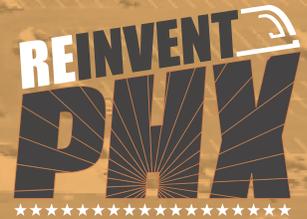


REINVENT PHOENIX

SUSTAINABLE HOUSING STRATEGY FOR THE EASTLAKE-GARFIELD DISTRICT

Partners:



Sustainable Housing Strategy for the Eastlake-Garfield District, Phoenix (2012–2040)

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

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Executive Summary

The transition strategy presented in this report describes a set of coordinated interventions necessary to create sustainable housing in the Eastlake-Garfield District. The current state of housing in the District is not sustainable – the population is struggling with high vacancy rates, low affordability, overcrowding, and low incomes burdened by high transportation costs. There is a clear need for effective interventions to achieve a sustainable state of housing in the future.

Sustainable housing strives for diverse, healthy, affordable, socially inclusive, resource-efficient, and culturally sensitive housing, derived from sustainability and livability principles (HUD, 2009). This strategy is intended to achieving the goals of sustainable housing. Three goals are of highest priority - meeting demand with adequate housing options; providing sufficient quality of housing and promoting healthy housing conditions; and securing affordability of housing. The following table translates these goals into specific targets and indicates the distance to target that the strategy needs to cover.

Indicator	Sustainability Target	Current State Data	Distance-to-target
Goal 1 – Meeting demand with adequate housing options			
Options for elderly	8.4% PHX = 675 units	6.0% = 485 units	2.4% = 190 units
Goal 2 – Providing sufficient quality of housing and promoting healthy housing conditions			
Lacking basic amenities	<0.1%	2.6% = 72 units	~ 70 units
Lacking fitness	<0.1%	5.9% = 213 units	~ 210 units
Goal 3 – Securing affordability of housing			
Units for extremely low income	1627 units	469 units	1158 units
Units for very low income	1073 units	1012 units	61 units

This transition strategy seeks to achieve the above targets through interventions in new construction, rehabilitation, and adaptive reuse. The strategy details the actions, resources, potential barriers, and specifics on necessary investments for each intervention.

New Construction Intervention

This intervention includes investing in new construction of multifamily housing at the 12th Street Station area, and along Van Buren, while building single-family homes in small lots in the Garfield neighborhood. Through this intervention, the District can gain 977 newly constructed units (contributing to the need for 1230 highly affordable

units), with all new buildings taking advantage of new codes that support construction of healthy, green, and ADA-compliant homes. The following actions, among others, will be necessary:

1. Pass form-based code that creates predictable zoning for developers along Van Buren and 16th Streets, around the 12th Street station, and the new potential new 16th Street station area.
2. Enlist a marketing and real estate development professional to support new construction initiatives in the District.

3. Develop an affordable housing pilot project on 12th Street that provides proof of concept, and incentivizes further investments.
4. Make progress on economic development, green systems, health, and mobility strategies that will support further investment in sustainable housing.
3. Support policies that allocate resources for adaptive reuse of affordable units, and create a pilot project of affordable TOD housing in the Warehouse District (south of Washington Street or along Van Buren Street).

Rehabilitation and Revitalization Intervention

This intervention includes rehabbing single- and multifamily homes. The rehabilitation intervention will contribute to the creation of 1230 needed affordable housing units and 213 rehabilitated units with currently very low fitness scores. The following actions are needed to begin the transition towards sustainable housing using rehabilitation investments:

1. Adjust zoning and ordinances to support affordability, accessibility, health, and LEED standards.
2. Support policies that allocate resources to city departments and non-profits for rehabilitation and revitalization of affordable units.
3. Develop a pilot project that demonstrates successful rehabilitation of homes in the Garfield and Eastlake Park neighborhoods.
4. Fight displacement by creating mechanisms for homeowners to upgrade and keep their homes.

Adaptive Reuse Intervention

This intervention includes the adaptive reuse of motels on Van Buren and warehouses south of Washington Street into multifamily homes. The adaptive reuse intervention will contribute to the creation of 1230 needed affordable housing units. Progress will be made towards the targets through the following actions:

1. Include adaptive reuse opportunities for motels and warehouses as part of a marketing and capacity building campaign spearheaded by the Downtown Phoenix Partnership.
2. Adjust zoning and ordinances to support affordability, accessibility, health, and LEED standards for adaptive reuse projects.

Conclusion

The strategy also includes a database of implementation tools (financing tools, partnerships, codes, capacity building, and incentives) that are available to implement each intervention. The strategy includes a 5-year action plan that details the actions that will achieve critical early wins, and move the sustainable housing transition in the District forward. In summary, this strategy seeks to guide the District towards housing that is diverse, healthy, affordable, socially inclusive, resource-efficient, and culturally sensitive through critical interventions in new construction, rehabilitation, and adaptive reuse.

Correspondence to Scope of Work

Scope-of-Work Items	Corresponding Report Chapter
<i>Task 3.3 District Housing Strategies</i>	
Housing preservation and development opportunity sites	Vision report
Recommend types of housing designs to meet District needs	Chapter 4
<i>Sub-Task 3.3.a: Housing Demand Forecast</i>	
Projected units to meet 2040 demand	Table 1
<i>Sub-Task 3.3.b: Recommended Policy Changes</i>	
Recommendation of policy changes to overcome barriers	Chapter 4
<i>Sub-Task 3.3c: Recommend Equitable Housing Investments</i>	
Recommended locations of Housing Types	Vision Report

Chapter 1 – Introduction

1.1. Housing Challenges in the Eastlake-Garfield District

The Eastlake-Garfield Transit District is just east of Downtown Phoenix, bordered by Interstate 10 to the north and east, Jackson Street to the south, and 7th Street to the west (Figure 1). Current homes date back to the 1940–1950s, and demographics are 85% split between Hispanic and White, with 15% African American (2010 Census). From 1990–2010, District population increased from 9,200 to 12,000 because of relatively inexpensive single-family homes, newer apartments, and condos. Of the occupied units, 31% are owner-occupied and 69% are rented. Two of Phoenix’s oldest neighborhoods, Eastlake

and Garfield, make up most of the District. Garfield is bounded by 7th Street to the west, I-10 to the north, 16th Street to the east, and Van Buren Street to the south. Eastlake is bounded by 7th Street to the west, I-10 to the east, Van Buren Street to the north, and Jackson Street to the south.



Figure 1. Major Eastlake-Garfield District streets and landmarks

Single-family homes, small businesses, churches, and schools, including Faith North and Shaw Elementary, characterize the Eastlake portion of the District. In 1990, a partnership between the City of Phoenix and the Eastlake Task Force created the Eastlake Park Redevelopment Plan to address deterioration of the neighborhood (City of Phoenix, 1990). Many of the homes, and much of the land, was neglected or vacant. Noise from planes, trains, and cars was a nuisance; and, criminal activity was high. The Redevelopment plan made recommendations to combat these issues and encourage reinvestment in the neighborhood. Land use recommendations focused on residential, commercial, and office development on vacant or substandard properties, and discouraged uses incompatible with the area. The Plan also recommended demolition of inadequate properties, and structural, safety, and aesthetic improvements to existing homes to improve the character of the area. Homes that were in good shape were to be preserved to retain their historic character.

The District's other neighborhood, Garfield, is considered one of the Valley's first streetcar neighborhoods, with some housing dating back to the 1890's. After Arizona became a state in 1912, Garfield's economic activity increased. This attracted the Dennis and Brills Additions subdivisions, which provided single-family bungalow housing and a number of churches. Currently, Garfield is over 75% Hispanic (2010 Census), and largely consists of early 20th century ranch-style homes. Many of these areas have been designated as historic neighborhoods (Figure 2). Many properties are being restored and renovated, and there has been an influx of luxury-inspired condominiums, such as Portland 38.

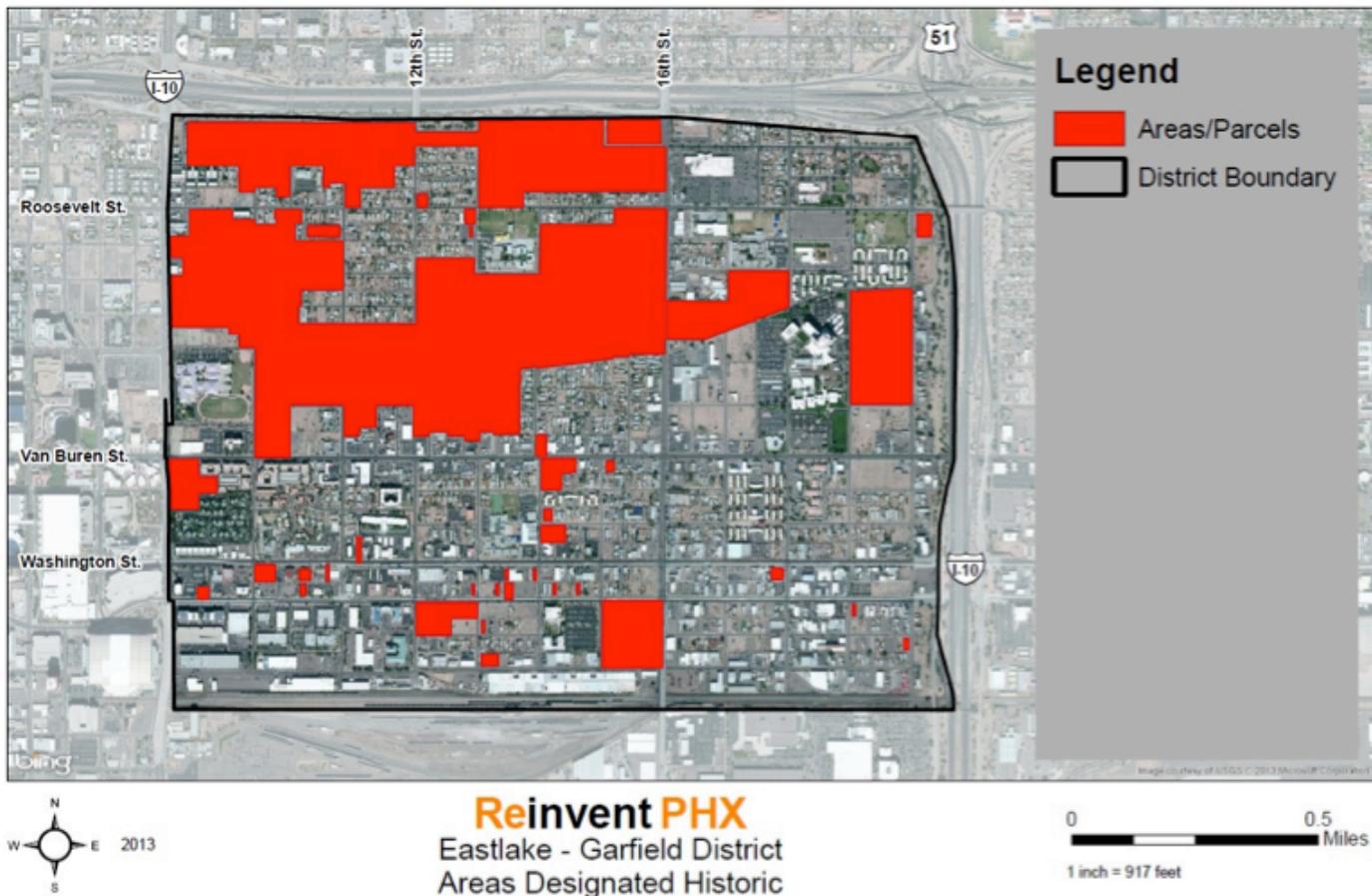


Figure 2. Historically designated areas



Figure 3. Older single-family home in the Garfield neighborhood

Over the last 10 years, Garfield has steadily improved, led by a strong neighborhood association that aims to make it a desirable area of the City. The growing arts, culture, and grassroots development scene along Roosevelt Street (“Roosevelt Row”) has supported this resurgence. The neighborhood has also become increasingly attractive for

condo development because of residential infill overlay zoning. Residents include a diversity of newcomers: artists, gay couples, and young and Latino families. Surrounded by upscale condos, new biomedical facilities, and ASU’s downtown campus, residents worry that their success fighting crime and building affordable homes will displace current residents with student renters and affluent neighbors. Garfield’s challenge will be to balance economic growth, new development, and preservation of the history residents want to protect (Figure 3).

Outside the Garfield neighborhood, the District has not seen the same revitalization trends. Many residents live near vacant, commercial, or industrial property such as the Union Pacific Rail yard on the District’s southern border. Commercial zoning in this area is often ‘heavy commercial’, which can lower or stall appreciation of adjacent residential property values. Nonetheless, low cost housing in the District is an important source of affordable housing, and low costs must be preserved as housing stock improves. Eastlake-Garfield’s seven affordable housing projects are a good start, and could be models for future efforts (Figure 4).

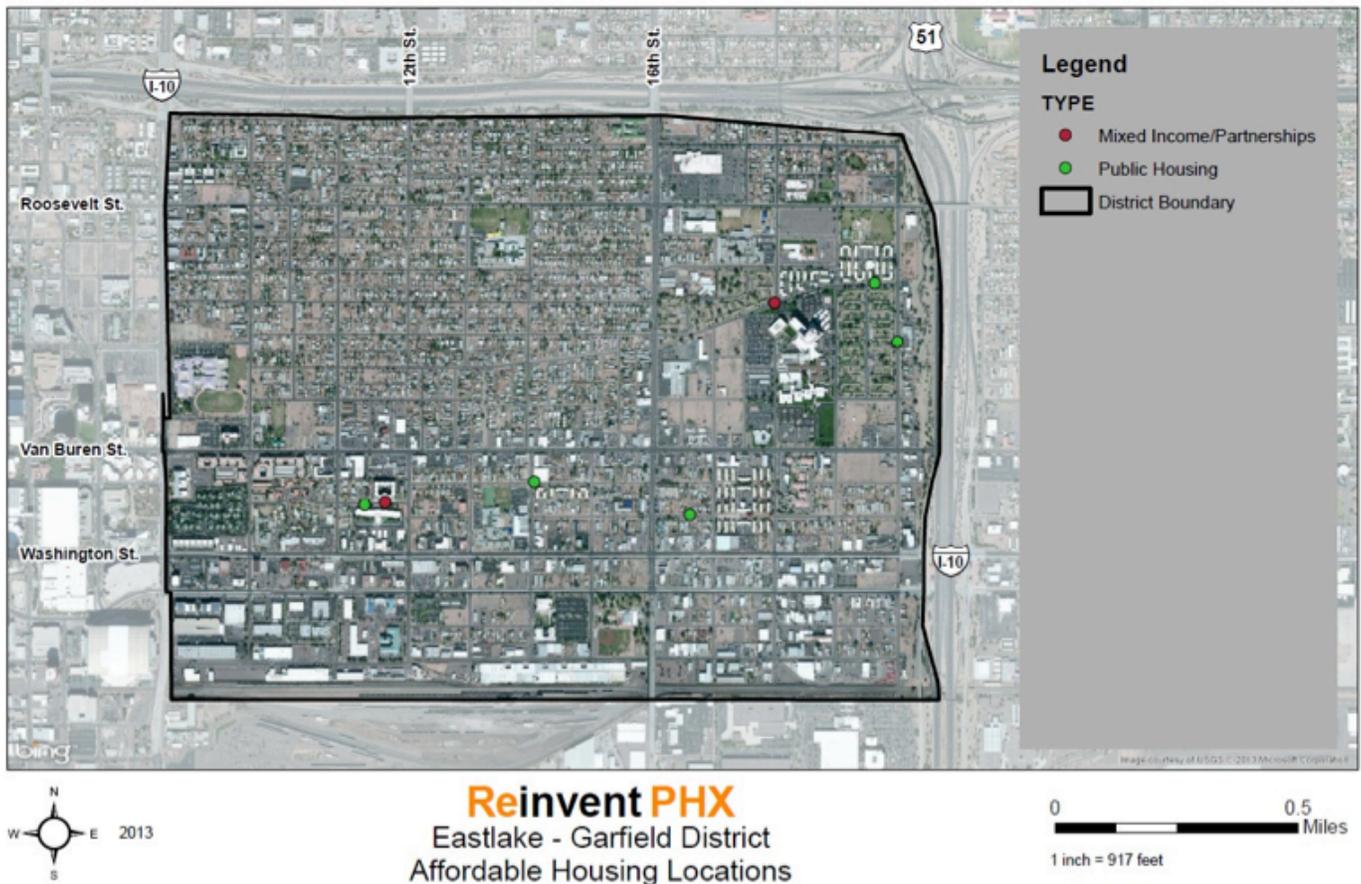


Figure 4. Affordable housing locations



Figure 5. Older single-family home in the Garfield neighborhood

Using the guiding concept of sustainable housing that strives for diverse, healthy, affordable, socially inclusive, resource-efficient, and culturally-sensitive housing (Edwards, 2000; Wheeler, 2009), the Eastlake-Garfield District is confronted with various challenges. There is insufficient housing diversity to accommodate various groups, including singles, families, children, elderly, and people with disabilities. Diversity will remain a challenge, as about 45% of District residents are under 25. Overcrowding is rampant, and housing cost burdens are above most acceptable levels. After decades of divestment and conversion, ca. 74 acres – 6% of the area – lies vacant, and of 3,543 housing units, 21% are vacant.

In addition, the age and fitness of the housing stock poses health risks from indoor air quality, water quality, and noise. Resource use is also a challenge. Additional water costs to improve vegetation (Figure 5) and lower temperatures are problematic given already constrained

budgets across the District.

One potentially troubling environmental condition for Eastlake-Garfield households is toxic soil and groundwater pollution from semiconductor and defense industries (Motorola and Honeywell, among others) (EPA, 2013). The pollution, mainly chlorinated hydrocarbons from past solvent use, is very dangerous to anyone who may accidentally ingest or come into contact with contaminated groundwater or soil. The EPA has confirmed that toxic vapor from contaminated groundwater affects indoor air in homes outside the District, but has yet to make measurements in Eastlake-Garfield (2013). Figure 6 details the overlap of the M52 superfund site with the Eastlake-Garfield District.

This strategy report details the issues above and provides an overview of relevant improvement investments needed to achieve sustainable housing in the District.

The report introduction continues with an overview of the Reinvent Phoenix planning process, the core definitions of sustainable housing, and the objectives of the transition strategy study. The next chapter describes the strategy building methodology (Chapter 2). The key components of the strategy are spelled out in Chapter 3, including a recap of the main strategy inputs developed through previous studies on the current state of housing and a sustainability vision for housing in the Eastlake-Garfield District. The report concludes with a discussion of strengths and weaknesses of the created strategy (Chapter 4).

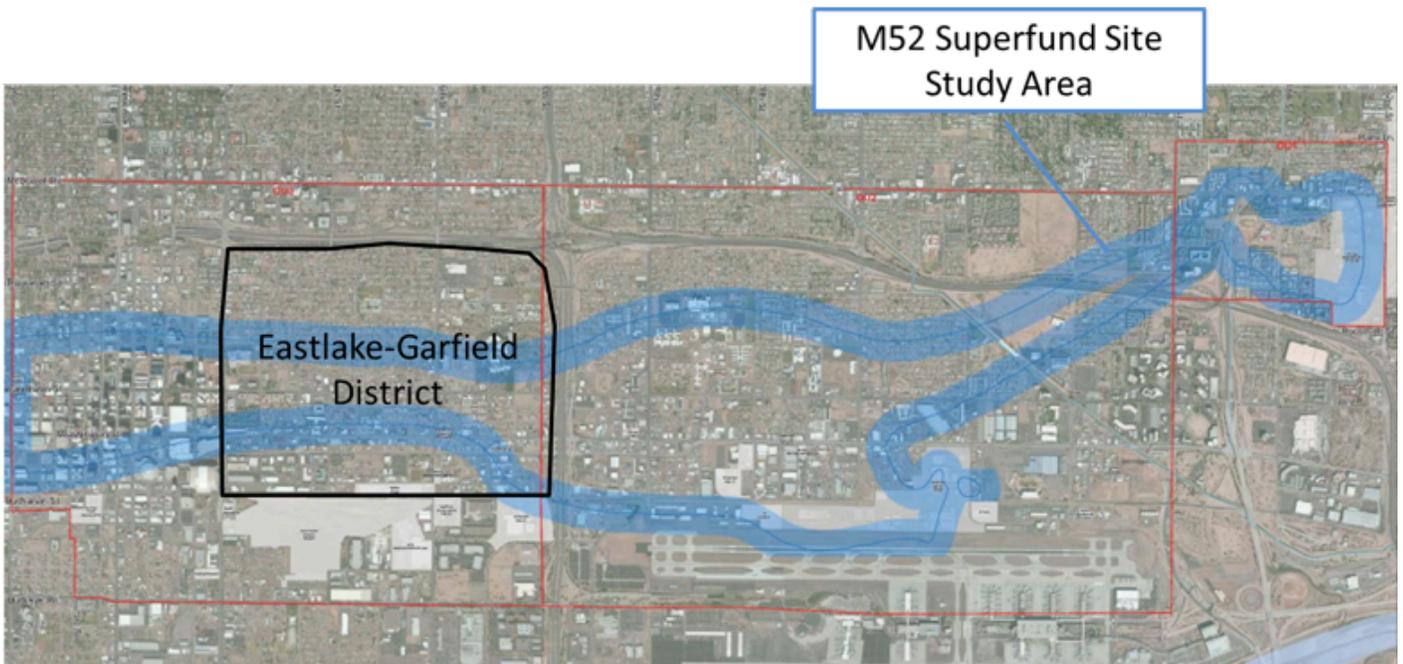


Figure 6. The M52 Superfund site and the Eastlake-Garfield District (Source: EPA, 2013)

1.2. Profile of the “Reinvent Phoenix” Grant

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

1. Enhance economic competitiveness
2. Provide more transportation choices
3. Promote equitable, affordable housing
4. Support existing communities
5. Coordinate and leverage federal policies and investment
6. Value communities and neighborhoods.

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

Participatory research design ensures that a variety of stakeholder groups identify strategic improvements that enhance safe, convenient access to fresh food, healthcare services, quality affordable housing, good jobs, and education and training programs. Reinvent Phoenix focuses on six topical elements: economic development, green systems, health, housing, land use, and mobility

(corresponding to the Livability Principles). These planning elements are investigated in five transit Districts (from east to west and south to north): Gateway, Eastlake-Garfield, Midtown, Uptown, and Solano. Planning for the Downtown District of the light rail corridor is excluded from Reinvent Phoenix because of previously completed planning efforts, partly using transit-oriented development ideas.

Reinvent Phoenix is structured into planning, design, and implementation phases. The project’s planning phase involves building a collaborative environment among subcontracted partners, including Arizona State University, Saint Luke’s Health Initiatives, Discovery Triangle, the Urban Land Institute, Local First Arizona, Duany Plater-Zyberk & Company, Sustainable Communities Collaborative, and others. While the City of Phoenix coordinates these partnerships, Arizona State University and Saint Luke’s Health Initiatives are working with residents, business owners, landowners, and other relevant stakeholders in each of the grant’s five transit Districts. This effort assesses the current state of each District, as well as facilitates stakeholder expression of each District’s sustainable vision for the future. Finally, motivated actors in each District co-create step-by-step strategies to move toward those visions. Transit-oriented District Steering Committees, formed in the planning phase, host capacity building for their members, who shepherd their Districts through the remaining Reinvent Phoenix phases.

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

Finally, the implementation phase will use the city’s partnerships with the Urban Land Institute, Local First Arizona, the Sustainable Communities Collaborative, and District Steering Committees to usher in a new culture of development in Phoenix. With the help of all partners, transit-oriented development can be the vehicle to renew Phoenix’s construction industry, take full advantage of

the light rail as a catalyst for transformation, and enrich Phoenix with a livable and dynamic urban fabric.

1.3. Sustainable Housing Research

One sub-project of Reinvent Phoenix focuses on housing and aims to develop diverse, healthy, affordable, socially-inclusive, resource-efficient, and culturally-sensitive housing along the light rail in the District. The housing project fully aligns with HUD’s Sustainable Communities program objectives, as stated above (see Livability Principle No. 3, above).

Sustainable housing is specified in the following five goals:

1. Meet demand with adequate housing options
2. Provide sufficient quality of housing and promote healthy housing conditions
3. Secure affordability of housing
4. Conserve natural resources in homes
5. Maintain valuable cultural and historical character

In pursuit of these objectives, we employ a transformational planning framework (Wiek, 2009; Johnson et al., 2011), conducting sustainable housing research in three linked modules. We start with a thorough assessment of the current state of housing in the District in 2010/2012 against principles of livability and sustainability (current state assessment) (Golub et al., 2013); in parallel, create and craft a sustainable vision for housing in the District in 2040 (visioning) (Wiek et al., 2013); and finally develop strategies for changing or conserving the current state of housing towards the sustainable vision of housing in the District between 2012 and 2040 (strategy building). The framework is illustrated below.

Because of the close link between housing, land use, mobility, and other planning elements, the central meaning of housing often remains poorly defined in housing assessments. With the intent to avoid duplications, overlap, and confusion, we follow in this strategy report the following definition: *Housing refers to the structural and functional features of homes (residential buildings) in a given District.* Consequentially, features of a District that pertain to the connection and distribution of homes and other buildings, open spaces, infrastructures, services, etc. will be addressed under the land use planning element.¹

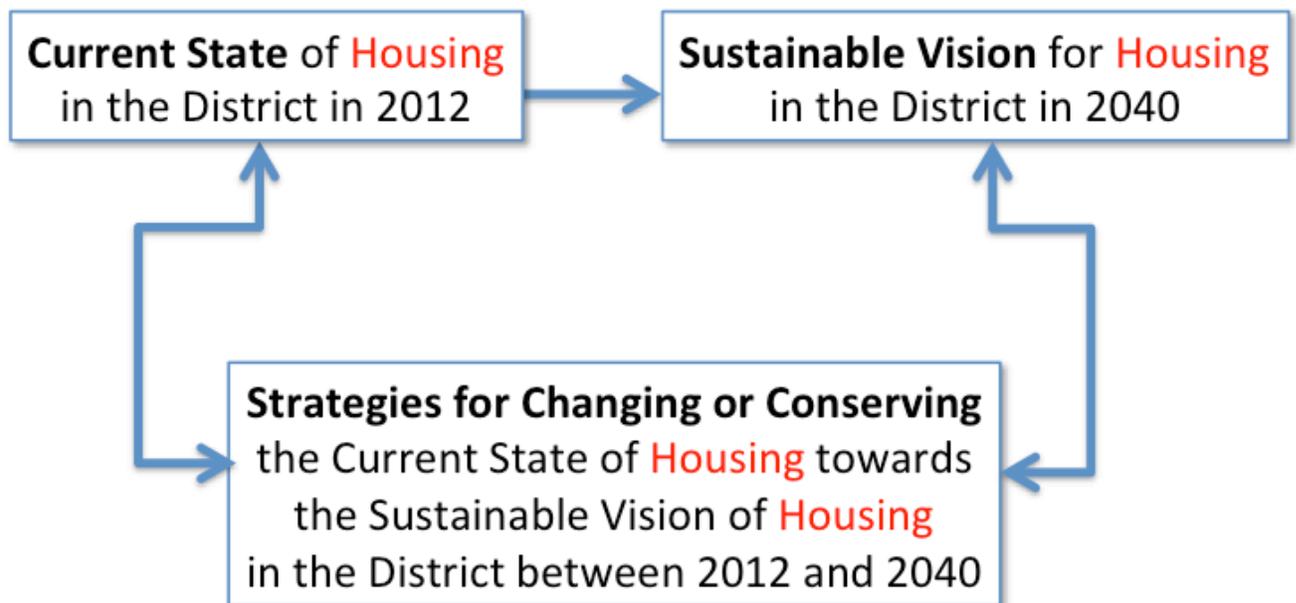


Figure 7. Transformational sustainability planning framework (Wiek, 2009)

¹ Examples: current zoning; current spatial distribution of housing in relation to light rail stations; current access to services; etc.

1.4. Objectives of the Strategy Study

The strategy presented in this report directly refers to the housing challenges (detailed in Golub et al., 2013) and proposes interventions on how to address these challenges, significantly improve the housing situation in the District, and achieve the vision and goals of sustainable housing in the District (detailed in Wiek et al., 2013). In accordance with the mandate of Reinvent Phoenix to contribute to sustainable community development, adapt to rising temperatures, increase resiliency to climate change, and improve energy- and water-efficiency of buildings and infrastructure, this strategy study actively pursues the improvement of housing conditions, following sustainability and livability principles (Gibson, 2006; HUD/ DOT/EPA, 2009).

The guiding question of the sustainable housing strategy study is: *What are evidence-based interventions to provide diverse, affordable, and healthy housing that conserves natural resources and promotes cultural and historical neighborhood character for all residents?*

The specific objectives are:

1. To link sustainable housing goals and targets to evidence-based interventions and investment options.
2. To detail the interventions along with actions, actors, assets, coping tactics (for barriers) needed to achieve sustainable housing goals and targets.
3. To highlight a set of investment options designed to achieve sustainable housing goals and targets.
4. To compile a set of exemplary implementation tools that help implement the investment options.
5. To outline a five-year action plan to implement the interventions and investments.

Additional objectives include:

1. To develop a process and content template for sustainable strategy development that can be reproduced in the other four transit Districts and thus guide the Reinvent Phoenix strategy development activities over the coming years.
2. To enhance capacity in strategy development among

planning professionals and collaborating partners to use in subsequent initiatives and projects.

3. To enhance capacity in strategy development for students and faculty to use in other research, teaching programs, and projects.

Chapter 2 – Research Design and Data Sources

We acknowledge that the term strategy is being used in a variety of contexts. In a research context a strategy is defined as *a set of interventions coordinated among different stakeholders with the intent to transforming the current state of a system (e.g., a city, a neighborhood, a company) into a sustainable one* (Wiek & Kay, 2013). The following documents details the coordinated interventions necessary to achieve a sustainable state for housing in the District. Each intervention includes investments and implementation tools that residents, businesses, organizations, and city government need to employ in order to achieve the desired outcomes. Conceptually, we differentiate different levels of the strategy (Fig. 8)

The methodological approach employed in this study is based on the transformational planning framework (Wiek, 2009). The specific procedures for building a transition strategy have been detailed in Wiek and Kay (2013) and Kay et al. (2013), and are here applied to sustainable housing as follows:

1. Summarizing the inputs or ingredients for the strategy, i.e., the current state assessment, the vision, and a theory of change. All three elements need to be specified to an extent that progress can be measured. Key information pertains to the gaps between the

current state and trends for housing on the one hand, and future goals and targets (vision) on the other hand. For example, for the indicator “percentage of homes using renewable energy,” the current state is <1% of housing units, but the target is >50%. The gap between the current state and the target state specifies the extent of what the strategy needs to accomplish.

2. Developing a set of coordinated interventions to achieve desired outcomes. For the overall vision of sustainable housing, each major goal has specific interventions that need to be identified and coordinated. For example, to achieve the goal of providing healthy housing options for all residents of the District, the intervention of rehabilitation of houses with poor fitness may seem promising. The transformational planning framework is goal oriented and thus the vision, the current state assessment, and the strategy all start with stating the goals of sustainable housing. Yet, the strategy aims at coordinating interventions that achieve multiple objectives at the same time. For example, the rehabilitation of houses does not only pursue enhancing housing fitness and creating healthy housing conditions, but can also contribute to energy performance (conserving natural resources).

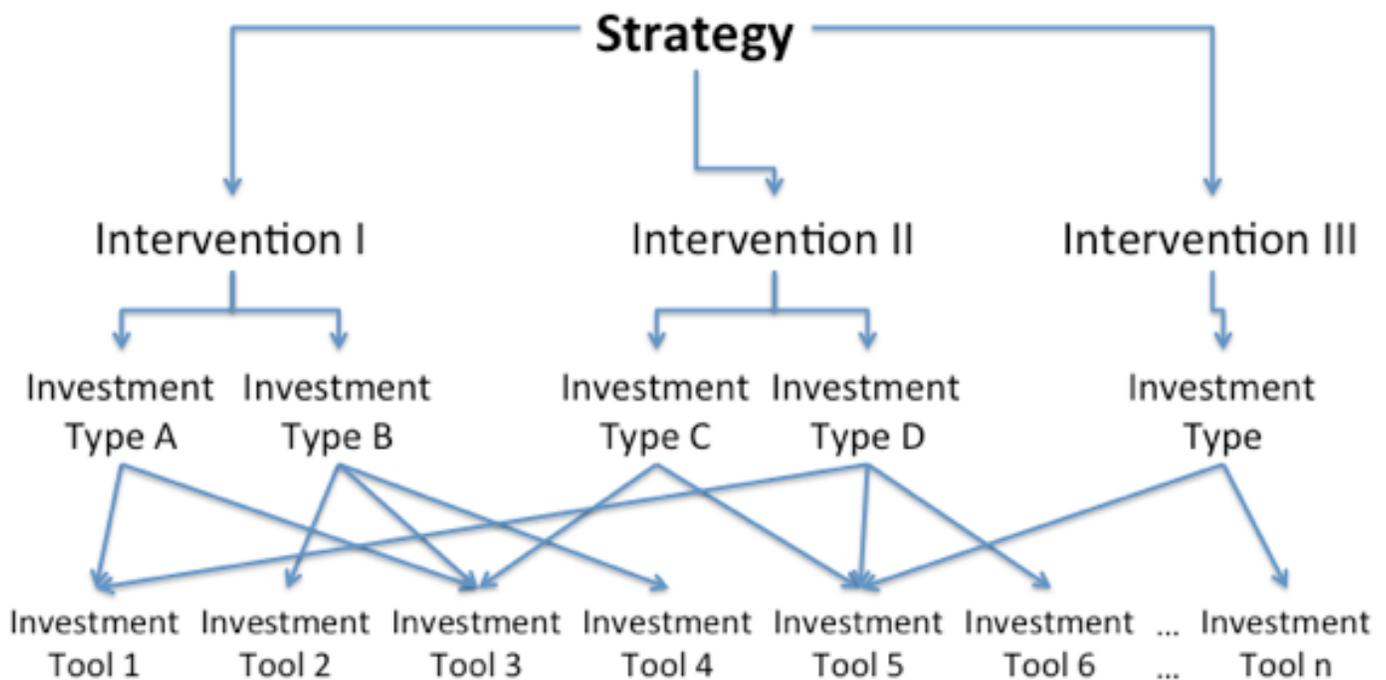


Figure 8. Hierarchical structure of the strategy for sustainable housing

Thus, from the perspective of implementation, it is more useful to use the interventions as organizing principles, and design interventions that contribute to as many goals as possible. Thus, we describe each major intervention separately by:

- a. Stating the goals and targets the intervention pursues.
 - b. Identifying the intervention points, i.e., drivers that cause the problematic current state. Systemic relevance of the intervention point and feasibility of intervention at this point are important criteria for the selection of intervention points. A potential intervention point could be the lack of code enforcement that contributes to the current state of low housing fitness.
 - c. Specifying key components of each intervention, i.e., intervention actions, actors, available assets, resources needed, potential barriers, and implementation tools. Components can be identified through best practices examples, academic literature review, and interviews with city staff, residents, and local experts.
 - d. Describing specific investment options that offer different pathways or investment options within an intervention. For example, the new construction intervention captures both construction of single-family as well as multifamily homes. For realizing an investment option, different implementation tools can be used.
 - e. Describing implementation tools, clustered in tools for financing, capacity building, partnerships, rules (codes), and incentives. We provide key information on the implementation tools, so that residents, developers, and city staff are able to select among available tools. Similar to interventions and investment options, the majority of tools can be used to implement multiple investments. For example, a community development corporation (partnership tool) can be used to support new construction of multifamily homes, or the adaptive reuse of motels into housing units.
3. Providing evidence for the effectiveness and efficiency of the proposed interventions, investments, and implementation tools. Evidence is required to ensure that intervention, investments, and implementation

tools are selected that are likely to be capable of getting the job done. Evidence can be provided by local experts, academic literature, or cases from other cities.

4. Detailing actions for a specific 5-year action plan for the roles and responsibilities of residents, developers, and city staff, as well as for the Transit District Steering Committee.

Data for this strategy document comes from two primary sources:

1. Data inputs for the strategy are drawn from multiple sources as this study builds from the current state assessment and the visioning study. The specifics of these data sets are explained in the respective reports (Golub et al., 2013; Wiek et al., 2013).
2. Data about the core components of the strategy are based on input from local experts and through the review of academic literature.

Chapter 3 – Strategy Inputs

The following chapter includes a summary of the current state and the vision for sustainable housing in the Eastlake-Garfield District, as well as a specific theory of change that are the inputs for the strategy.

3.1. Current State of Housing in the Eastlake-Garfield District

Based on the goals of sustainable housing (see 1.3 above), the current state assessment concludes that the District needs to address high vacancy rates, and low affordability (plus high overcrowding) driven by low District incomes with high transportation costs (Golub et al., 2013). Considering stakeholder input and the specific grant requirements (HUD’s livability principles), the following four challenge areas emerge as priorities:

1. *Demand is not currently met with adequate housing options.* Vacancy rates for owned and rented units are above the sustainable threshold, which may result in blight, crime, and divestment. We suspect Americans with Disability Act (ADA) visitability compliance to be very low, in accordance with general building practices. The percentage of housing options in the District available to elderly residents is reasonably close to their share of the city’s population.
2. *Current quality of housing is moderate and unhealthy housing conditions are observable.* Some units lack electricity or other energy supply. District average housing fitness (roof, siding, landscape issues), could improve, though given low incomes, improvements might be unlikely. Landscape quality (immediate surrounding of homes) and water quality is sufficient.
3. *Currently, the District struggles with several housing affordability challenges.* Although 72–97% of the housing stock is affordable for a family earning 80% of AMI, the average median income of Eastlake-Garfield residents is much lower, only 27.5% of AMI. This makes only 31–35% of District housing affordable to the average resident. There are other high-cost burdens for Eastlake-Garfield residents, who spend over 20% of their income on transportation and 6–19% on energy, which is likely due to the prevalence of driving commutes and lack energy-efficient technologies in homes. For many households, housing size and high costs result in rates of overcrowding and severe

overcrowding that clearly surpass sustainable thresholds.

4. *Additional efforts of conserving natural resources in homes seem beneficial.* Renewable energy use and energy efficiency (LEED construction) do not meet the sustainable levels, but would have the potential to enhance housing quality, while lowering energy costs.

3.2. Vision for Sustainable Housing in the Eastlake-Garfield District

The relevant passage from the overall vision for the Eastlake-Garfield District reads (Wiek et al., 2013):

In 2040, the Eastlake-Garfield District is culturally diverse, with active streets and exciting, innovative businesses. Visitors notice the inclusive feel, entrepreneurial spirit, and historic preservation that have been the District’s aesthetic for years. Buffered by an extra curb, people bike alongside traffic, and walk on wide, shaded sidewalks to local businesses and Verde and Eastlake Park. Successful local business development programs are responsible for the local business along 16th Street, Van Buren Street, and around the 12th Street light rail station. North High graduates started both, and most of their young staff bike from rehabilitated historic homes in Garfield.

Eastlake-Garfield, in 2040, is an attractive place to live for people of all ages and backgrounds. Nearly all the homes in the Eastlake and Garfield neighborhoods have been restored, and new, colorful, mixed-use developments line Van Buren and Washington. Eastlake-Garfield celebrates its diverse and historic past, and embraces anyone who wants to enjoy its rich quality of life.

The specific vision for sustainable housing in the Eastlake-Garfield District is derived from this vision and is aligned with the five sustainable housing goals mentioned above (1.3). It reads:

Housing Affordability with Reduced Transportation and Infrastructure Costs – In 2040, mixed-use development on Van Buren and near the rail stations reduces transportation and infrastructure costs

(Grant, 2004). Building heights vary from 2–5 stories, which has protected residential neighborhoods from the District’s lively commercial corridors. There are housing options for all residents, with formerly vacant lots transformed into attractive mixed-use developments of clean, safe, affordable units, many of which are ADA accessible. In 2040, historic homes the Eastlake and Garfield neighborhoods have been preserved and restored, sustaining cultural heritage and supporting housing diversity. Mixed-income apartments ensure people of all income levels can comfortably reside in the District, and live-work units near the light rail stations help entrepreneurs reduce costs while they start businesses.

This housing vision is operationalized with quantified targets for lead indicators. These targets give clear metrics to determine the progress in achieving the five sustainable housing goals. The following table summarizes a few exemplary targets as well as distances-to-targets as key reference points for the strategy building.

Table 1. Sustainable housing goals, current state, and distance-to-target data

Indicator	Sustainability Target	Current State Data	Distance-to-target
Goal 1 – Meeting demand with adequate housing options			
Options for elderly	8.4% PHX = 675 units	6.0% = 485 units	2.4% = 190 units
Goal 2 – Providing sufficient quality of housing and promoting healthy housing conditions			
Lacking basic amenities	<0.1%	2.6% = 72 units	~ 70 units
Lacking fitness	<0.1%	5.9% = 213 units	~ 210 units
Goal 3 – Securing affordability of housing			
Units for extremely low income	1627 units	469 units	1158 units
Units for very low income	1073 units	1012 units	61 units

This table sets targets for important indicators in order to define the number of units necessary to achieve a sustainable state of housing in the District. Increasing the number of affordable units is a clear priority, while increasing the units appropriate for the elderly needs to be considered.

Through the visioning process, three priority areas (transition areas or areas of change) were selected in order to make the vision spatially explicit (Figure 9). Data from the vision report determines building types, heights, and other characteristics appropriate for each locality.

1. In 2040, the 12th Street station area provides a variety of housing options for a diverse community, and attracts the critical mass of customers required for businesses to thrive. Live-work units occupy some six story mixed-use buildings along Washington and Jefferson as well as a few historical buildings, which saves resources and celebrates the community's past. Together, the older and newer buildings provide centrally located housing and workspaces for local artists, sculptors, furniture makers, and restaurant owners, among others. These flexible units conveniently combine living and work space, keep costs down, and reduce transportation costs and commute times, which allows for more time spent with family. Live-work units also assist local economic development, keeping investments and spending local.

2. In 2040, Van Buren offers a variety of housing options in mixed-use buildings that cater to a wide spectrum of income levels, provide a vibrant street presence, and lower transportation and infrastructure costs. Live-work housing in adaptively reused buildings supports affordable lifestyles that provide entrepreneurs with the space they need to start businesses.

3. In 2040, a variety of affordable housing options are available near 16th Street and Van Buren. Infill development has covered the gaps, saved valuable space, and brought vibrancy back to the area. A committee of community leaders and local activists has worked to ensure that residents are involved in decision-making for new developments, and have priority for new, affordable units. A variety of mixed-income apartments now surround 16th Street and Van Buren, with long-time residents in over half of the units. With balanced numbers of subsidized and market-rate units in the same development, people of all income levels have the opportunity to live in the area, keeping the area integrated and dynamic.

Finally, a more detailed map captures desired housing development in four groups: *Stabilized Housing* (areas where rehabilitation is necessary), *TOD Housing* (areas close to the light rail for taller new and adaptively reused mixed-used housing), *Urban Housing* (New and adaptive reuse housing not close to the light rail); and a category of *Housing Displacement Risk* (areas where the market could incentivize replacing single-family homes in favor of new multifamily developments). These designated areas inform where different interventions in the District should be implemented.

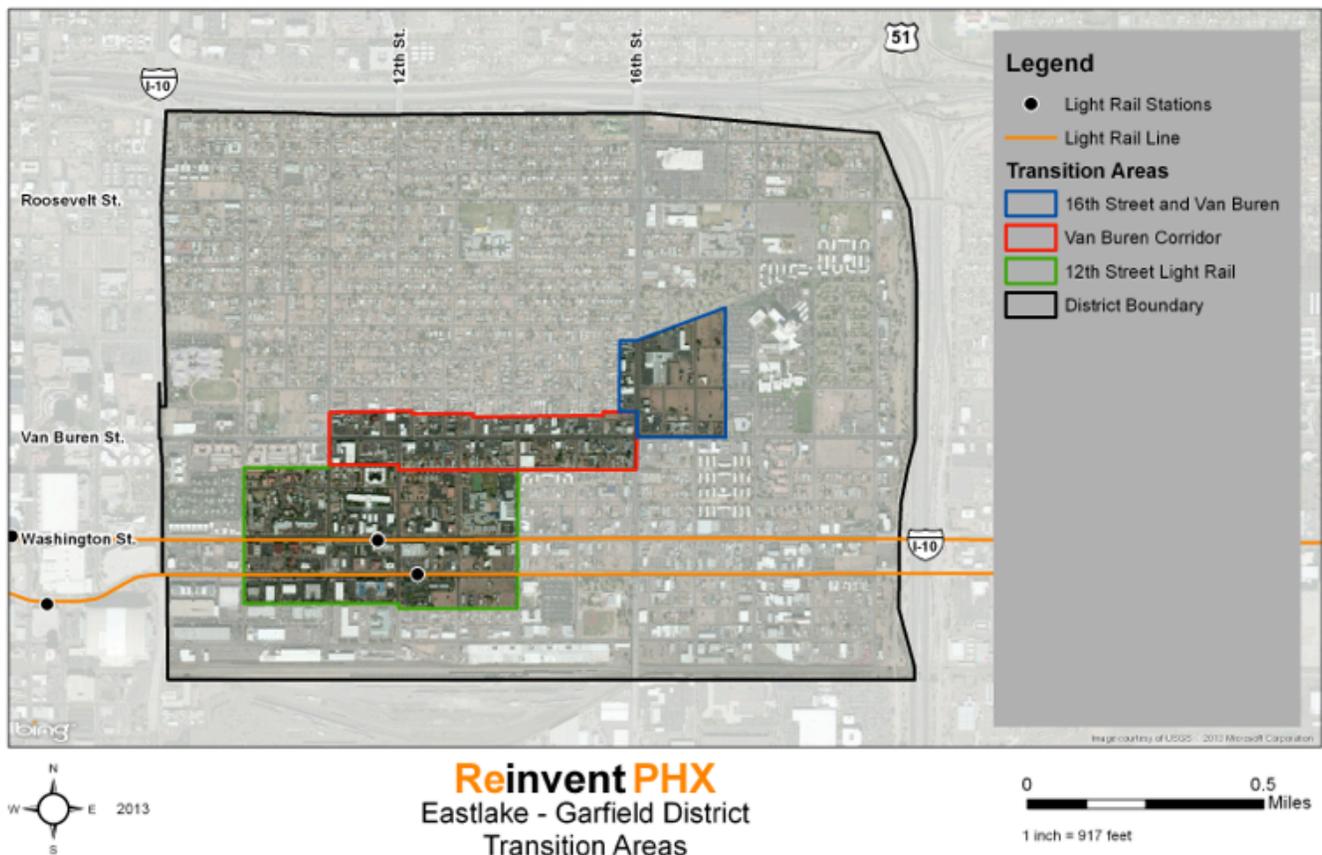
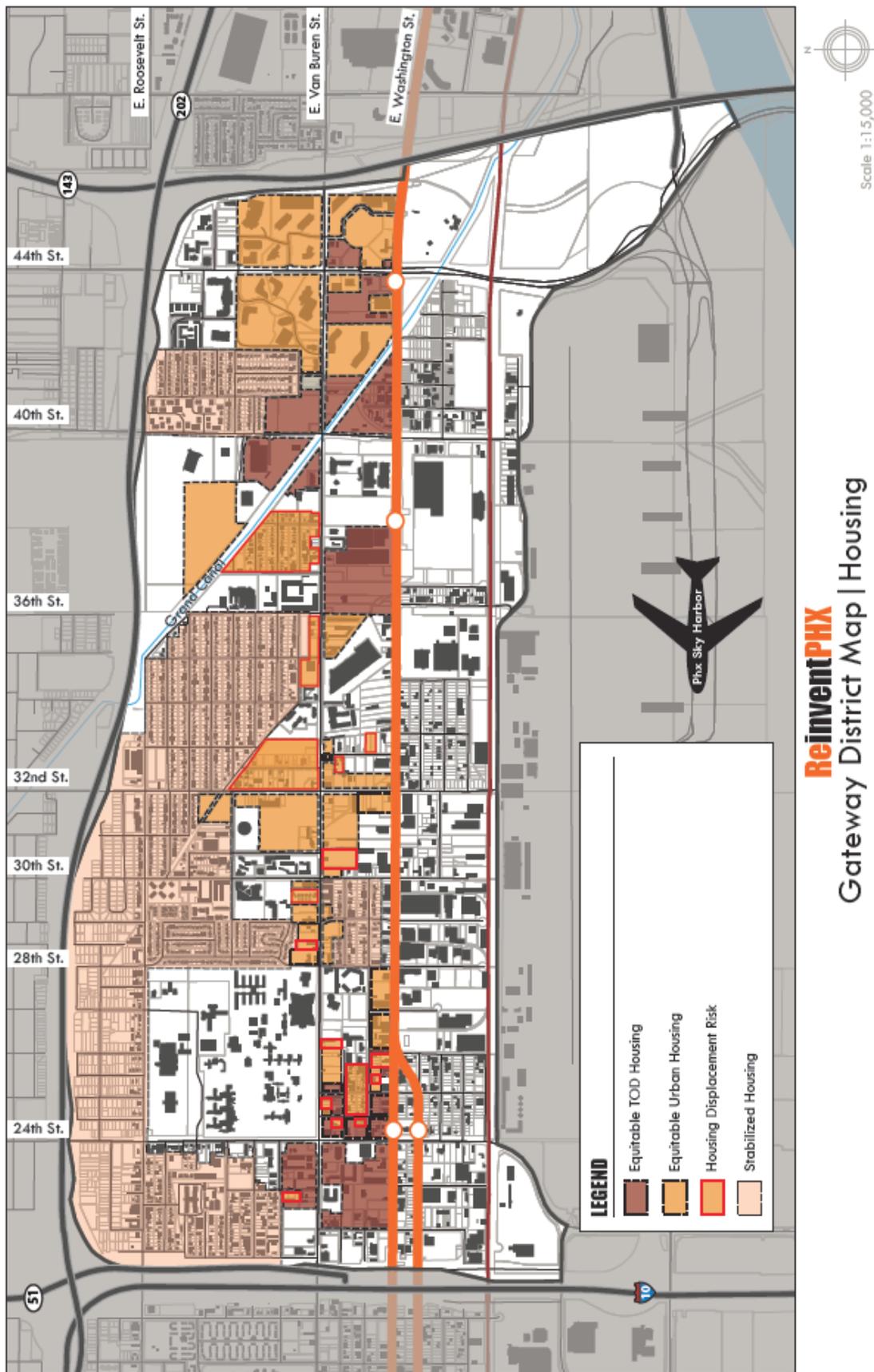


Figure 9. Map of the transition areas identified by Eastlake-Garfield stakeholders

Figure 10. Housing vision map with categorized housing types



3.3. Theory of Change

The production of new multifamily developments, adaptive reuse of warehouses for multifamily housing, and newly built single-family homes on small lots in the Garfield and Eastlake Park neighborhoods, in conjunction with broad single-family home rehabilitation in the Garfield, will create adequate and affordable housing options of sufficient quality across the District.

If these housing units are constructed with an emphasis on health, visitability, and energy efficiency, these construction efforts will lead to a sustainable housing situation in the District. This will not happen without significant efforts by residents and housing advocates to ensure more aggressive codes and enforcement.

Due to the amount of vacant land, underutilized warehouses, and low-quality single- and multifamily homes, there is an opportunity to invest in new construction, rehabilitation, and adaptive reuse. Emphasis should be placed on increasing housing units on underutilized land to easily increase the number of units. Adaptive reuse, single-family revitalization, and new construction can fill the gaps and ensure housing diversity. In the following strategy, we describe how these interventions and corresponding investment options can be enacted over the next 30 years.

Chapter 4 – Sustainable Housing Strategy for the Eastlake-Garfield District

4.1. Linking Sustainable Housing Goals to Interventions and Investment Options

The overall and specific sustainable housing goals are the reference points for developing the strategy and its interventions. The strategy aims at coordinating interventions that achieve multiple objectives at the same time. The interventions of new construction, rehabilitation, and adaptive reuse all contribute to achieving the five goals of sustainable housing. Thus, from the perspective of implementation, the interventions are the organizing principle, and their design should contribute to as many goals as possible. Therefore, each intervention is described separately in the subsequent sections, detailing the specific investments, actions, resources, implementation tools, etc.

Table 2. Sustainable housing goals linked to interventions

Goal	Strategy		
	<i>New Construction Intervention</i>	<i>Rehabilitation Intervention</i>	<i>Adaptive Reuse Intervention</i>
<i>1. Meeting demand with adequate housing options</i>	Construction of new units, unit types, and costs to better match demand	Rehabilitation of existing units to better match demand	Reuse of existing buildings to add units and unit types to better match demand
<i>2. Providing sufficient quality of housing and promoting healthy housing conditions</i>	Code enhancements for new construction to improve the environment and public health	Rehabilitation of older housing stock to address environmental and health issues	The reuse process to address environmental and health issues
<i>3. Securing affordability of housing</i>	Construction of new units at affordable prices	The rehabilitation of existing units at affordable prices	The reuse of existing buildings for housing to add new affordable units
<i>4. Conserving natural resources</i>	Green and energy efficient construction codes to make new homes more resource efficient	Green and energy efficient rehabilitation to improve resource efficiency	Reuse of older building stock avoids the environmental costs of new construction
<i>5. Maintaining valuable cultural and historical character</i>	Frontage and design codes to maintain neighborhood character	Rehabilitation of older homes to maintain neighborhood character	Reuse of older buildings to maintain neighborhood character

4.2. New Construction Intervention

New construction in the Eastlake-Garfield District entails producing new multifamily apartments and condos on vacant and underutilized land, as well as building single-family homes and small multifamily homes on small vacant lots in current residential neighborhoods.

4.2.1. Core Components

4.2.1.1. Aspired Sustainability Impacts

New construction of multifamily and single-family units can achieve positive outcomes for all five housing goals. For example, construction of new units appropriate for specific needs (e.g., for elderly) and at appropriate costs can help better meet demand. Building code enhancements (green, energy efficient, etc.) can foster healthful housing conditions, environmental performance, and resource efficiency. Frontage and design codes can reinforce neighborhood character, and construction of new units at affordable prices can improve housing affordability.

Through this intervention, the following specific sustainable housing targets will be achieved by 2040:

- 977 newly constructed units (contributing to the need for 1230 highly affordable units)
- All new buildings should take advantage of new codes that support construction of healthy, green, and ADA-compliant homes
- 5 pilot projects that demonstrate new construction of accessible, healthy, and resource-efficient multifamily housing by 2024.

4.2.1.2. Intervention Points

The current system has produced unfit housing for too many residents in the Eastlake-Garfield District. New organizational capacity and marketing is needed to address the lack of knowledge and motivation to create the necessary financing packages for affordable multifamily housing or single-family projects in the District. Resource efficiency and visitability measures need to be incentivized in order to achieve targets. With strong marketing and creative financing, the community's vision for increased affordable housing can be reached.

4.2.1.3. Investment Options

There are two new construction investment options: new multifamily buildings and new single-family houses. There is a significant difference between these investments, and they are appropriate for different areas of the District (Fig. 5). New construction of multifamily is appropriate in transit-oriented development (TOD) housing zones by station areas, while new construction of single-family homes is appropriate in rehabilitation zones where there are concerns about culturally and historically sensitive housing that does not disrupt current character. In terms of the greatest impact, new construction of multifamily homes in TOD zones should be made a priority, while new single-family construction adds additional units, but not as efficiently.

4.2.1.4. Intervention Actions

The following actions are critical for accomplishing the goals and targets outlined above:

1. Pass form-based code that creates predictable zoning for developers along Van Buren and 16th Streets, around the 12th Street station, and the new potential new 16th Street station area.
2. Enlist a marketing and real estate development professional to support new construction initiatives in the District.
3. Support policies that allocate resources for construction of high quality affordable units.
4. Develop an affordable housing pilot project on 12th Street.
5. Work to improve District public safety and public safety communication.
6. Make progress on economic development, green systems, health, and mobility strategies that will support further investment in sustainable housing.

4.2.1.5. Resources

The following resources are needed to support the new construction intervention. Assets (resources that already exist) are in italics:

- *Anchor businesses*
 - o *Ranch Market*
 - o *Saint Luke's Hospital*
- *City of Phoenix Departments*
 - o *Housing*
 - o *Neighborhood Services*
- *Developer and homeowner knowledge of relevant design concepts and implementation processes*
- *Downtown Phoenix Partnership (DPP)*
- *Federal financing mechanisms (See Investment Tools in Section 4.5.)*
- *Neighborhood Associations*
 - o *Booker T. Washington*
 - o *Eastlake Park*
 - o *Garfield*
- *Organizations with capacity for financing and developing affordable multifamily units*
 - o *Chicanos por la Causa*
 - o *Local Initiatives Support Corporation Phoenix (LISC)*
 - o *Native American Connections*
- *Private financing and developers willing to invest in the District*
- *Marketing and highlighting of investment opportunities by local organizations and politicians to overcome financing and developer awareness barriers.*

4.2.1.6. Barriers

- *Developer opposition to new codes due to concerns about increased cost of development*

- *Lack of adherence to healthful, environmental, and resource efficient code*
- *Lack of awareness of transit-oriented development investment opportunities*
- *Lack of coordination between developers to improve resources use efficiency*
- *Lack of financing for construction of market rate and TOD multifamily units*
- *Political opposition to health, resource efficiency, and visitability regulations*
- *Public safety concerns around 12th Street Station, Van Buren and 16th Street*

4.2.1.7. Intervention Timeline

This timeline outlines a transition towards Eastlake-Garfield's sustainable housing vision driven by new construction over the next 30 years. Much can change during this time; thus, this transition strategy must be revisited and updated. Some of the actions listed as happening by 2025 or 2030 may be feasible before the stated date and could possibly be addressed sooner. The purpose of this timeline is to demonstrate a possible sequence (pathway) to achieve the 2040 vision, with the recognition that some things may come faster or slower.

By 2020

- *Finance and support a marketing and real estate professional, for 3–5 years, who would package developers and financing for sustainable housing developments.*
- *Pass immediate (short-term, low-cost, low-hanging fruit) legislation to improve visitability, energy efficiency, and affordability.*
- *Construct multifamily units close to the 12th Street station with the support of DPP, LISC, and other partners.*
- *Work with Neighborhood Services to produce single-family and small-scale multifamily units in the Garfield neighborhood.*

- Create a recognition program for sustainable builders in the Eastlake-Garfield District (potentially as a subset of a program along the entire light rail corridor).

By 2025

- Increase multifamily construction around the 12th Street stations and along 7th, 16th and Van Buren Streets.
- Examine “live near work” affordability programs operated by companies and local school districts.
- Develop all potential housing sites in the Garfield neighborhood, and renovate of all substandard housing (by private owners or the Neighborhood Services Department).

By 2030

- Construct multifamily units near the new 16th Street station and around St. Luke’s Hospital.
- Pass further measures to increase affordability, accessibility, health, and resource efficiency.
- Develop long-term funding and policy solutions for long-term affordability. By 2030, the political climate could allow for more aggressive housing affordability measures that are not currently feasible.

4.2.2. Investment Options

4.2.2.1. Constructing New Multifamily Housing

Multifamily housing include duplexes, triplexes, townhomes, and apartment buildings of any size. Housing units that include other uses, such as ground floor retail, are also considered multifamily housing.



Figure 11. New multifamily housing

Aspired Sustainability Impacts

Through this investment, the following specific sustainable housing targets will be achieved by 2040:

- Additional units available to meet elderly demand
- Additional units suitable for low-income residents
- Reduced housing costs through additional affordable housing
- Enhanced health and environmental performance of housing

New construction will improve housing diversity and allow low-income residents, singles, and other small households such as the elderly or college students to reside in the District. New units will be safer and have better air quality, as they will be built under better construction standards and will not have hazardous materials such as asbestos and lead-based paint. Further, denser housing has less of an environmental footprint in terms of energy and water use. For example, it will take less water to maintain a shared yard that is used by many people, rather than watering many individual yards. New multifamily housing will reduce the percentage of low quality housing to below 0.1% and reduce the average cost of housing. Instead of spending 22.1% of their total income on housing, residents will only spend about 15%.

Implementation Tools

Multifamily new construction uses the following implementation tools:

- *Financing* – HUD financing (including Section 200s)
- *Partnerships* – Marketing programs involving DPP, LISC, and local neighborhood associations
- *Community Development Corporation*
- *Codes* – Frontage and ADA codes
- *Capacity Building* – Affordability financing training for developers
- *Incentives* – Tax credits and expedited permitting

4.2.2.2. Constructing New Single-family Housing

Single-family housing is detached, often having a garage and front and back yards with fencing to separate property lines. New single-family housing will be only constructed where zoning allows only single-family housing or in historic preservation areas.



Figure 12. New construction of single-family house

Aspired Sustainability Impacts

- Enhance District housing fitness
- Additional units available for elderly
- Increase energy efficiency
- Preserve historical character

New single unit construction will contribute to housing diversity in the District (primarily in Garfield), enable larger families to remain in one place throughout the family lifecycle, and provide housing to families who need more space. It will reduce the percentage of poor quality housing to below 0.1% and improve the health, energy efficiency, and visitability of the District (if built using sustainability and visitability standards, e.g., energy efficient appliances, better air filtration systems, avoidance of asbestos and lead-based paint, etc.).

Implementation Tools

Single-family new construction uses the following implementation tools:

- *Financing* – HUD financing (including Section 200s), Community Development Block grants, HOME Investment Partnerships Program, New Market tax credits, public housing programs, and Local Housing Trust Fund
- *Partnerships* – Community Development Corporations, Neighborhood Solar Partnerships, and Community Land Trusts
- *Codes* – Visitability, ADA, frontage, and green codes
- *Capacity Building* – Affordability financing training for developers
- *Incentives* – Tax credits, renewable energy incentives, and expedited permitting

4.3. Rehabilitation and Revitalization Intervention

This intervention entails rehabilitating single-family homes, and multifamily apartments and condos. Revitalization goes beyond physical rehabilitation and includes cultural programs, crime prevention, and increased social connections among residents.

4.3.1. Core Components

4.3.1.1. Aspired Sustainability Impacts

Rehabilitation and revitalization of multifamily housing and single-family housing can achieve all five sustainable housing goals. Rehabilitation of existing units can help better match demand, and rehabilitation of older housing stock can foster healthy housing conditions and environment performance. The rehabilitation of existing units at affordable prices can improve affordability, while green and energy-efficient rehabilitation can contribute to resource conservation. The rehabilitation of older homes can reinforce neighborhood character in the Garfield and Eastlake Park neighborhoods.

Through this intervention, the following specific sustainable housing targets will be achieved by 2040:

- Revitalized single- and multifamily units in the Eastlake-Garfield District will contribute to the 1230 needed affordable housing units

- 213 rehabilitated units with currently very low fitness scores
- 72 units need basic amenities through enforcement
- 5 pilot projects to demonstrate rehabilitation of single-family units
- 5 pilot projects to demonstrate rehabilitation of multifamily units

4.3.1.2. Intervention Points

While it is clear that economic development and education drivers need to be addressed to increase income, so that affordability measures improve, there is also a need to rehabilitate a large number of homes with very low fitness scores.

4.3.1.3. Investment Options

Within the rehabilitation intervention, there are two investments: single-family houses, and multifamily houses. There is a significant difference between these rehabilitations, and each investment is appropriate for different zones of the District (Figure 5). Rehabilitation of multifamily is appropriate in TOD housing zones by station areas, while rehabilitation of single-family homes is appropriate in rehabilitation zones where there are concerns about culturally and historically sensitive housing that does not disrupt the current character. In terms of the greatest impact, rehabilitation of multifamily homes in TOD zones should be made a priority.

4.3.1.4. Intervention Actions

5. Adjust zoning and ordinances to support affordability, accessibility, health, and LEED standards.
6. Support organizations that guide revitalization of existing housing.
7. Support policies that allocate resources for rehabilitation and revitalization of affordable units.
8. Pilot a project that demonstrates continuing efforts to rehabilitate homes in the Garfield and Eastlake Park neighborhoods.
9. Fight displacement by creating mechanisms for

homeowners to upgrade and keep their homes.

4.3.1.5. Resources

The following resources are needed to support the rehabilitation and revitalization intervention. Assets (resources that already exist) are in italics:

- *ADA standards*
- *City of Phoenix Neighborhood Services Department*
- *Developer and homeowner knowledge of relevant design concepts and implementation processes*
- *Federal financing mechanisms*
- Private financing and developers willing to invest in District

4.3.1.6. Barriers

- Developer opposition to investing in health, green, and ADA code improvements
- Lack of financing for recommended upgrades
- Inability of homeowners to access funds for rehabilitation
- Political opposition to health, resource efficiency, and visitability regulations

4.3.1.7. Intervention Timeline

This timeline outlines a transition towards Eastlake-Garfield’s sustainable housing vision driven by rehabilitation and revitalization over the next 30 years. Much can change during this time; thus, this transition strategy must be revisited and updated. Some of the actions listed as happening by 2025 or 2030 may be feasible before the stated date and could possibly be addressed sooner. The purpose of this timeline is to demonstrate a possible sequence (pathway) to achieve the 2040 vision, with the recognition that some things may come faster or slower.

By 2020

- Create new zoning, ordinances, and design standards

for inclusive design and green building in Phoenix, with higher standards in Reinvent Phoenix Transit Districts.

- Initiate homeownership provisions and support measures to avoid displacement with an emphasis on single-family homes within ½ a mile of light rail stations
- Complete single-family retrofit pilot projects that build on the success of Neighborhood Stabilization Program (NSP) and Energize Phoenix in the Garfield, Booker T. Washington, and Eastlake Park neighborhoods.

By 2025

- Fully support a city sponsored housing rehabilitation program now building on its Garfield and Eastlake Park success in the rest of the District.
- District programs that support single-family home ownership and retention.
- Lobby for anti-displacement measures that retain socio-economic diversity in the District.

By 2030

- Complete healthful retrofits (including lead and asbestos)
- Increase the local agency managed public housing stock (housing trust fund, community land trusts, etc.)
- Rehabilitation of multifamily units near the new 16th Street station, and along the entirety of Van Buren Street.

4.3.2. Details on Investment Options for Rehabilitation and Revitalization

4.3.2.1. Rehabilitating/Revitalizing Multifamily Housing

Multifamily housing that is in poor condition (i.e., has hazardous materials such as lead or asbestos, is structurally compromised, etc.) will be rehabilitated, so that residents can reside in healthier, environmentally friendly, and visitable housing.



Figure 13. Multifamily housing rehabilitation and revitalization

Aspired Sustainability Impacts

- Enhance housing fitness
- Reduce water consumption
- Foster District and regional affordability

Revitalized multifamily housing will reduce the percentage of poor quality housing to below 0.1%. The vacancy rates will be lowered below 2% for owners and 8% for renters, down from the current vacancy rates of 11% and 17%, respectively. Furthermore, visitability design standards will be applied to revitalized housing, which will enable residency among the elderly and disabled, and thus enhance housing equity and accessibility. Revitalized housing will help improve resident's health by removing toxic materials, such as asbestos and lead-based paint, or blocking air pollution (soil vapor intrusion). It will also be more environmentally friendly. It will use energy more efficiently by having energy efficient appliances and systems (i.e. air conditioning, LED lighting). It will conserve water resources by using water-efficient appliances (i.e. low flush toilets, top loading washing machines) and by concentrating water usage into a smaller area, thus requiring less piping and water pumping. It will also help mitigate the urban heat island UHI effect.

Implementation Tools

- *Financing* – HUD financing (including Section 200s), Community Development Block Grants, HOME Investment Partnerships Program, Low-Income Housing Tax Credit Program, New Market Tax Credits, HOPE VI Program, Choice Neighborhoods Implementation Grant Program, Supportive Housing for the Elderly, Section 8, Section 202, Section 220

Program, Section 221(d)(3) Program, Section 221(d)(4) Program, Section 231 Program, and Section 241(a) Program

- *Partnerships* – Community Development Corporations and Local Housing Trust Fund
- *Codes* – Frontage codes
- *Capacity Building* – Affordability financing training for developers
- *Incentives* – Tax credits and expedited permitting

4.3.2.2. *Rehabilitating/Revitalizing Single-family Housing*

Single-family housing that is in poor condition will be revitalized so residents can reside in healthier and environmentally friendly housing.



Figure 14. Rehabilitated multifamily homes

Aspired Sustainability Impacts

- Reuse materials
- Enhance fitness
- Preserve historical character

Revitalizing single-family houses can help lower the percentage of poor quality housing to below 0.1% and increase housing diversity. It can also enhance resident health and increase energy efficiency by using appropriate construction standards that lead to better air quality and avoiding toxic materials such as asbestos and lead-based paint. Installing more energy- and water-efficient

appliances will reduce the environmental footprint of units. Furthermore, because single-family homes are often owner occupied, revitalizing them contributes to household savings and intergenerational wealth transfer.

Implementation Tools

- *Financing* – HUD financing (Including Section 200s), Community Development Block Grants, HOME Investment Partnerships Program, New Market Tax Credits, and Energy Innovation Fund PowerSaver Pilot 203(k) Program
- *Partnerships* – Community Development Corporations and Local Housing Trust Fund
- *Codes* – Frontage codes
- *Capacity Building* – Affordability financing training for developers
- *Incentives* – Tax credits and expedited permitting

4.4. Adaptive Reuse Intervention

The adaptive reuse intervention has only one investment, which is the adaptive reuse of industrial and commercial buildings into multifamily housing. Adaptively reused multifamily housing repurposes underutilized or abandoned commercial or industrial buildings as housing. Since commercial and industrial buildings tend to be larger and occupy large lots, new housing built via adaptive reuse will most likely be multifamily.

4.4.1. Aspired Sustainability Impacts

Reuse of existing buildings to add units and unit types can help better match demand. It can also enhance affordability, if new units are offered at affordable prices. If adaptive reuse takes advantage of existing building material, it avoids the environmental costs of new construction. Reuse also contributes to preserving neighborhood character, while creating ‘living history’ through adaptation and modification. Through this intervention, the following specific sustainable housing targets will be achieved by 2040:

- Units in adaptively reused buildings in the Eastlake-Garfield District will contribute to the 1230 needed affordable housing units

- Reused buildings contribute to the construction of healthy, green, and visitability
- 5 pilot projects that demonstrate adaptive reuse of building to create multifamily units that are accessible, healthy, and resource efficient in the first 10 years

Through this intervention, the following general sustainable housing targets will be achieved by 2040:

- Reuse materials
- Reduce water consumption
- Increase District affordability

Adapting old industrial or commercial buildings into new, multifamily housing will improve the community’s vibrancy and aesthetics, and reduce its environmental footprint. Cleaning up and repurposing old or vacant buildings may improve safety by reducing the number of vacant buildings and having more “eyes on the street.” Adaptive reuse should help reduce the percentage of poor quality housing to below 0.1% and may improve resident and environmental health with more energy efficient appliances and better construction standards. Adapting buildings that are near public transit or walking distance to employment, may reduce housing and transportation costs. People currently spend an average of 22.1% of their total income on transportation, which can be reduced to below 15% with the addition of sufficient quantity of new, well-placed multifamily housing.

4.4.2. Intervention Point

Existing buildings in the Eastlake-Garfield District can address the need for health, green, and ADA compliant and affordable housing units. Former motels along Van Buren Street and warehouses south of Washington Street can be adaptively reused in addition to new construction, and rehabilitation.

4.4.3. Intervention Actions

1. Include adaptive reuse opportunities for motels and warehouses as part of a marketing and awareness campaign spearheaded by the Downtown Phoenix Partnership.
2. Adjust zoning and ordinances to support affordability,

accessibility, health, and LEED standards for adaptive reuse projects.

3. Create organizational capacity to adaptively reuse warehouses.
4. Support policies that allocate resources for adaptive reuse for affordable units, and create a pilot project of affordable TOD housing in the Warehouse District (south of Washington Street or along Van Buren Street).

4.4.4. Resources

- *City of Phoenix Planning and Development Services Department and their Adaptive Reuse Program*
- *Developer and homeowner knowledge of relevant design concepts and implementation processes*
- *Federal financing mechanisms*
- *Old motels along Van Buren Street and warehouses in the Warehouse District*
- Private financing and developers willing to invest in District

4.4.5. Barriers

- Developer fear of increased costs and decreased profit margins
- Lack of financing for construction and renovations that support health, resource efficiency and accessibility
- Political opposition to health, resource efficiency, and visitability regulations
- Weak marketing and success sharing for similar Phoenix projects (Oasis on Grand Avenue, e.g.)
- Environmental conditions of old buildings and properties

4.4.6. Intervention Timeline

This timeline outlines a transition towards Eastlake-Garfield’s sustainable housing vision driven by adaptive reuse over the next 30 years. Much can change during

this time; thus, this transition strategy must be revisited and updated. Some of the actions listed as happening by 2025 or 2030 may be feasible before the stated date and could possibly be addressed sooner. The purpose of this timeline is to demonstrate a possible sequence (pathway) to achieve the 2040 vision, with the recognition that some things may come faster or slower.

By 2020

- Create new zoning, ordinances, and design standards for inclusive design and green building for Phoenix with higher standards for Reinvent Phoenix Districts.
- Complete adaptive reuse pilot projects that build off of success of NSP and Energize Phoenix in the Sky Harbor and Wilson neighborhoods.

By 2025

- Fully support a city sponsored adaptive reuse program now building on its Van Buren Street and Warehouse District success in the rest of the District.
- Complete financing to enable remaining adaptive reuse opportunities.

By 2030

- Adaptively reuse any remaining motels or warehouses in the District

4.4.7. Implementation Tools

- *Financing* – HUD financing (Including Section 200s), Community Development Block Grants, HOME Investment Partnerships Program, Low-Income Housing Tax Credit Program, New Market Tax Credits, Section 8, Section 202 Supportive Housing for the Elderly Program, Section 213 Program, Section 220 Program, Section 221(d)(3) Program, Section 221(d)(4) Program, Section 231 Program, Section 232 Program, Section 811 Supportive Housing for People with Disabilities Program
- *Partnerships* – Community Development Corporations, Local Housing Trust Fund, and Community Land Trust
- *Codes* – Frontage codes

- *Capacity Building* – Affordability financing training for developers
- *Incentives* – Tax credits and expedited permitting

4.5. Details on Implementation Tools for New Construction, Rehabilitation/Revitalization, and Adaptive Reuse

Technical Program Title	Sub Type	Intervention Investment Option	Source	Applicant	Beneficiaries Resident Type	Location	Sources / Examples / Links	Meeting Demand with Options	Healthy Housing	Affordability	Resource Efficiency	Neighborhood Character	Cross-Cutting Goal: Anti-Displacement
Public Housing	Grant	New MF	Federal	City, County or State	Below Market	Unspecified (Locate near transit to reduce transportation cost burdens)		X		X			X
Housing Choice Vouchers (of Section 8)	Rent Subsidies to Residents	MF/ SF	Federal	City, Locality	Below Market	Unspecified (Locate near transit to reduce transportation cost burdens)	http://portal.hud.gov/hudportal/HUD?src=/program_offices/public_indian_housing/programs/hcv/about/fact_sheet			X			X
Project-Based Subsidies (of Section 8)	Rent Subsidies to Residents of new/rehab MF projects	MF	Federal	City	Below Market	Unspecified (Locate near transit to reduce transportation cost burdens)	http://portal.hud.gov/hudportal/HUD?src=/program_offices/housing/mfh/rfp/s8bkinfo	X		X			X
Housing Trust Fund	Rent Subsidies to Residents	New or Rehab or Reuse MF/ SF	Local	City, State	Below Market	Unspecified (Locate near transit to reduce transportation cost burdens)		X		X			X
Section 202 Supportive Housing for the Elderly Program	Grants or Rent Subsidies to Residents	Rehab MF / SF	Federal	Developers	Below Market AND Over 62 yo, OR Disabled	Unspecified (Locate near transit to reduce transportation cost burdens)		X		X			
Section 231 Program	Mortgage insurance	New / Rehab MF	Federal	Developers	Over 62 yo, OR Disabled	Unspecified (Locate near transit to reduce transportation cost burdens)		X		X			

Technical Program Title	Sub Type	Intervention Investment Option	Source	Applicant	Beneficiaries Resident Type	Location	Sources / Examples / Links	Meeting Demand with Options	Healthy Housing	Affordability	Resource Efficiency	Neighborhood Character	Cross-Cutting Goal: Anti-Displacement
Section 811 Supportive Housing for People with	Grants or Rent Subsidies to Residents	New MF	Federal	Developers	Below Market AND Over 62 yo, OR Disabled	Unspecified (Locate near transit to reduce transportation cost burdens)		X		X			
Section 232 Program	Loans	New / Rehab MF	Federal	Developers	Sick or disabled seniors	Unspecified (Locate near transit to reduce transportation cost burdens)		X		X			
Section 213 Program	Loan Insurance	Cooperative Housing Construction or Acquisition MF / SF	Federal	Cooperative	Any	Unspecified (Locate near transit to reduce transportation cost burdens)		X		X			
Section 221(d) (3) program	Loan Insurance with LIHTC	New / Rehab MF or Cooperative	Federal	Developers / City	Moderate Income OR Over 62 yo, OR Disabled	Unspecified (Locate near transit to reduce transportation cost burdens)		X		X			
Section 220 Program	Loan Insurance	New / Rehab MF / SF	Federal	Developers / City		"Urban Renewal"		X		X			
Section 221(d) (4) Program	Loan Insurance	New / Rehab MF	Federal	Developers / City	Families, Seniors or Disabled	Unspecified (Locate near transit to reduce transportation cost burdens)		X		X			
Section 241(a), 542(b)	Loan Insurance	Rehab / Additions MF	Federal	Developers / City	Below Market	Unspecified (Locate near transit to reduce transportation cost burdens)		X		X			

Technical Program Title	Sub Type	Intervention Investment Option	Source	Applicant	Beneficiaries Resident Type	Location	Sources / Examples / Links	Meeting Demand with Options	Healthy Housing	Affordability	Resource Efficiency	Neighborhood Character	Cross-Cutting Goal: Anti-Displacement
Program Energy Innovation Fund PowerSaver Pilot 203(k) Program	Loans	Rehab for energy efficiency < 4 units	Federal	Homeowners or property owners	Any	Unspecified				X	X		X
Presales	Presale	New	Federal	Property owners	Any	Unspecified (Locate near transit to reduce transportation cost burdens)		X		X			
Tax credits for solar power installation	Tax credit	New or Rehab or Reuse MF	State and federal	Homeowners or property owners	Any	Unspecified		X		X	X		X
Private solar finance bundling firms	Tax credit/ loan	New or Rehab or Reuse MF	State and federal	Homeowners or property owners	Any	Unspecified		X		X	X		X
Neighborhood Stabilization Program	grant	New or Rehab or Reuse	City	Homeowners or property owners	Any	Unspecified	http://www.nhsphoenix.org/neighborhood_stabilization.html		X	X	X	X	X
PARTNERSHIPS													
Community Land Trust	Resident-based	New or Rehab or Reuse MF / SF	Local	Residents	Any	Unspecified (Locate near transit to reduce transportation cost burdens)	http://www.newtowncdc.org/?page_id=168	X		X			X
Community Development Corporations	Business- or resident-based	New or Rehab or Reuse MF / SF	Local	Residents and/or businesses	Any	Unspecified (Locate near transit to reduce transportation cost burdens)	http://www.phxrevitalization.org/aboutus.htm	X		X		X	X
Community Solar Partnerships	Property-owner based	New or Rehab or Reuse MF / SF	Local	Residents	Any	Unspecified	http://www.nrel.gov/docs/fy12ostf/54570.pdf			X	X	X	

Technical Program Title	Sub Type	Intervention Investment Option	Source	Applicant	Beneficiaries Resident Type	Location	Sources / Examples / Links	Meeting Demand with Options	Healthy Housing	Affordability	Resource Efficiency	Neighborhood Character	Cross-Cutting Goal: Anti-Displacement
Condos with a Homeowner Association	Resident-based	New	Local	Residents and/or businesses	Any	Unspecified				X		X	X
Neighborhood Association	Resident-based	New or Rehab or Reuse	Local	Residents	Any	Unspecified						X	
Reclaimed Materials Partnership	Business-based	New or Rehab or Reuse	Local	Residents	Any	Unspecified	http://www.stardustbuilding.org/				X		
Partnerships for energy efficiency in multifamily housing	Property-owner based	MF	Local	Residents and/or businesses	Any	Unspecified	http://www.cntenergy.org/media/Engaging-as-Partners-in-Energy-Efficiency-MF-Housing-and-Utilities-Final-012512.pdf		X				
Code Enforcement	City	New or Rehab or Reuse	City	Residents, Contractors, Developers, Landlords, Property Managers	Any	Unspecified	http://phoenix.gov/pdd/devcode/buildingcode/index.html		X		X		
Community Benefit Agreements	Contract between developer, city and	New or Rehab or Reuse	City	City, Developers,	Any	Unspecified	http://communitybenefits.blogspot.com/ http://www.azcentral.com/news/election/topstories/	X		X		X	X
Community Amenities (Parks, community centers, libraries)	Amenities	Any	City	City, Developers,	Any	Unspecified (Locate near transit to reduce transportation cost burdens)				X		X	X

Technical Program Title	Sub Type	Intervention Investment Option	Source	Applicant	Beneficiaries Resident Type	Location	Sources / Examples / Links	Meeting Demand with Options	Healthy Housing	Affordability	Resource Efficiency	Neighborhood Character	Cross-Cutting Goal: Anti-Displacement
Support for Neighborhood Events	Programs	Any	City	City,	Any	Unspecified						X	X
CODES													
Frontage Codes	Zoning Codes	New	City	Planning Department	Any	Unspecified	http://www.formbasedcodes.org/taxonomy/term/21					X	
Building codes to improve indoor air quality	Building Codes	New or Rehab or Reuse	City	Planning Department	Any	M52 area	http://www.mah.gov.on.ca/AssetFactory.aspx?did=8790	X					
Visitability Codes	Building Codes	New or Rehab or Reuse	City	Planning Department	Any	Unspecified	Pima County Inclusive Home Design Ordinance http://cms3.tucsonaz.gov/files/dsd/Inclusive_Hm_Deisign_commentary.pdf http://www.cga.ct.gov/2010/rpt/2010-R-0101.htm	X		X			
Energy Conservation (Building) Code	Building Codes	New or Rehab or Reuse	City	Planning and Development – Building Codes	Any	Unspecified	International Energy Conservation Code (2012) – Adopted by the City of Phoenix http://publiccodes.cyberregs.com/icod/iecc/2012/index.htm			X	X		
Preserve Single-Family Home zoning in areas of preservation	Zoning Codes	New or Rehab or Reuse	City	Planning Department	Any	Single family home preservation areas		X	X	X	X	X	X

Technical Program Title	Sub Type	Intervention Investment Option	Source	Applicant	Beneficiaries Resident Type	Location	Sources / Examples / Links	Meeting Demand with Options	Healthy Housing	Affordability	Resource Efficiency	Neighborhood Character	Cross-Cutting Goal: Anti-Displacement
Inclusionary Zoning	Zoning Codes	New or Rehab or Reuse	City	Planning Department	Low Income	Unspecified (Locate near transit to reduce transportation cost burdens)		X		X			X
Capacity Building (Knowledge)													
Financial literacy training	Skills	All	City or County or 3 rd Party	Residents	Any	Unspecified	http://iamempowered.com/get-empowered/housing-financial-literacy http://www.nhsphoenix.org/education.html http://www.newtowncdc.org/?p=69		X				X
Alternative transportation programs	Knowledge	All	City or County	Residents	Any	Unspecified	http://www.southernenvironment.org/uploads/publications/connecting_home_and_work.pdf		X				X
Developer capacity building for meeting/exceeding code requirements	Skills	All	City	Developers Contractors	Any	Unspecified	http://phoenix.gov/pdd/devcode/buildingcode/index.html	X	X		X		
Shade Tree programs	Skills, materials, and knowledge	All	City or County	Property owners	Any	Unspecified	http://www.aps.com/en/residential/save-monevandenergy/coolingheating/Pages/shade-tree-program.aspx			X			X

Technical Program Title	Sub Type	Intervention Investment Option	Source	Applicant	Beneficiaries Resident Type	Location	Sources / Examples / Links	Meeting Demand with Options	Healthy Housing	Affordability	Resource Efficiency	Neighborhood Character	Cross-Cutting Goal: Anti-Displacement
Sound Mitigation Services	Knowledge and materials	All	City	Property owners	Property owner, renter	Airport Noise Contour Area	http://skyharbor.com/community/simsinfo.html		X				
Solar Systems Residential Guidelines	Knowledge	New or significant remodels of SF / Duplex	City	Developers, Contractors, Property owners	Property owner, renter	Unspecified	http://phoenix.gov/webcms/groups/internet/@inter/@dept/@dsd/@trt/documents/web_content/dsd_trt_pdf_00367.pdf		X	X			
Water Conservation Education	Knowledge	All	City, County, State	Property owner, renter	Property owner, renter	Unspecified	http://www.azwater.gov/azdwr/StatewidePlanning/Conservation2/				X		
Vapor Intrusion Guidelines	Knowledge	New or Rehab	City	Developers, Contractors, Property owners	Property owner, renter	Unspecified	http://phoenix.gov/webcms/groups/internet/@inter/@dept/@dsd/@trt/documents/web_content/dsd_trt_pdf_00589.pdf		X				
Landscape Design Review Guidelines	Knowledge	New commercial, industrial and subdivision	City	Developers, Contractors, Property owners	Property owner, renter	Unspecified	http://phoenix.gov/pdd/development/sitecivil/landscape/index.html		X				
Landscape Design Review Guidelines	Knowledge	New or significant remodels of SF / Duplex	City	Developers, Contractors, Property owners	Property owner, renter	Unspecified	http://phoenix.gov/pdd/development/permits/residential/resdocs/resguides/index.html		X				
Document demographic change in neighborhoods	Knowledge	New or Rehab	City	Any	Any	Unspecified	Document and map displacement pressures within existing planning process (Consolidated planning, Annual Action Plan)	X				X	X

Technical Program Title	Sub Type	Intervention Investment Option	Source	Applicant	Beneficiaries Resident Type	Location	Sources / Examples / Links	Meeting Demand with Options	Healthy Housing	Affordability	Resource Efficiency	Neighborhood Character	Cross-Cutting Goal: Anti-Displacement
Incentives													
Intensity Bonus	Financial	New MF	City	Developers	Any	Station areas	http://www.wahpdc.org/densitybonus.htm http://www.sddt.com/news/article	X		X			X
Modified Parking Standards	Financial/Space	New MF	City	Developers	Any	Station areas	http://www.huduser.org/rbc/newsletter/vol7iss2more.html	X		X			X
Expedited Permitting	Time	NA	City or County	Developers	Any	Station areas	http://www.wahpdc.org/experimenting.html	X		X			X
Fee Waiver	Financial	All	City or County	Developers	Below market	Station areas	http://www.dsireusa.org/incentives/incentive.cfm?incentive_code=NC46F	X		X			X
Property tax abatement	Financial	MF/AR	City or County	Developers	Any	Station areas	http://www.mitod.org/	X		X			
Incentives for ENERGY STAR	Financial	New/Rehab	Federal	Developers or property owners	Any	Unspecified	http://www.energystar.gov/index.cfm?c=bids_raters.nh_incentives			X			
Incentives for Adaptive Reuse	Financial	Reuse	City	Developers or property owners	Any	Unspecified	http://phoenix.gov/pdd/services/permitservices/arp.html	X		X			
Green Construction Incentives	Financial	New / Rehab / Reuse	City	Developers, contractors or property owners	Any	Unspecified	http://transformgov.org/en/Article/100607/Phoenix_AZ_Offers_FirstEver_Reduced_Permit_Fees_for_Green_Building		X				

4.6. Synthesis – 5-year Action Plan for Sustainable Housing in Eastlake-Garfield

The following plan details the aforementioned intervention actions that government, non-profits, businesses, residents, and Steering Committee members can take to implement the sustainable housing strategy. It is important to note that new construction is first on this list to ensure that it is prioritized. Some actions for new construction will be to the benefit of implementing housing rehabilitation, and the creation of housing through adaptive reuse.

4.6.1. New Construction Intervention Action Plan

1. Pass form-based code that creates predictable zoning for developers along Van Buren and 16th Streets, and around the 12th Street and potential new 16th Street station areas.
 - a. The Eastlake-Garfield District Steering Committee can work with the City of Phoenix Planning Department to ensure that the code is suitable for their District.
 - b. The Steering Committee can communicate their support for the new form-based code to the City Council and Mayor.
 - c. City Council must pass the Eastlake-Garfield Policy Plan that will include a regulating plan that will allow the Planning Department to create and enact the new code.
2. Hire a marketing and real estate development professional to support new construction initiatives in the District. Local experts have clearly stated the need for this position to be hosted within an existing organization, such as the Downtown Phoenix Partnership. This person would help market critical Eastlake-Garfield development sites, work with developers on appropriate financing packages, and determine which housing submarkets need more inventory (i.e. elderly, 80% AMI, families, young professionals, etc.).
 - a. Create a job description, fund, and hire a marketing and real estate professional (DPP).
 - b. Gather key stakeholders (including non-profits and financial institutions, e.g. LISC, Stardust Center, Arizona Chapter of the US Green Building Council (USGBC), The Southwest Autism Research & Resource Center (SARRC), Saint Luke’s Health Initiatives (SLHI)) to work with the new hire on attracting developers, and investors focused on the goals for healthy, green, diverse and affordable housing.
3. Support policies that allocate resources for construction of new, high quality affordable units.
 - a. Hold a roundtable to determine long-term policy goals and draft interim ordinances that immediately improve affordability, accessibility, health, and resource efficiency.
 - b. Work with the City of Phoenix Housing Department to create more affordable units at Luke Krohn in line with the Reinvent Phoenix Policy document for Eastlake-Garfield.
 - c. Work with the City of Phoenix Neighborhood Services Department (NSD) to use NSP and other HUD funding to support construction of single-family and small multifamily housing in the Garfield neighborhood.
 - d. Recognize sustainable builders in the Eastlake-Garfield District through an official program that rates the best uses of new policies.
4. Develop a 12th Street Affordable Housing Pilot Project.
 - a. Design and develop a strong pilot housing project near the 12th Street station in collaboration with the Eastlake and Garfield neighborhood associations, Discovery Triangle, the Steering Committee, and other key partners.
 - b. Build upon best local practices used by Native American Connections and Sustainable Communities Collaborative.
5. Begin a capital campaign to develop a \$1–2 million predevelopment assistance fund for diverse affordable housing.
6. Create a 5-year strategic plan for the new hire aligned with Reinvent Phoenix.

5. Work to improve public safety and public safety communication in the District (with a focus on the 12th Street station area and Van Buren and 16th Streets) to increase the likelihood of investment in new development along these corridors.
 - a. Work with Police Department and Councilwoman Gallego to strengthen community policing tactics around the 12th Street station area and the Van Buren and 16th Street corridors.
 - b. Improve the safety of Housing Department properties in the District.
 6. Make progress on economic development, health, green systems, and mobility strategies that will support further investment in sustainable housing, including;
 - a. Increase employment opportunities.
 - b. Increase services and educational opportunities close to housing.
 - c. Increase street and sidewalk safety to attract private investment.
 - d. Increase transportation options close to housing.
 - e. Increase tree coverage and reduce temperatures to save energy and water.
- a. Celebrate Phoenix and Eastlake-Garfield examples of revitalization efforts that make major strides in improving accessibility, health, and resource efficiency (Steering Committee, Neighborhood Services and Housing Departments).
 - b. Support groups like Habitat for Humanity (and others) to target rehabilitation projects in the District (Steering Committee and local Neighborhood Associations).
3. Support policies that allocate resources for construction of new affordable units, and create a pilot project demonstrating continued efforts to rehabilitate homes in the Garfield and Eastlake Park neighborhoods.
 - a. Determine 1–3 small neighborhood areas to pilot stabilization efforts (Steering Committee).
 - b. Establish a NSP for Garfield and Eastlake Park (NSD).
 - c. Establish best practices for accessibility, health, and resource efficiency (NSD, ASU, and SLHI).
 - d. Set goals for how many homes to revitalize in this process (Steering Committee).
 - e. Search for additional funding and explore alternative funding mechanisms such as community land trusts.
 - f. Celebrate revitalization efforts, and set ambitious goals for 2025.

4.6.2. Rehabilitation and Revitalization Intervention Action Plan

1. Adjust zoning and ordinances to support affordability, accessibility, health, and LEED standards.
 - a. Meet with Councilmembers to discuss possible, immediate building code changes to work toward model policy given the success of highlighted efforts (Steering Committee, SARRC, LISC, and ASU)
 - b. Pass initial zoning and ordinances that move toward ideal code (City Council).
2. Support organizations to guide revitalization of existing multi- and single-family housing.
 - a. Assemble homeowners in target areas to explain the threat of displacement and the need to be proactive (Steering Committee and Discovery Triangle).
 - b. Review anti-displacement measures, and have local residents work with the Steering Committee and local experts to determine the most appropriate measures for Eastlake-Garfield (Steering Committee and Discovery Triangle).
4. Support anti-displacement by creating mechanisms for homeowners to upgrade and keep their homes.
 - a. Assemble homeowners in target areas to explain the threat of displacement and the need to be proactive (Steering Committee and Discovery Triangle).
 - b. Review anti-displacement measures, and have local residents work with the Steering Committee and local experts to determine the most appropriate measures for Eastlake-Garfield (Steering Committee and Discovery Triangle).

- c. Seek funding to ensure anti-displacement measures from local foundations, Sky Harbor Airport businesses, and the City of Phoenix (Steering Committee and LISC)

4.6.3. Adaptive Reuse Intervention Action Plan

1. Include motel and warehouse adaptive reuse opportunities into the new marketing and awareness campaign spearheaded by DPP.
 - a. Create an adaptive reuse campaign for Van Buren Street and the Warehouse District that builds on Local Arizona First's adaptive reuse workshops.
 - b. Use the success of similar projects (e.g. Oasis on Grand Avenue and Chicanos por La Causa on Van Buren Street) to spur new adaptive reuse efforts.
 - c. Support one pilot project on Van Buren Street and one in the Warehouse District by 2017.
2. Adjust zoning and ordinances to support affordability, accessibility, health, and LEED standards for housing-oriented adaptive reuse projects (Planning Department and Steering Committee).
3. Support policies that allocate resources for adaptive reuse for new affordable units, and create an affordable TOD housing pilot project in the District (Downtown Phoenix Partnership).
 - a. Explore expansion of NSP and other programs to include adaptive reuse (Neighborhood Services Department).
 - b. Explore ability of Housing Department to adaptively reuse Van Buren Street motels near its existing properties.

Chapter 5 – Discussion and Conclusions

This sustainable housing strategy has been developed based on a community-informed sustainability vision, a detailed sustainability assessment, and a theory of change. These inputs were then processed into evidence-based interventions and investments to transition housing in the District from its current state to a sustainable state of diverse, healthy, affordable, energy-efficient, and culturally sensitive housing. The strategy adopts a long-term perspective that needs to be coordinated with short-term actions and clear roles and responsibilities to be successful.

5.1. Critical role of Steering Committee, City Council, City Departments, Local Experts

The proposed strategy is intended to be a dynamic roadmap for people and organizations interested in sustainable change, helping them take ownership and collaborate to achieve the goals and targets set forth. The Transit District Steering Committee will play a critical role in executing this strategy, and motivating City Council, city departments, and local organizations to play significant roles in financing, regulating, and supporting the deployment of interventions. While city government cannot be the sole implementer of this strategy, it is critical that City Council and city departments find ways to align their funding, programming, and internal goals with this strategy. Village Planners and Steering Committee members need to be proactive in ensuring that councilmembers and city departments feel invested in supporting sustainable housing. There is a critical role for local organizations and experts to provide support to the Steering Committee in implementing this strategy. Affordable housing advocates and sustainability experts can help prioritize and adapt interventions and investments based on monitoring, comparison, and new insights from across the country.

5.2. Testing Strategy, Interventions, Investments

More work is necessary to further understand the drivers of the housing challenges, and to specify the vision for sustainable housing in order to further enhance the effectiveness and efficiency of interventions and investment options. Further research needs to scrutinize barriers to implementation and potential coping strategies. This strategy report is intended to provide a

basis for use-inspired research that will lead to a culture of evidence-based sustainable housing policy making in Phoenix.

Testing interventions and investments is critical to the success of this strategy. The Steering Committee and supporting staff needs to monitor which interventions are the most effective and efficient. Pilot projects can help determine the sustainability impacts of each investment. For example, an early adaptive reuse pilot project turning motels into affordable housing for the elderly can help determine the ability of that investment to achieve the specific adaptive reuse targets. If financing, construction, or tenanting of those pilot projects proves to be difficult, then new construction of multifamily units might be a better investment to reach those targets. A culture of experimenting with and testing of investment options can lead to effective and efficient policymaking that demonstrates the highest impact with limited resources.

5.3. Coordination across Strategies

The housing strategy depends on a broader transition strategy across all six planning elements. For example, safety programs, law enforcement, and provision of amenities are critical interventions for enacting this housing strategy. Similarly, economic development strategies for job training and employment will increase affordability and reduce transportation costs. If these strategies are not pursued in concert, it is possible that targets will not be reached.

5.4. Anticipating the Next Set of Interventions, Investments, and Implementation Tools

Interventions and investments are not static. It is most likely that over the next decades, different interventions, investments, and implementation tools will be used to achieve the housing targets set forth. The Steering Committee and supporting city staff should attempt to anticipate possible future interventions, investments, and implementation tools not yet utilized in the current strategy. It is also likely that new financing mechanisms such as crowdsourcing or TIFs become viable options for the District, and could be essential implementation tools to reach housing affordability targets. While this strategy provides a solid set of intervention and investment options,

it is important that these options are continually tested and monitored, while emerging options are explored.

5.5. Crafting the next 5-year Plan

It is also important to understand that there is a lot of uncertainty about what will occur in the future that might make aspects of this strategy obsolete. Therefore, it is important that the strategy is regularly revisited and revised. Every five-year cycle should give the Steering Committee, city departments, and other stakeholders the opportunity to revisit progress towards the goals and targets, and craft a new five-year plan. This will give stakeholders an opportunity to decide on critical actions that include what roles and responsibilities need to be fulfilled in the next five years. Lessons from the previous five years should inform the creation of the next five years, so that realistic expectations are set for what the group can accomplish in this timeframe. While the long-term view of this strategy is important in terms of 'keeping the eyes on the prize', it is critical that the Steering Committee and other stakeholders in the District organize themselves around short-term action plans.

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Appendix

Sources

List of HUD Multifamily Programs in greater detail

- http://portal.hud.gov/hudportal/HUD?src=/program_offices/housing/mfh/progdesc

Choice Neighborhoods Information

- http://portal.hud.gov/hudportal/HUD?src=/program_offices/public_indian_housing/programs/ph/cn