercial options are present than residential.

#### *Primarily Residential*

Land that is comprised of mostly residential uses. There may be scattered grocery stores or other small services in primarily residential areas, but the main use of land is for residential homes.

#### *Primarily Commercial*

Land that is comprised of mostly commercial uses. There may be scattered residential or industrial throughout, but the main use of land is for commercial buildings.

### 2. Building Types (Primarily Residential)

#### *Apartment*

Multiple separate housing units contained within one or several buildings within one complex.

#### *Townhouse*

A two- or three-story urban house built as one of a group of houses similar in architecture, design, and appearance.

#### *Duplex*

A small to medium sized building that consists of two connecting homes that share a common wall.

#### *Live/work*

Live/work units are designed to provide for both residential and commercial uses, where owners conduct business on the first floor while living upstairs.

### 3. Street Sizes

#### *Boulevard*

A boulevard is a regional road designed for moderate to high traffic at medium to high speeds. It has two to three vehicle lanes in each direction and bicycle lanes are generally provided along with relatively wide sidewalks.

#### *Avenue*

An avenue is a local road designed for low to moderate traffic at low to medium speeds. It has one vehicle lane in each direction plus parking lanes, or two travel lanes with no parking lanes. Bicycle lanes are usually provided and sidewalks are relatively wide.

#### *Street*

A street is walkable and is designed for low vehicle traffic at low speeds. bicycles can share the road with vehicles. One travel lane and parking lane is provided in each direction.

### 4. Street Types (Modifiers)

#### *Transit*

Transit avenues and boulevards are designed for different modes of public transportation.

### *Bicycle*

A bicycle avenue/boulevard provides enhanced bicycle lanes that maximize safety.

### *Green*

A green street/avenue/boulevard includes landscaping that slows stormwater and provides shading. In ideal situations, this landscape doubles as a linear park.

### *Mixed Use*

A mixed-use boulevard/avenue/street is walkable and features high activity. Sidewalks are extra wide for pedestrians. Storefronts and outdoor dining patios are common.

### *Calmed*

A calmed street may feature speed bumps, medians, narrowed lanes or other strategies to slow traffic for pedestrians and cyclists.

## 5. Landscaping Types

### *Sonoran*

Defined by its use of low water, desert plants, such as cacti, palo verde, and mesquite bosque. This type of landscape often includes the use of pebble or gravel in place of grass.

### *Hybrid*

Defined by its use of plants from different regions to create a landscape, such as desert cacti, palm trees, and pine trees.

### *Oasis*

Defined by its use of water-intensive plants. This landscape is characterized by dense greenery.

## 6. Types of Civic Spaces

Civic spaces are community areas designed for pedestrians for the purpose of providing space for public demonstrations, community events, or recreational amenities.

### *Neighborhood Park*

Parks are the recreational focus of a neighborhood. The park is centrally located, and mostly surrounding uses should be mostly single or multi-family homes. Playgrounds would be one recreational amenity.

### *Plaza*

A plaza is an open space for civic, commercial, and recreational activities shaped by the fronts of the surrounding buildings. Plazas are mostly composed of pavement with some trees. A splash park could be one recreational amenity.

### *Green Space*

Green space is an open space used for recreation. A green space is shaped by landscaping such as lawns and trees, rather than by the fronts of surrounding buildings. Pick-up soccer games and other unstructured activities could be one recreational amenity.

### *Square*

A square is an open space for recreation and public activities. Squares are shaped by the fronts of the surrounding buildings, and are landscaped with paths, lawns, and trees. Outdoor concerts could be one recreational amenity.

# RP Visioning Workshop Facilitator Guide – November 10, 2012

## I. Greeting table

1. Sign-in sheet and IRB forms
2. Select areas of change
  - a. Areas of change: Table 1 – area around the 24<sup>th</sup> street light rail station and the area of VB near 24<sup>th</sup> street; Table 2 – lots around celebrity theater along 32<sup>nd</sup> and the area around VB around 32<sup>nd</sup> street; Table 3 – large vacant lot near the 202 and the canal
  - b. Put your #1 and #2 selection on sheet; you will get to talk about one of these areas today

## II. Food and Welcome

1. Welcome and overview: Arnim and Curt (?)
2. Break participants into tables and announce table assignments

## III. Table Facilitation

1. Introduction
  - a. Introductions: facilitator and participants
  - b. Introduce area of change (both corridor and area): Residents, stakeholders, and city planners identified these areas as potential areas of change. There are areas that people want to see preserved, and we will not speak about those areas.
  - c. Introduce activity
    - i. We will do two rounds of questions at this table
    - ii. We will be thinking about how this area can look different in the future and we will be using photographs to help imagine how they could look
    - iii. The photos are supposed to depict characteristics of land, buildings, streets, ect. By choosing a photo, you are NOT choosing the actual building or road that is in the photo.
  - d. You will use stickies to indicate your preferences for each characteristic. For each question, you will be given a certain number of stickies. Please put them all down, but you can put them in any combination that you want on the photos. More stickies means a higher preference.
2. First area of change
  - a. What does it look like today: show current state photo

- b. Land use: I will show you combinations of housing and commercial uses in this area [explain photos]. What is the most appropriate land use for this area in the future?

- i. Voting: Take 1 sticky

Primarily Residential Land that is comprised of mostly residential uses. There may be scattered grocery stores or other small services in primarily residential areas, but the main use of land is for residential homes.

Primarily Commercial Land that is comprised of mostly commercial uses. There may be scattered residential or industrial throughout, but the main use of land is for commercial buildings.

A Balanced Mix of Residential & Commercial (Mixed-Use)-Development that evenly blends residential, commercial, and other uses.

At Least 50% Commercial (Mixed-Use Commercial) This development blends residential, commercial, and other uses, but it features more commercial options are present than residential.

At Least 50% Residential (Mixed-Use Residential) This development blends residential, commercial, and other uses, but it features more residential options are present than commercial.

- ii. Discussion: We want to try to come to consensus on this one for the sake of the next question. Discuss each that have stickies and ask if anyone wants to change their initial vote.

- c. Height (all choices EXCEPT primarily residential)

Voting: Take 3 stickies

- d. Building type (only for primarily residential)

- i. Voting: Take 4 stickies

Apartment Multiple separate housing units contained within one or several buildings within one complex.

Duplex A small to medium sized building that consists of two connecting homes that share a common wall.

Live/work units are designed to provide for both residential and commercial uses, where owners conduct business on the first floor while living upstairs

Townhouse A two- or three-story urban house built as one of a group of houses similar in architecture, design, and appearance.

- ii. Discussion: we also want to think about WHERE on this map these different building types could be located; and, if you have chosen different building types, what composition of the different types of buildings we could have.

- e. Roads [NOTE: for Van Buren corridor discussion, we are only talking about boulevard (not avenue or streets)]: We want to think about what [road type] in this area could look like. The pictures show characteristics; they are not mutually exclusive and you could have multiple characteristics, but we want to know what should be the primary characteristic.

- i. Voting (for each of the following road types): Take 4 stickies (3 for streets)

A boulevard is a regional road designed for moderate to high traffic at medium to high speeds. It has two to three vehicle lanes in each direction and bicycle lanes are generally provided along with relatively wide sidewalks.

1. Transit avenues and boulevards are designed for different modes of public transportation.
2. Bicycle avenue/boulevard provides enhanced bicycle lanes that maximize safety.
3. Mixed Use boulevard/avenue/street is walkable and features high activity. Sidewalks are extra wide for pedestrians. Storefronts and outdoor dining patios are common.
4. Green street/avenue/boulevard includes landscaping that slows stormwater and provides shading. In ideal situations, this landscape doubles as a linear park.

Avenue a local road designed for low to moderate traffic at low to medium speeds. It has one vehicle lane in each direction plus parking lanes, or two travel lanes with no parking lanes. Bicycle lanes are usually provided and sidewalks are relatively wide.

Same choices as boulevard

Street walkable and is designed for low vehicle traffic at low speeds. Bicycles can share the road with vehicles. One travel lane and parking lane is provided in each direction.

Same as above + Calmed may feature speed bumps, medians, narrowed lanes or other strategies to slow traffic for pedestrians and cyclists.

- ii. Discussion: we also want to think about WHERE on this map each of the different roads could be located; and, if you have chosen different road features, what the composition of features would look like.

f. Landscaping

- i. Voting: Take 3 stickies

Oasis Defined by its use of water-intensive plants. This landscape is characterized by dense greenery.

Sonoran Defined by its use of low water, desert plants, such as cacti, palo verde, and mesquite. This type of landscape often includes the use of pebble or gravel in place of grass.

Hybrid Defined by its use of plants from different regions to create a landscape, such as desert cacti, palm trees, and pine trees.

- ii. Discussion: we also want to think about WHERE on this map the landscaping could be located; and, if you have chosen different landscaping types, what the landscaping in the area would look like.

g. Civic spaces

- i. Voting

Take 4 stickies

Neighborhood Park recreational focus of a neighborhood. The park is centrally located, and mostly surrounding uses should be mostly single or multi-family homes. Playgrounds would be one recreational amenity.

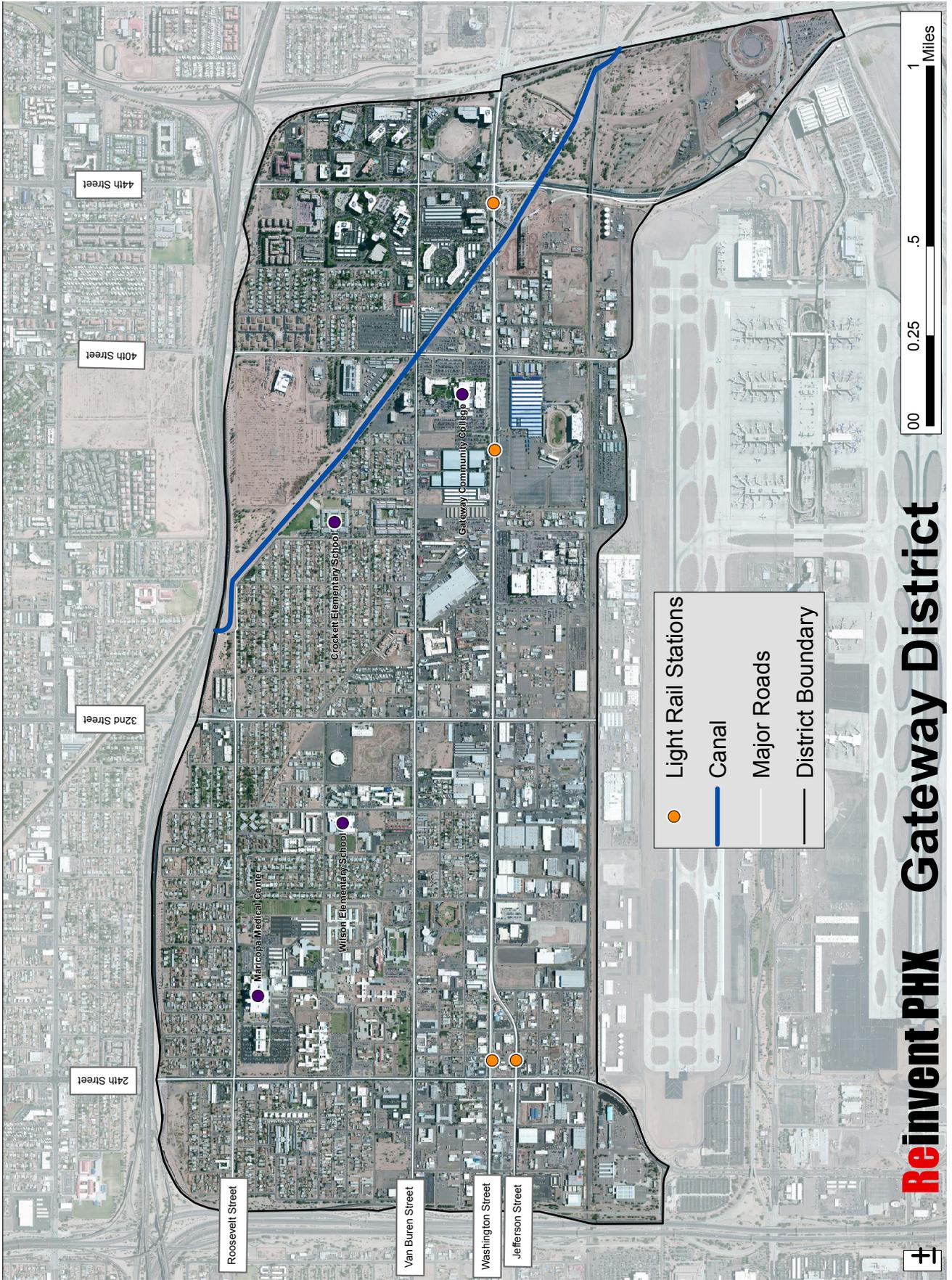
Square open space for recreation and public activities. Squares are shaped by the fronts of the surrounding buildings, and are landscaped with paths, lawns, and trees. Outdoor concerts could be one recreational amenity

Plaza open space for civic, commercial, and recreational activities shaped by the fronts of the surrounding buildings. Plazas are mostly composed of pavement with some trees. A splash park could be one recreational amenity.

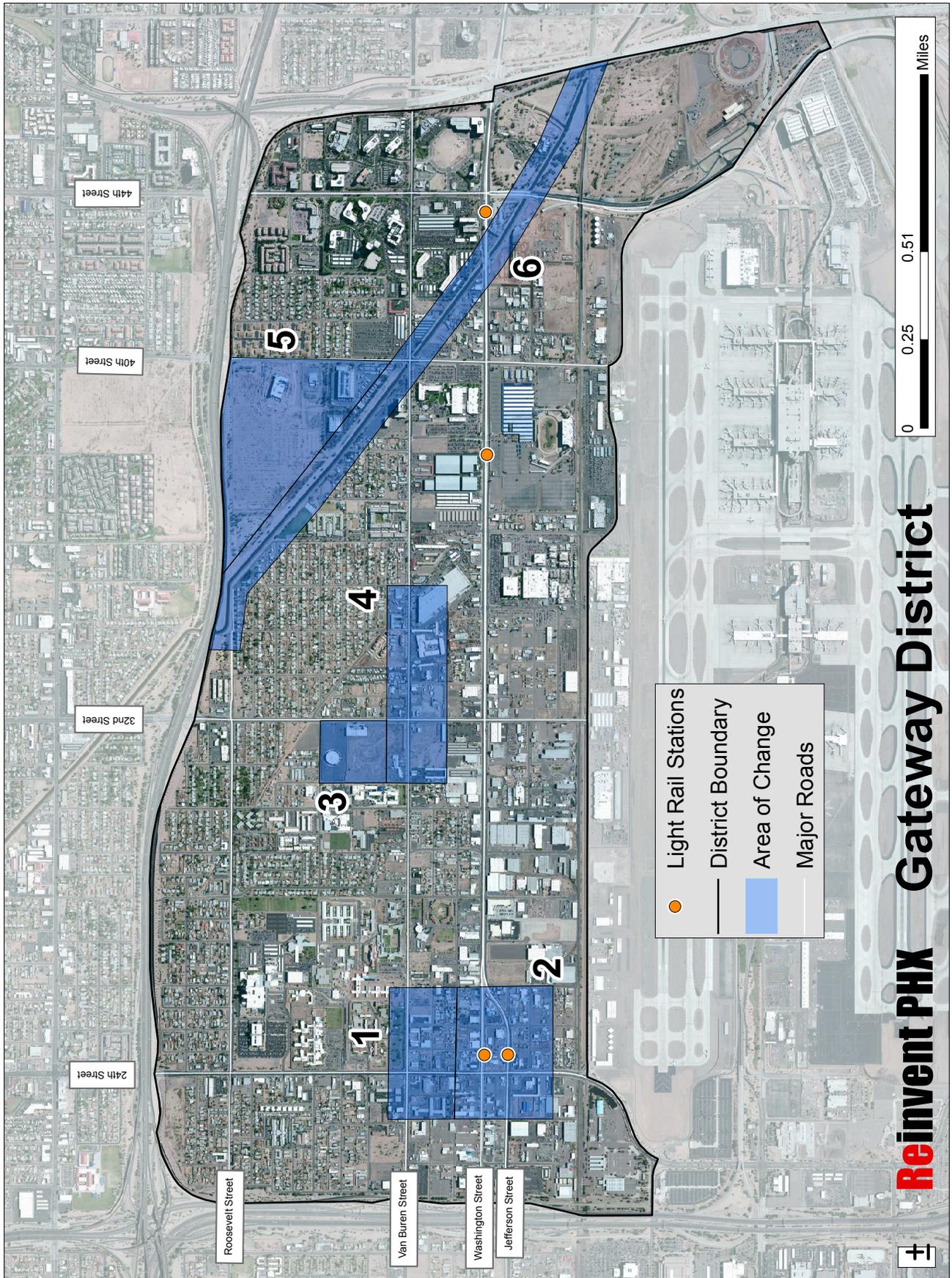
Green Space open space used for recreation. A green space is shaped by landscaping such as lawns and trees, rather than by the fronts of surrounding buildings. Pick-up soccer games and other unstructured activities could be one recreational amenity.

- ii. Discussion: we also want to think about WHERE on this map the civic spaces could be located; and, if you have chosen different civic spaces, what the composition of civic spaces in the area would look like.

3. Vision Discussion: Before moving to the next area of change, facilitators will lead a short discussion for participants to further develop a joint vision for the area of change: Based on our discussion of the land, buildings, roads, landscaping, and public spaces, can any of you see what this area may look like in the future? Do all pieces of the vision work together (trade-offs or synergies)? How sustainable is this vision?
4. Second area of change: Follow steps 1-3 above
5. Narratives: At the end of this process, we will be writing short stories about the participants in the vision for this district: Now that we have thought about what these areas will look in the future, we want to think about how this will affect you: How would you live, work, and/or play in this neighborhood in the future?
  - a. Tell us one or multiple things you are particularly excited about in this neighborhood in the future?
  - b. How will you get around in this neighborhood in the future?
  - c. How would all of these changes in the neighborhood affect your daily life – how will you live/work/play there?

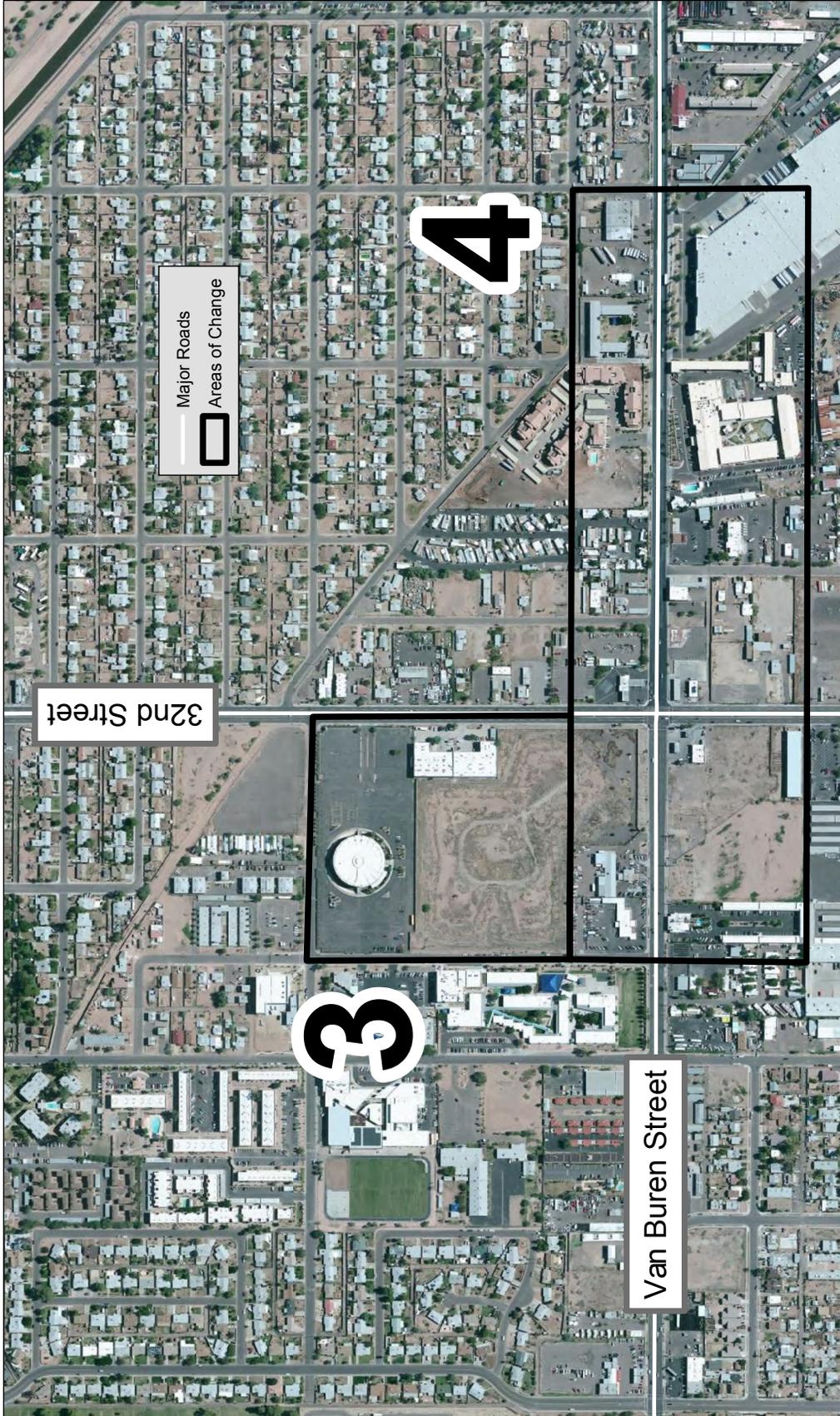


# Reinvent PHX Gateway District



# Reinvent PHX Gateway District







# West Areas of Change

**Reinvent PHX**



± East Areas of Change **Reinvent PHX**

**BOULEVARD**  
Bulevar



**TRANSIT**  
Transporte Público



**BICYCLE**  
Bicicleta



**MIXEDUSE**  
Uso Mixto



**GREEN**  
Verde

**AVENUE**  
Avenida



**TRANSIT**  
Transporte Público



**BICYCLE**  
Bicicleta



**MIXEDUSE**  
Uso Mixto



**GREEN**  
Verde

**STREET**  
Calle



**MIXEDUSE**  
Uso Mixto



**GREEN**  
Verde



**CALMED**  
Calmada

# REINVENT PHOENIX Community Meeting



REINVENT  
PHOENIX  
Community  
Meeting



# LANDSCAPING

## Paisaje



OASIS  
Oasis



SONORAN  
Estilo Sonora



HYBRID  
Híbrido

# LANDSCAPING

## Paisaje



OASIS  
Oasis



SONORAN  
Estilo Sonora



HYBRID  
Híbrido

# CIVIC SPACES

## Espacios cívicos



NEIGHBORHOOD PARK  
Parque de barrio



SQUARE  
Zócalo



PLAZA  
Plaza



GARDEN  
Verde

# CIVIC SPACES

## Espacios cívicos



NEIGHBORHOOD PARK  
Parque de barrio



SQUARE  
Zócalo



PLAZA  
Plaza



GARDEN  
Verde

**MIX OF RESIDENTIAL AND COMMERCIAL USES**  
Mezcla de Uso de Suelo Comercial y Residencial



**PRIMARILY RESIDENTIAL**  
Principalmente Residencial



**PRIMARILY COMMERCIAL**  
Principalmente Comercial



**BALANCED MIX OF RESIDENTIAL AND COMMERCIAL**  
Una mezcla balanceada de Uso Comercial y Residencial



**AT LEAST 50% COMMERCIAL**  
Por lo menos un 50% de Uso Comercial



**AT LEAST 50% RESIDENTIAL**  
Por lo menos un 50% de Uso Residencial

**TYPE OF RESIDENTIAL BUILDINGS**  
Tipos de Edificios Residenciales



**APARTMENTS**  
Apartamentos



**DUPLEX**  
Duplex



**LIVE / WORK**  
Vivienda/Trabajo



**TOWNHOMES**  
Casa

**HEIGHTS OF BUILDINGS — AT LEAST 50% RESIDENTIAL**  
Altura de los edificios: Por lo menos un 50% de Uso Residencial



**2-3 STORIES**  
2 a 3 plantas



**4-5 STORIES**  
4 a 5 plantas



**6-7 STORIES**  
6 a 7 plantas

**HEIGHTS OF BUILDINGS AT LEAST 50% COMMERCIAL**  
Altura de los edificios: Por lo menos un 50% de Uso Comercial



**2-3 STORIES**  
2 a 3 plantas



**4-5 STORIES**  
4 a 5 plantas

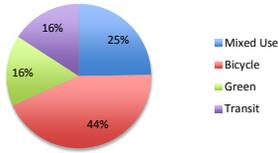


**6-7 STORIES**  
6 a 7 plantas

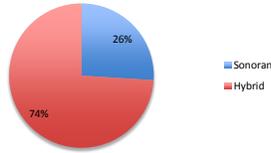


# VI. Results from Visual Preference Survey – Pie Charts

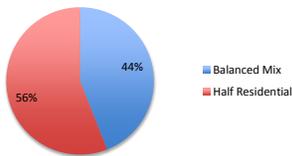
**Boulevard**  
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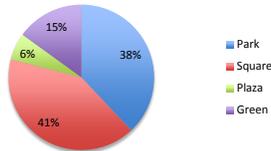
**Landscaping**  
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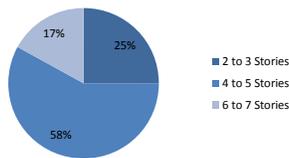
**Land Use**  
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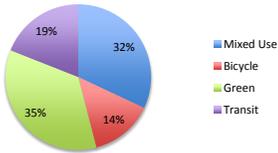
**Civic Space**  
n=34



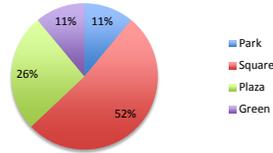
**Building Height**  
n=24



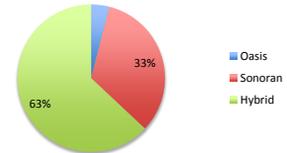
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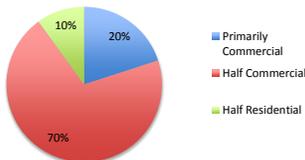
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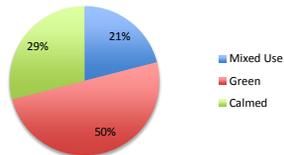
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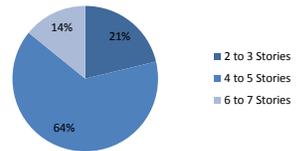
**Land Use**  
n=10



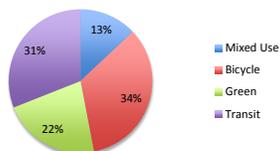
**Street Type**  
n=24

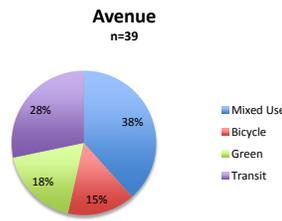
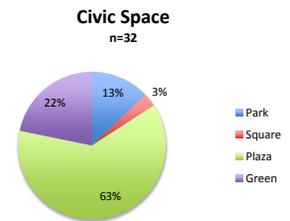
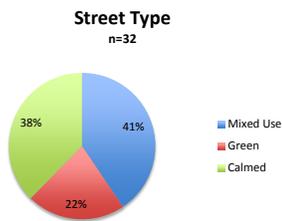
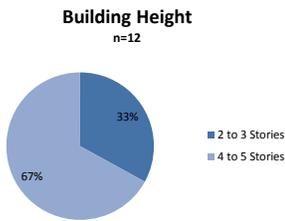
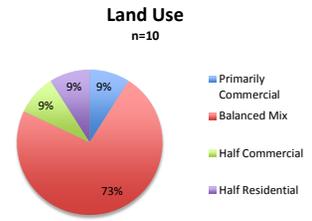
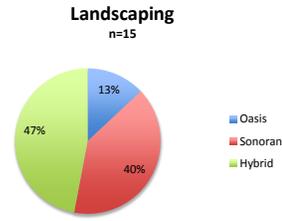
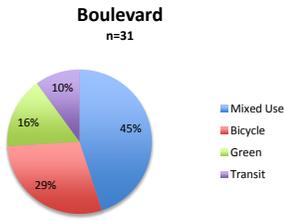


**Building Height**  
n=28

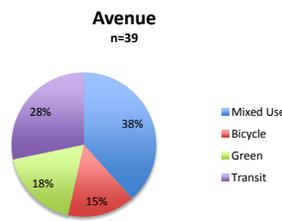
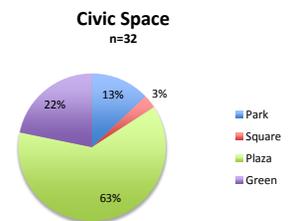
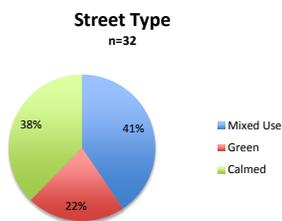
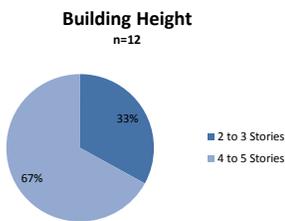
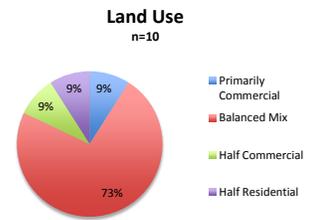
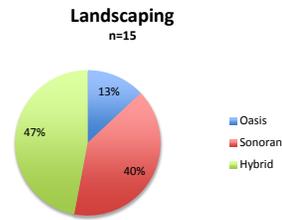
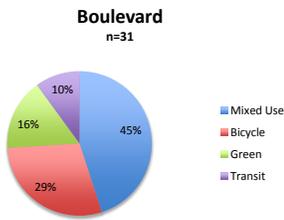


**Avenue**  
n=32

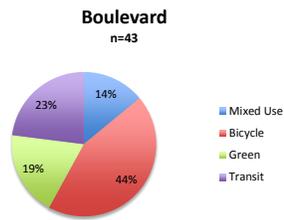
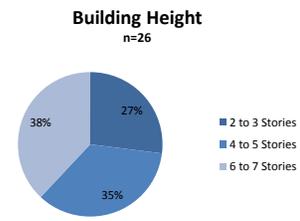
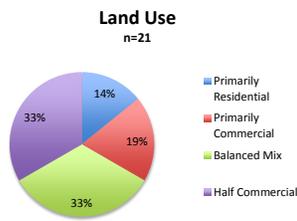
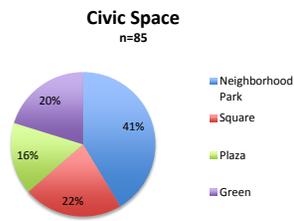
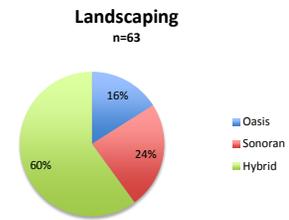
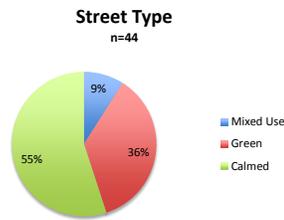
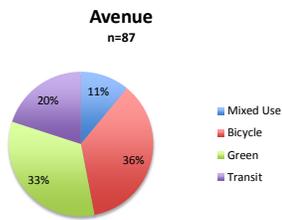
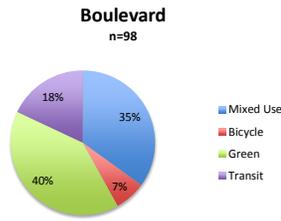
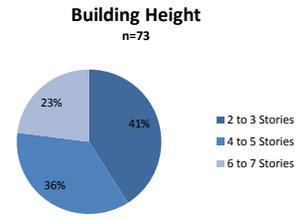
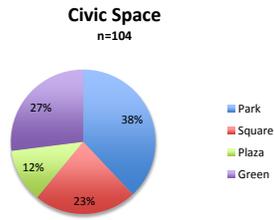
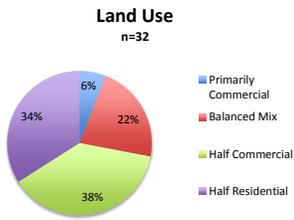
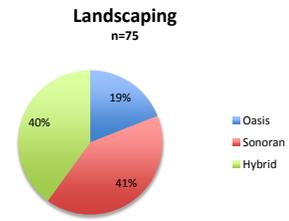
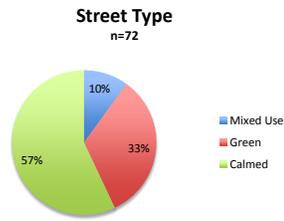
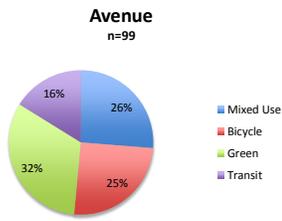




AOC 3



AOC 3



AOC 5

AOC 6

# VII. Narratives Data Sheet

Type of Person (By race, age, job)	What is one thing you're excited about in this neighborhood?	How will you get around in this neighborhood in the future?	How would all of these changes in the neighborhood affect your daily life?
White Male, 22 years old, engineer & student	Increases in commercial businesses that will attract more people and revitalize the economy in this area. It will create another 'hang out' spot similar to Mill or Tempe Marketplace. I also hope increases in businesses will promote/entice surrounding businesses to improve their looks/ service.	Public transportation ie. light rail, street car- preferably fully autonomous	It would provide places to eat lunch or go for dinner after work. It would also create a "hang out" spot.
hispanic female, full time lending officer	Redeveloping Van Buren will provide a supportive environment to the light rail corridor.	The redeveloped neighborhood will improve people's living/work options within the city.	Improved health consequences by decreasing car trips.
White male, self employed part time	Mixed use! A green area so people ____ to the area.	1) Light Rail 2) Bike 3) Walking 4) Small shuttle	I would visit the area more and shop and bike in the area. Now it would become a point of pride- instead of a slum!!
eastern european female, 64, educator (interview by Carlo)	There are more opportunities for people to live in the area, young people to have local work. Promote grass-root innovations. A lot of business and public life that promotes this. Kids have something to occupy their time. More public art, murals, and graffiti walls. Having a senior center.	Around small buses that run on local routes, especially for the elders. With more light rail routes. Like the Orbits. With more affordable public transportation. Anything that creates community, like bicycle lanes.	These changes create a greater sense of connection with the community, there is intergenerational communication. Having the possibility of working closer to home and have a better attitude.
White male, 36, full time administrator, may own business in the area	Creating a diverse living/working area that can be easily accessed. Use the resources that are available. "Green it up" with vegetation other than Saguaro.	More bikes/mass transit	Create a space that would make it desirable to stay and spend money.
Hispanic male, 47, health educator full time	The primary excitement is the public input taken to create a livable and sustainable community.	The primary mode of transportation would be light rail and bike.	The changes would affect me physically, emotionally, and psychologically because the environment affects the total being.
N/A	If our thoughts come to fruition then there is not just one thing. The final product would be exciting to see. An oasis for business and intertwining the surrounding neighborhoods and the diverse culture within- Wow!	Bicycle and electric trolley car along the canal. This is a green belt. Wow!	Would not necessarily affect daily life but could this become a destination. This could make working at close by major businesses more appealing.
Other male, 35, full time health care professional	Potential for community impact on health, economic development, and quality of life.	Bike, ped, public transport	Improved quality of life
White female, 35, full time community relations and development	The possibilities for the canal and the addition of retail and more pedestrian friendly areas.	Walking and light rail if I have a reason to "get off" the train. (ie. to eat, shop, play, etc.)	I would get out more during the work day for exercise and civic engagement.
White female, 59, GWCC faculty full time	A soccer field/park south of the freeway and east of the canal	I would love to start riding my bicycle to work from Tempe to GWC.	Greatly enhance the quality- improve my health. Give my students more opportunities to play soccer.
Hispanic female, 12, student	One thing is that the people will have parks, retail shops, and different modes of transportation more available and closer to them.	I would preferably walk and bike.	These things will change towards an easier way for people to move around and out of the neighborhood.
Hispanic female, 39 years old, retired	It really excites me and touches me that in the future there will be developments and buildings that incorporated my opinion in the planning process. This will lead to better and more beautiful buildings in my neighborhood, and in turn the value of the properties will rise. I imagine myself walking around and enjoying bike rides, enjoying afternoons and evenings with my family. Furthermore, I think this will improve in many ways the neighborhood as a heritage for our kids.	I would move around walking and biking.	I don't think these changes would affect my life if they are developed by thinking in all positive things and not in the negative ones.
hispanic female, 22, homemaker	What really excites me is that there will be a high level of employment and security in the streets for pedestrians.	Walking and by taking the bus.	It won't affect at all. It is only beneficial for the community.
hispanic female, 29, full time	A quieter neighborhood.	By taking the bus.	These changes will affect only for the good.
hispanic female, 32, homemaker	The one thing that excites me for the future are the sources of job.	By taking public transportation.	On the contrary, these changes will benefit the community; it is a great opportunity for the whole community.
hispanic female, 43, homemaker	The benefits that will bring to the community.	By using my bike and taking the public transportation.	I think the outcome will be positive.
Hispanic female, 51 years old, homemaker	That my neighborhood will become both a commercial and a more familiar and residential place.	I will be able to walk around the neighborhood and use my bike as well.	It may affect me if these changes increase the traffic of vehicles, I am worried for the kids that play in the streets and bike in the area.
Hispanic female, 23 years old, part time housekeeper	I am really excited with the idea of more job opportunities for our kids, on a better and prettier environment for them to grow and live. Basically what excites me the most is that all these benefits will be for our future generations.	I think I will move around more easily. I will walk more, which will also help me as a great workout exercise.	I don't think these changes will affect us in a negative way; on the contrary, they will benefit in the sense that those are good and fundamental changes for the community.

Hispanic female, 30 years old, part time housekeeper	19 (SP)	What excites me is the creation of new and more places to visit and to go shopping.	I will move by driving, using the bike or walking.	I would like to see these changes within a not so distant future because I think it is the right thing to do in order to generate more job opportunities close to the area where we live and to foster new changes in the area.
White female, 57 years old, retired	20	Making a concerted effort to design usable space for community people who live 24 hours a day in area- as well as work in area.	By foot or bike	A meaningful productive area with beneficial uses for sustainable living would be a positive environment to raise a family and live.
Hispanic male, 15 years old, student	21	More parks	By car	I won't have to walk far to play sports or to do other things that include parks.
White male, 40 years old, tech support	22	Family friendly	Mass transit	Feel better
Hispanic female, 47 years old, unemployed	23	I will like more parks and safety areas.	I think there will be more cars.	If we have good changes it's going to affect at the good aspects.
White/Hispanic/Native American male, 74 years old, doctor	24	More connecting with each other (business and residential neighbors) and the physical and natural world	Hopefully on foot	Increased mindfulness and harmony
White female, 41 years old, full time teacher	25	There is great potential for a mix of residential and commercial sites.	Having access to public transportation as well as by walking/bike.	It would provide a better working environment, since I work in the area. Also, my husband and I may be moving into this area and it would be a better place to live for sure. The families in the area would be happier and the students would be happier- which would make my job working with them easier.
White female, 59 years old, unemployed/homemaker/retired	26	Parks, soccer fields, multigenerational center, additional residential with local neighborhood businesses.	Depends on if circulators become a part of area- if more mass transit were available I would use it more and use my car less.	Provide places to go to for shopping, entertainment/dining out, exercise.
African American female, 61 years old, full time secretary	27	Housing and shops; eatery (restaurants)	Walk	I would walk maybe to dinner, have relatives stay at a hotel near me, grandchildren place to play, shopping at smaller quaint places, ice cream, plaza, smaller less expensive restaurants, etc.
White female, 90 years old, retired	28	The mixed activity and use	Probably drive my auto or be driven	I would go there much more often than at the present. I used to go often, even at night time to dance at the hotels and night clubs (western) and to eat out.
White female, 80 years old, retired	29	All of the mixed activity and uses	in my car	I would probably go daily to these places
African/Native American female, 86 years old, homemaker	30	Close	Drive	Everything in one area. Be able to spend the day or part of it in the area. Pride in the area- take friends there.
N/A	31	A chance to connect closer with your neighbor because of the slower, cosy atmosphere.	By walking. Love to walk! Or bus or light rail.	A great place to go have a cup of coffee and watch the people go by or leisurely enjoying the shops and enjoying being embraced by nature.
Hispanic male, 18 years old, mechanical engineering student	32	One thing that I would be excited about this in my neighborhood in the future it would be that the neighborhood would be more friendly, more areas to shop, ride bikes, and safe enough to walk around day or night.	I would get around this neighborhood by walking and having fun going about through a street nice as this.	After these changes in the neighborhood it would affect my daily life by being able to shop around more locally and able to move about freely.
Hispanic female, 50 years old, homemaker	33	One thing that I would be excited about in this neighborhood would be that it be nice, safe.	I would get around this neighborhood by walking, biking.	It wouldn't change my daily life but improve it in a way.

Business
Community
Mobility/Accessibility
Family-Oriented
Diverse Mix of Land Uses
A little bit of everything

# VIII. Consistency Matrix

Vision for Gateway District		LAND USE				HOUSING				ED		MOBILITY				GI			HEALTH	
		Use Type	Heights	Building Types	Civic Spaces	Housing Types	Residents	Height	Reused Buildings	Types of Businesses	Types of Jobs	Street Types	Walkability	Bicycle Infrastructure	Public Transit	Landscaping	Shade	Beautification	Recreation	Food
LAND USE	Use Type																			
	Heights																			
	Building Types																			
	Civic Spaces																			
HOUSING	Housing Types	(+) Mixed use fits housing type; heights match; height support mixed use																		
	Residents																			
	Height																			
	Reused Buildings																			
ED	Types of Businesses	(+) The businesses listed could fill the ground level storefronts of mixed use buildings; heights support density, which in turn creates more customers for the businesses		(+) Housing types mostly fit into floors above the businesses; diversity of residents to fill the types of jobs																
	Types of Jobs																			
MOBILITY	Street Types	(+) Mixed use promotes walkability; heights increase density which drive walkability		(+) Heights and diverse housing types lead to denser neighborhoods which compliment walking, cycling, and transit		(+) Small local businesses fit onto street fronts and can be approached by pedestrians and cyclists														
	Walkability																			
	Bicycle Infrastructure																			
	Public Transit																			
GI	Landscaping	(+) Landscaping, specifically shade and beautification will be applied to civic spaces		(0) Weak relationship between Green Infrastructure and Housing		(0) Weak relationship between Green Infrastructure and Economic Development		(+) Shade promotes walkability												
	Shade																			
	Beautification																			

Vision for Area of Change 1		LAND USE				HOUSING				ED		MOBILITY				GI			HEALTH			
		Use Type	Heights	Building Types	Civic Spaces	Housing Types	Residents	Height	Reused Buildings	Types of Businesses	Types of Jobs	Street Types	Walkability	Bicycle Infrastructure	Public Transit	Landscaping	Shade	Beautification	Recreation	Food	Walkability/ Bikeability	
LAND USE	Use Type																					
	Heights																					
	Building Types																					
	Civic Spaces																					
HOUSING	Housing Types	(+ ) Heights match; diverse housing types and residents may fit into mixed use residential																				
	Residents																					
	Height																					
	Reused Buildings																					
ED	Types of Businesses	(+ ) Many of the businesses listed could fit firstfloor commercial spaces of mixed use residential development				(+) Diversity of residents to support the new businesses; projected residents could work many of the service industry jobs that would be created from these businesses																
	Types of Jobs																					
MOBILITY	Street Types	(+) Mixed use streets match mixed use development; mixed use neighborhoods would be walkable and bikeable				(+) Circulator could especially benefit the elderly, low-income, and disabled				(0) Weak relationship other than customers could walk to the businesses												
	Walkability																					
	Bicycle Infrastructure																					
	Public Transit																					
GI	Landscaping	(0) Weak relationship other than landscaping will be used in civic spaces				(0) Weak relationship				(0) Weak relationship		(+/0) Relationships isn't very strong; GI could shade mixed use streets to make them more pedestrian and biker friendly.										
	Shade																					
	Beautification																					
HEALTH	Recreation	(+/0) Not very strong relationship; neighborhood parks offer spaces for children's recreation activities				(0) Weak relationship				(+) Groceries and pharmacies promote public health		(+) Bicycle avenue is supported by wide bike lanes; lighting and police presence match for walkability				(0) Weak relationship						
	Food																					
	Walkability/ Bikeability																					

Vision for Area of Change 2		LAND USE				HOUSING				ED		MOBILITY				GI			HEALTH		
		Use Type	Heights	Building Types	Civic Spaces	Housing Types	Residents	Height	Reused Buildings	Types of Businesses	Types of Jobs	Street Types	Walkability	Bicycle Infrastructure	Public Transit	Landscaping	Shade	Beautification	Recreation	Food	Walkability/ Bikeability
LAND USE	Use Type																				
	Heights																				
	Building Types																				
	Civic Spaces																				
HOUSING	Housing Types	(+/-) Heights match; housing types fit into a mixed-use development																			
	Residents																				
	Height																				
	Reused Buildings																				
ED	Types of Businesses	(+/-) Potential businesses could fill commercial spaces in mixed-use developments; local business owners could live above or very close to their businesses				(+) live-work, studios and lofts support local entrepreneurs															
	Types of Jobs																				
MOBILITY	Street Types	(+) Mixed use avenue matches land use; pedestrian, bike and transit infrastructure supports mixed use land use				(0/+) Weak relationship; housing types could fit on walkable, mixed use roads; heights promote density which promotes the mobility data				(0/+) Weak relationship; the mobility data would support people walking, biking, riding transit to the businesses; local business owners could easily access their businesses											
	Walkability																				
	Bicycle Infrastructure																				
	Public Transit																				
GI	Landscaping	(0) Weak relationship beyond GI landscaping the Civic Spaces				(0) Weak relationship				(0) Weak relationship		(+) Shade promotes walkability									
	Shade																				
	Beautification																				
HEALTH	Recreation	(0/+) Fairly weak relationship; recreation on the civic spaces; mixed-use land use tend to be more walkable				(0) Weak relationship				(+) produce and dry goods markets promote health (food)		(+) Mobility data (walkability) supports walkable health functions				(+/0) fairly weak relationship; shade promotes walkability					
	Food																				
	Walkability/ Bikeability																				

Vision for Area of Change 3		LAND USE				HOUSING			ED		MOBILITY				GREEN INFRASTRUCTURE			HEALTH		
		Use Type	Heights	Building Types	Civic Spaces	Housing Types	Residents	Height	Reused Buildings	Types of Businesses	Types of Jobs	Street Types	Walkability	Bicycle Infrastructure	Public Transit	Landscaping	Shade	Beautification	Recreation	Food
LAND USE	Use Type	Balanced Mix																		
	Heights	4-5 stories along the major roads; 2-3 stories in primarily residential areas																		
	Building Types	No specific data																		
HOUSING	Civic Spaces	Plazas; multi-generational Neighborhood Parks & Soccer Fields																		
	Housing Types	No specific data																		
	Residents	(+ ) Heights match																		
	Height	Safe and affordable																		
ED	Reused Buildings	4-5 stories along the major roads; 2-3 stories in primarily residential areas																		
	Types of Businesses	No specific data; there are no buildings on the vacant lot																		
MOBILITY	Types of Jobs	Small shops; local grocery stores & restaurants																		
	Street Types	(0/+) Not much data; small shops could fit into a balanced mix area																		
	Walkability	(0) Not enough data																		
	Bicycle Infrastructure	(0) Weak relationship; little data																		
GREEN INFRASTRUCTURE	Public Transit	(+ ) Mixed use boulevards/avenues and calmed streets promote commerce for small shops and local businesses																		
	Landscaping	*Boulevards: mixed-use *Avenues: mixed-use *Streets: calmed																		
	Shade	Family-friendly activities; destinations; parks; wide sidewalks																		
HEALTH	Beautification	Bike lanes																		
	Recreation	32nd is transit																		
	Food	Trees; sonoran; hybrid																		
HEALTH	Walkability/Bikeability	(0/+) Weak relationship other than GI shades Civic Spaces																		
	Recreation	(0) Weak relationship																		
HEALTH	Food	(0) Weak relationship																		
	Walkability/Bikeability	(+) Grocery store meets Food needs																		
HEALTH	Recreation	(+) Walkability and bike lanes promote physical activity and health																		
	Food	(+) GI shades mixed-use pedestrian-oriented roads																		
HEALTH	Walkability/Bikeability	(+) GI shades sidewalks, making community more walkable																		
	Recreation	Accessibility of neighborhood parks & soccer fields																		
HEALTH	Food	Local community markets & grocery stores increase access																		
	Walkability/Bikeability	Destinations, wide sidewalks; bikes lanes; adequate lighting																		

Interesting synergy revolves around interest in creating a family-oriented community; ample parks with soccer fields support this desire.

Vision for Area of Change 4		LAND USE				HOUSING			ED	MOBILITY			GREEN INFRASTRUCTURE		HEALTH						
		Use Type	Heights	Building Types	Civic Spaces	Housing Types	Residents	Height	Reused Buildings	Types of Businesses	Types of Jobs	Street Types	Walkability	Bicycle Infrastructure	Public Transit	Landscaping	Shade	Beautification	Recreation	Food	Walkability/Bikeability
LAND USE	Use Type	Mixed use commercial; some pockets of even mix; mixed use residential at vacant lots south of VB																			
	Heights	4-5 stories; some 2-3 and 6-7 stories																			
	Building Types	Mixed use																			
HOUSING	Civic Spaces	Neighborhood parks; Plazas; Squares																			
	Housing Types	no data				(+ ) Housing heights support mix use land use															
	Residents	transitional housing for homeless; affordable housing for low income																			
ED	Height	4-5 stories; some 2-3 and 6-7 stories																			
	Reused Buildings	Large warehouse on VB adapted to transitional housing; replace existing buildings N of VB																			
	Types of Businesses	Grocery; Job training center; multigenerational center; library; no strip clubs				(+ ) Types of businesses support Mix Use land use;				(+ ) Job training center supports transitional housing for homeless and affordable housing for low income											
MOBILITY	Types of Jobs	No data																			
	Street Types	*Boulevards: Mixed use; transit *Avenues: Mixed use; bicycle *Streets: calmed				(+ ) Calmed streets and bicycle avenues support walkability within Civic Space land uses and Mixed Use Land Use Types				No parallels to be drawn											
	Walkability	safer for pedestrians; slowed traffic; reduced crime																			
GREEN INFRASTRUCTURE	Bicycle Infrastructure	Slowed traffic for bikers																			
	Public Transit	No data																			
	Landscaping	Sonoran and Hybrid				(+ ) Sonoran and Hybrid landscaping support Civic Space land uses				No parallels to be drawn											
HEALTH	Shade	No data																			
	Beautification	No data																			
	Recreation	Parks				(+ ) Food options fit into mixed use land use types; parks support civic space land use types; walkability/ bikeability support both civic space and use types				No parallels to be drawn				(+ ) Food options support Types of Businesses in ED		(+ ) Mixed Use Bicycle Avenue supports safe walkability/ bikeability. Slowed traffic supports safe walkability/ bikeability.		(~) GI Vision mentions shade in text, but not on this table. If viable, it could support recreation opportunities			
Walkability/Bikeability	Food	Groceries																			
	Walkability/Bikeability	Safer for pedestrians and bikers																			

An interesting point of interest among the parallels drawn in this Area of Change is the synergy between housing and economic development. Both transitional housing for homeless and job training centers are present in the Area of Change 4 vision. Another point of interest is the synergy between health and land use.

Vision for Area of Change 5			LAND USE				HOUSING			ED			MOBILITY				GI			HEALTH	
			Use Type	Heights	Building Types	Civic Spaces	Housing Types	Residents	Height	Reused Buildings	Types of Businesses	Types of Jobs	Street Types	Walkability	Bicycle Infrastructure	Public Transit	Landscaping	Shade	Beautification	Recreation	Food
LAND USE	Use Type	Mixed-Use Commercial; Mixed Use-Residential																			
	Heights	Mostly 2-3 stories; some 4-5 stories; few 6-7 stories																			
	Building Types	Mixed-Use Buildings																			
	Civic Spaces	Neighborhood Parks; Squares; Greens; Community gardens																			
HOUSING	Housing Types	No data	(+ Housing height is captured and supported within Land Use																		
	Residents	Diversity; all income levels																			
	Height	2-3 stories																			
	Reused Buildings	No data; vacant lot, few existing buildings																			
ED	Types of Businesses	Grocery; cultural center; small businesses; community center; multi-generational center	(+ Mixed-use land use type supports Economic Development and Job production																		
	Types of Jobs	Jobs for people already living in the District																			
MOBILITY	Street Types	*Boulevards: Mixed-use; Green *Avenues: Mixed-use; green; bike *Streets: green; calmed	(+ Mixed-use land use type supports boulevard/avenue street types, walkability, and bicycle infrastructure.		No parallels to be drawn			(+ Mixed-use street types and pedestrian/transit access supports economic development in the Area													
	Walkability	Infrastructure for pedestrian safety; crime reduction; pedestrian bridges across canal; parks near communities																			
	Bicycle Infrastructure	Infrastructure for bicycle safety																			
	Public Transit	Buses and circulators in the area; transit on 40th St; transit connections for refugee community																			
GI	Landscaping	Sonoran and Hybrid; Small pockets of oasis	(+ GI supports mixed-use land use type and civic spaced		No parallels to be drawn			No parallels to be drawn			(+ GI supports Mixed-use boulevards/avenues, walkability and bicycle infrastructure. GI supports green streets as well.										
	Shade	Shaded rights of way; shade structures in parks																			
	Beautification	Green spaces in streets																			
HEALTH	Recreation	Parks	(+ Mixed-use land use type supports food and walkability/bikeability; civic spaces land-use supports recreation		No parallels to be drawn			(+ Food options support economic development			(+ Mobility supports walkability/bikeability, and access to community gardens/parks.				(+ GI supports recreation, community gardens, and bikeability/walkability						
	Food	Grocery stores; community gardens																			
	Walkability/Bikeability	Infrastructure for pedestrian and cyclist safety; decrease crime; pedestrian bridges over canal																			

Land use is highly supportive across all planning elements, as is Mobility. This area's vision is very consistent, and has no "red-flags"

Vision for Area of Change 6			LAND USE				HOUSING				ED		MOBILITY				GI		HEALTH	
			Use Type	Heights	Building Types	Civic Spaces	Housing Types	Residents	Height	Reused Buildings	Types of Businesses	Types of Jobs	Street Types	Walkability	Bicycle Infrastructure	Public Transit	Landscaping	Shade	Beautification	Recreation
LAND USE	Use Type	50% Commercial; 50% Residential																		
	Building Heights	6-7 stories; 4-5 stories; some 2-3 stories																		
	Building Types	Mixed-use																		
	Civic Spaces	Neighborhood Parks																		
HOUSING	Housing Types	No data	(~) Height of housing compared to land use																	
	Residents	No data																		
	Height	Low, inferred from placement of tall buildings, and residential buildings further south																		
	Reused Buildings	No data																		
ED	Types of Businesses	Small food shops; bicycle repair shop	(+ ED is supported by 50% commercial use type (~)		No parallels to be drawn															
	Types of Jobs	Family oriented businesses; shop owners	Height vs small food shops/ bicycle repair shop																	
MOBILITY	Street Types	*Boulevards: Bicycle; transit *Avenues: Bicycle; Green *Streets: Calmed	(+ Calmed street types support 50% residential		(+ Calmed streets support residential		(+ Connectivity and access supports economic development													
	Walkability	Multiple canal crossings and pedestrian bridges; fencing and lighting will promote continual comfortable use																		
	Bicycle Infrastructure	Diverse regional connection; safe and accessible; avoid highway/street traffic																		
	Public Transit	Electric trolley between 38th St station and canal																		
GI	Landscaping	Mix of Hybrid and Sonoran	(+ Landscaping and shading support civic spaces;		No parallels to be drawn		(+ Shade will encourage use of ED along canal													
	Shade	Hybrid and Sonoran mix provide shade along paths																		
	Beautification	SRP waterfalls; sonoran landscaping fosters identify/ character																		
HEALTH	Recreation	Walk/jog/bicycle available; kids access parks/soccer/baseball fields via canal; public art displayed	(+ Recreation and walkability/bikeability supports civic spaces		(+ Fencing/lighting support residents' use of canal		(+ Types of businesses support food options		(+ Bicycle boulevards/avenues, calmed streets, and bicycle infrastructure support walkability/bikeability											
	Food	Small food shop options																		
	Walkability/Bikeability	Fencing and lighting will promote continual comfortable use; bike paths away from street/highway traffic																		

Mobility is of high importance in this Area of Change, with the notion of safety and accessibility. Economic Development is also of high interest in this area, to take advantage of higher pedestrian traffic once developed. Look into height.

# IX. Detailed Sustainability Appraisal

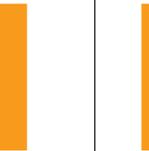
Note: Sources are indicated through numbers in parentheses and compiled at the end of this document.

Planning Elements	Sustainability Criteria	Indicators	Appraisal	Rating
<b>Land Use</b>	<b>Sustainable land use</b>			
Use type (residential, commercial, mixed) Height(s) Building types Civic spaces (including parks)	Vital services (employment, education, food, health services) are accessible to all residents in close proximity. [7, 3, p. 114]	<ul style="list-style-type: none"> <li>Number of jobs available to residents within a 20 minute ride on public transit [11; 21]</li> <li>Number of health care establishments available within a 20 minutes ride on public transit [21]</li> <li>Number of residents within one mile from a supermarket or grocery store [5]</li> <li>Number of educational facilities within the district</li> </ul>	<ul style="list-style-type: none"> <li>Many local jobs available (skilled and unskilled). <b>Proximity and accessibility by different modes of transportation?</b></li> <li>Bus service to medical center and Gateway</li> <li>Grocery stores in neighborhoods (walkable) and local market</li> <li>Bus service that connects to the light rail, canal and neighboring areas</li> <li>It is safe to kids to walk or cycle to school. <b>Proximity?</b></li> </ul>	
	Neighborhoods consist of compact, human scale development that is designed to reduce driving, resource use, and greenfield development [3, p. 113, 114, p. 118]	<ul style="list-style-type: none"> <li>Amount of undeveloped land lost annually per new resident [5]</li> <li>Amount of vacant land versus utilized land [8]</li> <li>Number of trips made by car vs. non-auto trips</li> <li>Amount of fossil fuel consumption per resident [21]</li> <li>Amount of electricity consumed per resident</li> </ul>	<ul style="list-style-type: none"> <li>Utilization of vacant lots and abandoned buildings with some construction of new buildings</li> <li>Better walkability and bikeability to encourage non-motorized transportation</li> <li>Better bus services to reduce car dependence</li> <li>Multi-story buildings throughout district (lead to reduction in electricity and water usage)</li> </ul>	
	Recreational activities that encourage healthy, active lifestyles are in or around the district and are easily accessible. [3, p.113, 114; 7]	<ul style="list-style-type: none"> <li>% of population that resides within a half mile of a park or open space [5]</li> <li>% of urban versus green space</li> <li>Amount of physical activity per person per week [6]</li> <li>% of trips made using a non-motorized mode of transportation (walk, cycle)</li> <li>% of housing within 5 minute walk of public recreation [8]</li> </ul>	<ul style="list-style-type: none"> <li>Parks in every neighborhood</li> <li>High walkability (safety, shade, places to go)</li> <li>High bikeability (buffered lanes, calmed traffic, more lanes, bike-and-ride)</li> <li>Close proximity to public recreation facilities (other than parks) at MPH Clinic and Gateway Community College</li> </ul>	
	Public infrastructure is present and maintained for all populations, thus enhancing community vitality and cohesion. [3, p. 113, 114; 7]	<ul style="list-style-type: none"> <li>Number of transit stops within a ¼ mile distance from home [22]</li> <li>Number of public gathering spaces conducive to community gathering</li> <li>Number of residents who share skills or barter services with each other [21]</li> <li>Number of roads without sidewalks</li> <li>Number of roads without bike lanes</li> <li>Number of roads without (working) streetlights</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced bus service that connects all neighborhoods as well as to important locations (light rail, medical center, canal, Gateway CC, VB street)</li> <li>Increased number of public gathering spaces (squares, parks, plazas)</li> <li>High walkability and bikeability (streetlights, sidewalks, bike lanes) for all neighborhoods that increase chances of neighborly interaction</li> <li><b>Infrastructure maintenance?</b></li> </ul>	

	Repurposing vacant, obsolete, and contaminated land and buildings leads to improved community safety, improved environmental quality, and economic benefits. [7]	<ul style="list-style-type: none"> <li>● % vacant land [8]</li> <li>● % vacant commercial space [8]</li> <li>● % vacant housing units [8]</li> <li>● % of environmentally remediated sites [21]</li> <li>● % of residents that feel safe in their community</li> <li>● % of crimes reported, monthly</li> </ul>	<ul style="list-style-type: none"> <li>● Reuse of vacant land and buildings to build new housing and businesses, including a public market</li> <li>● Streets are pedestrian friendly and have more destinations which invites people to shop, or dine, and brings more people to the area</li> <li>● Increased perception of safety and a reduction in crime</li> <li>● <b>Environmental remediation?</b></li> </ul>	
<b>Housing</b>	<b>Sustainable housing</b>			
Housing types (diversity) Residents (diversity) Height(s) Reused buildings	The unique culture of every neighborhood is embraced and enhanced and there is a strong sense of community amongst residents [7]	<ul style="list-style-type: none"> <li>● Number of families who have lived in an area for multiple generations</li> <li>● Number of people who know and are comfortable with their neighbors</li> <li>● Number of parents involved in youth activities affecting more than their own kids [21]</li> <li>● Number of children involved in organized community activities [21]</li> </ul>	<ul style="list-style-type: none"> <li>● Residents include people of all ages, occupations, and ethnicities</li> <li>● All the families living there for years remain in the district</li> <li>● Public spaces facilitate community gatherings (parks, square with a performance stage)</li> <li>● <b>Specific community organizations or activities?</b></li> <li>● <b>Neighborhoodly interactions?</b></li> </ul>	
	People of all income levels, ages, and abilities have fair and plentiful access to transportation, essential goods and services, and jobs [7; 8]	<ul style="list-style-type: none"> <li>● % of housing units (rent and own) affordable to households earning 80% of the HUD area median family income [5]</li> <li>● % of household's monthly income spent on housing costs (rent, mortgage, taxes) and including transportation costs [5]</li> <li>● % of residents who have access to public transportation (within a quarter mile walk to a transit stop) [10; 22]</li> <li>● % of residents who live within a 20 minute transit ride to a healthcare establishment [21]</li> <li>● % of residents who live within one mile from a supermarket or grocery store [5]</li> <li>● % of residents who have to commute more than 20 minutes to get to work</li> </ul>	<ul style="list-style-type: none"> <li>● Affordable housing options for old and new residents of all ages, occupations, and ethnicities</li> <li>● Enhanced bus service connects the district to important places (medical center, Gateway CC, canal, VB)</li> <li>● Walkable/bikeable streets allow people to use non-motorized travel; destinations within walking distance (grocery store and park in neighborhood, local bakery/coffee shops, restaurants)</li> <li>● Local jobs and many businesses are locally run and owned</li> <li>● Grocery stores within walking distance of neighborhoods (1st floor of mixed use building)</li> </ul>	
	Resources are efficiently utilized by preserving and reusing old buildings, adding energy and water efficient appliances for buildings, and choosing green, local materials and means of construction. [3; 8; 10]	<ul style="list-style-type: none"> <li>● % of historic homes that remain</li> <li>● % of building materials that are recycled or reused</li> <li>● % of materials that are bought locally (within a 50 mile radius) [21]</li> <li>● % of buildings that are LEED certified</li> <li>● % of homes that have energy efficient appliances</li> <li>● Per capita electricity usage from grid [8]</li> </ul>	<ul style="list-style-type: none"> <li>● Reuse of some old buildings (especially historical buildings)</li> <li>● <b>Local or green construction materials and practices?</b></li> <li>● <b>Energy efficiency in homes?</b></li> </ul>	

<p><b>Economic Development</b></p> <p>Types of businesses Services: retail, markets, hotels, etc. Size: small, medium, large Types of jobs</p>	<p><b>Sustainable economic development</b></p> <p>A wide variety of business types and sizes provides diverse employment opportunities for the community [3, p. 136]</p>	<ul style="list-style-type: none"> <li>● Economic diversification index [13]</li> <li>● Ratio of concentrated sectors to all sectors</li> <li>● Ratio of small to large sectors and individual businesses</li> <li>● Level of resiliency to economic shocks</li> <li>● Ratio of employed to unemployed [21]</li> <li>● Ratio of skilled to un-skilled jobs available</li> </ul>	<ul style="list-style-type: none"> <li>● Variety of businesses and employment options from service and retail stores (restaurants, grocery store), to professional service and offices (doctors, lawyers). <b>Composition of these businesses?</b></li> <li>● Focus on small, local businesses. <b>Larger businesses (besides that Washington St. is more commercial)?</b></li> <li>● Employment opportunities: office park, Gateway CC, Maricopa Medical Center, Celebrity Theatre</li> <li>● Low unemployment level</li> <li>● <b>Economic resiliency?</b></li> </ul>	
<p><b>Economic Development</b></p> <p>An emphasis on local, neighborhood level and place-based economies helps spur community development and manage community resources [3, p. 115; 7]</p>	<p>● % of businesses that are locally owned</p> <p>● % of capital and labor imported into the district</p> <p>● % local consumption by residents [21]</p> <p>● % of local business' overall purchases from local supply vendors [21]</p> <p>● % of family-owned vs. franchise businesses [21]</p>	<ul style="list-style-type: none"> <li>● % of businesses that are locally owned</li> <li>● % of capital and labor imported into the district</li> <li>● % local consumption by residents [21]</li> <li>● % of local business' overall purchases from local supply vendors [21]</li> <li>● % of family-owned vs. franchise businesses [21]</li> </ul>	<ul style="list-style-type: none"> <li>● Emphasis on locally owned businesses and small mom-and-pop shops. <b>Non-local and franchise businesses? Proportion of each type?</b></li> <li>● Community market to highlight local production of food and goods</li> <li>● <b>Local products in retail and grocery stores?</b></li> <li>● <b>Local purchasing?</b></li> </ul>	
<p><b>Economic Development</b></p> <p>Inclusive and equitable economies provide opportunities for all workers to earn a living wage that affords them a decent standard of living (housing, transportation, and other basic needs) without relying on public subsidies [7]</p>	<ul style="list-style-type: none"> <li>● % employed vs. unemployed</li> <li>● % of total employment by race</li> <li>● % of total employment by income level</li> <li>● Average % of income spent on monthly expenditures (housing, transportation, basic needs)</li> <li>● % of residents who receive governmental financial support [21]</li> <li>● % of residents earning living wage [21]</li> <li>● % of time spent at work per week [21]</li> <li>● % of children eligible for free school lunch [21]</li> <li>● % homelessness</li> <li>● % of population without access to any form of transportation</li> </ul>	<ul style="list-style-type: none"> <li>● Many local jobs available to people of all education and skill levels (retail job AND law offices)</li> <li>● Low unemployment rate</li> <li>● Many affordable housing options so that housing costs are reduced</li> <li>● Transportation costs reduced by increase in trips made by walking, cycling or taking the bus</li> <li>● Housing is affordable to people of all income levels</li> <li>● Happy, healthy population, not in fear of crime, with many options for housing, employment, and transportation, with access to vital services (food, medical services, open space)</li> <li>● <b>Living wage?</b></li> <li>● <b>No indication of level of homelessness</b></li> </ul>	<ul style="list-style-type: none"> <li>● Many local jobs available to people of all education and skill levels (retail job AND law offices)</li> <li>● Low unemployment rate</li> <li>● Many affordable housing options so that housing costs are reduced</li> <li>● Transportation costs reduced by increase in trips made by walking, cycling or taking the bus</li> <li>● Housing is affordable to people of all income levels</li> <li>● Happy, healthy population, not in fear of crime, with many options for housing, employment, and transportation, with access to vital services (food, medical services, open space)</li> <li>● <b>Living wage?</b></li> <li>● <b>No indication of level of homelessness</b></li> </ul>	

Mobility	Sustainable mobility			
<p>Street types Walkability Bicycle infrastructure Public transit</p>	<p>Commuters feel safe to use multiple modes of travel, as there are designated corridors for every desired mode, which include safe, well-maintained infrastructure. [2; 7]</p>	<ul style="list-style-type: none"> <li>● Number of accidents, annual [6]</li> <li>● Street-smart Walkscore</li> <li>● Number of routine destinations that are safely and comfortably accessible [5]</li> <li>● Number of daily trips by bicycle</li> <li>● Number of daily trips by walking</li> <li>● Daily Bus Ridership</li> <li>● Annual number of hours spent in traffic</li> </ul>	<ul style="list-style-type: none"> <li>● Residents can use a variety of different modes of transportation such as walking, cycling, taking the bus, light rail, or driving</li> <li>● Highly traveled roads support multiple modes of transportation</li> <li>● Washington St. with transit (light rail)</li> <li>● Bicycle streets; buffered bike lanes</li> <li>● Better walkability (streetlights and sidewalks)</li> <li>● Calmed streets in neighborhoods (traffic calming infrastructure)</li> <li>● Enhanced bus service</li> <li>● <b>Infrastructure maintenance?</b></li> </ul>	
	<p>Commuters are provided with a variety of accessible transportation options that ultimately result in a reduction in individual transportation budgets [2; 3; 7]</p>	<ul style="list-style-type: none"> <li>● Number of transportation options available to residents within a quarter mile walking distance from home [10; 22]</li> <li>● Number of workers commuting via walking, biking, transit, and carpooling [5]</li> <li>● Proportion of monthly income spent on transportation (gas, car expenses, bus/light rail fare)[5]</li> <li>● Number of annual VMT</li> </ul>	<ul style="list-style-type: none"> <li>● Mixed use streets that support all modes of transportation (walk, bike, bus, light rail, cars)</li> <li>● Bicycle oriented streets (bike lanes and buffered bike lanes)</li> <li>● Washington St. as transit street (bus service to light rail stations)</li> <li>● Bike-and-ride at light rail</li> <li>● Enhanced bus service to make district more accessible and connected</li> </ul>	
	<p>A network of local and regional public transit exists that commuters can depend on for reliable transportation to employment, education, services, and other basic needs. [2; 7; 8; 9]</p>	<ul style="list-style-type: none"> <li>● Average VMT per household [8]</li> <li>● Average weekday Metro station boarding/deboarding [8]</li> <li>● Number of trips completed on public transportation versus private</li> <li>● Average commuting time for district residents [21]</li> <li>● Number of essential services (employment, education, medical services, grocery stores) that are accessible within a 20 minute ride on public transportation [11; 21]</li> </ul>	<ul style="list-style-type: none"> <li>● Enhanced bus system with a circulator that goes from VB to light rail and canal</li> <li>● Bus routes that connect neighborhoods to Gateway CC and Maricopa Medical Center</li> <li>● Route to take people to destinations along VB</li> <li>● Light rail connects regional destinations (Mesa, Tempe, Phoenix) and is accessible to residents; there is really no mention of the utility of the light rail to people of the district</li> <li>● <b>Jobs location and accessibility via bus or light rail?</b></li> </ul>	
	<p>A reduction in GHG emissions results in improved air quality and overall public health [2]</p>	<ul style="list-style-type: none"> <li>● Number of trips completed by walking, cycling and clean-energy transit [4]</li> <li>● Number of “good” air quality days per year</li> <li>● Number of VMT</li> <li>● Average level of greenhouse gases [6]</li> <li>● Number of cases of asthma</li> </ul>	<ul style="list-style-type: none"> <li>● Enhanced bus and circulator system and increase accessibility by transit and reduce driving</li> <li>● Enhanced walkability and bikeability to reduce driving</li> <li>● Calmed streets (to reduce traffic)</li> <li>● <b>Transit using clean energy?</b></li> </ul>	

<p><b>Green Infrastructure</b></p> <p>Landscaping Shade Beautification</p>	<p><b>Sustainable green infrastructure</b></p> <p>A network of natural land, working landscapes, and other open spaces conserves ecosystem functions, integrity, and services for people. [7]</p> <p>The quality and quantity of trees and vegetation are preserved and enhanced by using efficient irrigation systems, drought-tolerant plant material, and strategic placement of shade corridors [14]</p> <p>Stormwater is managed in a way that promotes the use of natural systems, which can effectively remove nutrients, pathogens, and metals from stormwater [15]</p> <p><b>Sustainable health</b></p> <p>All residents have access to safe, nutritious, and culturally appropriate food at all times [3, p. 135, 136; 7]</p>	<ul style="list-style-type: none"> <li>● % of urban space versus green/open space [17]</li> <li>● % of land area with high, medium, and low nighttime surface temperatures [17]</li> <li>● % of land covered by asphalt (ie surface parking) [17]</li> <li>● % runoff captured by trees and vegetation</li> <li>● % of trees lost or gained, annually [14]</li> <li>● % tree canopy coverage; vegetation coverage [14]</li> <li>● Amount of water used for landscaping, annually</li> <li>● % composition of different urban fauna</li> <li>● Average temperature of green vs. built areas</li> <li>● % of trips completed by walking</li> </ul>	<ul style="list-style-type: none"> <li>● Park in every neighborhood</li> <li>● Hybrid landscaping includes green areas and trees for shade, cooling effect, stormwater retention, aesthetics</li> <li>● <b>Natural land being conserved or revitalized?</b></li> </ul> <ul style="list-style-type: none"> <li>● Hybrid landscaping to have both native, low water plants and more green areas that create shade, cooling, aesthetics</li> <li>● Increase in the number of parks and public, open spaces</li> <li>● More trees planted (green streets) for shade and stormwater retention</li> <li>● <b>Urban fauna composition?</b></li> <li>● <b>Irrigation methods (and water efficiency)?</b></li> </ul>	
		<ul style="list-style-type: none"> <li>● Proportion of land that contains pollutants in soil due to unfiltered runoff</li> <li>● Proportion of land used for (asphalt) surface parking</li> <li>● Proportion of runoff captured by trees and vegetation</li> </ul>	<ul style="list-style-type: none"> <li>● Green streets have trees that provide shade and stormwater harvesting</li> <li>● <b>Amount of surface parking?</b></li> <li>● <b>Other infrastructure for stormwater management (sewer system)?</b></li> </ul>	
<p><b>Health</b></p> <p>Recreation Food Walkability/ Bikeability (Safety)</p>		<ul style="list-style-type: none"> <li>● % of population that resides more than one mile from a supermarket or grocery store [5]</li> <li>● % of restaurants that serve fast food</li> <li>● % of grocery stores and restaurants that sell local food</li> <li>● % of food stores and restaurants that sell foods of different cultures</li> </ul>	<ul style="list-style-type: none"> <li>● Local grocery stores in neighborhoods</li> <li>● Market for people to sell local food</li> <li>● Variety of locally owned restaurants that serve different kinds of food</li> <li>● <b>Local content of food sold?</b></li> <li>● <b>Variety of specialty foods stores (food from different cultures)?</b></li> </ul>	

	<ul style="list-style-type: none"> <li>● Neighborhood park in every neighborhood</li> <li>● Enhanced bike infrastructure (bike-and-ride, buffered bike lanes) for increased cycling</li> <li>● Enhanced walkability (safety, shade, places to walk to) for increased walking</li> <li>● <b>Public recreational facilities (beyond parks)?</b></li> <li>● <b>Obesity and diabetes prevalence?</b></li> </ul>	<ul style="list-style-type: none"> <li>● Average amount of physical activity per person per week [6]</li> <li>● % of housing within 5 minute walk of public recreation [8]</li> <li>● % of residents diagnosed with obesity and diabetes [11]</li> <li>● % tree cover of major pedestrian thoroughfares</li> <li>● % of population that resides within a half mile of a park or open space [5]</li> </ul>	<p>Residents engage in active living and incorporate more physical activity and recreation into their daily lives [3, p.135, 136; 7; 8]</p>	
	<ul style="list-style-type: none"> <li>● Having more stores and services within walking distance and having more walkable streets will increase the chances that people meet each other on the street or in the local coffee shop/market</li> <li>● More public gathering places (plaza, square, park)</li> <li>● District is seen as a family-friendly area</li> <li>● People feel 'welcomed, comfortable, and connected'</li> <li>● <b>Social or community organizations?</b></li> <li>● <b>Neighborhoodly interactions?</b></li> </ul>	<ul style="list-style-type: none"> <li>● Number of parents volunteering at schools [21]</li> <li>● Number of children involved in organized community activities [21]</li> <li>● Number of residents who share skills or barter services with each other [21]</li> <li>● Number of members active in their neighborhood association [21]</li> </ul>	<p>Every resident feels as though they have a support network within the community, whether through social groups, amongst neighbors, community groups, or any other group that creates a sense of belonging. [3, p. 136; 7; 12]</p>	
	<ul style="list-style-type: none"> <li>● Safer streets (traffic calming, lighting, places to sit that are shielded from the road) with less crime (drugs, prostitution)</li> <li>● More people out on the streets (public spaces, patios) so there is greater perception of safety</li> <li>● The 'threat of crime is a distant memory'</li> <li>● <b>Vacant, boarded-up houses?</b></li> </ul>	<ul style="list-style-type: none"> <li>● Annual number of bike/pedestrian injuries and fatalities [8]</li> <li>● Annual number of crimes</li> <li>● Number of police calls, monthly</li> <li>● Number of vacant or boarded up houses [21]</li> <li>● Number of residents who feel safe in their neighborhood</li> </ul>	<p>All residents have a sense of personal security and feel they live in a safe, peaceful environment without crime or violence [3, p. 135, 136; 7]</p>	
	<ul style="list-style-type: none"> <li>● Reduced driving due to better, more accessible alternative transportation options, which will reduce emission and increase air quality</li> <li>● More parks, trees, and open space help to increase shade, reduce temperatures and increase air quality</li> <li>● <b>Water quality (i.e. superfund site)?</b></li> <li>● <b>Sanitation?</b></li> </ul>	<ul style="list-style-type: none"> <li>● Number of acres urban space versus number of acres of green space</li> <li>● Number acres of polluted land that is reclaimed [11]</li> <li>● Number of days where air quality is out of attainment (EPA standards) [6]</li> <li>● Average level of greenhouse gases [6]</li> <li>● Standard effective temperature (SET)</li> <li>● Outdoor ambient air temp</li> </ul>	<p>All areas have proper sanitation networks and are within attainment of air and water quality standards, which facilitates disease prevention and adaptation to climate change [3, p. 135, 136; 8]</p>	

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