

# GATEWAY

## TOD POLICY PLAN





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# Acknowledgements

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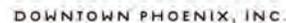
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Community Design Workshop Host - Gateway Community College  
Kristin Gubser, Assistant Director of Development

Steering Committee Meetings  
Wilson Elementary School District

# Resolution from City Council

## RESOLUTION 21324

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

WHEREAS, the Gateway Transit-Oriented District Policy Plan is a guide for transforming the district into a walkable, opportunity-rich community and is part of the Reinvent PHX Project; and,

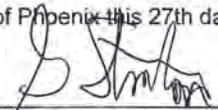
WHEREAS, the boundaries of the Plan are State Route 143 to the east, Interstate 10 to the west, Loop 202 to the north, and Air Lane to the south; and,

WHEREAS, the Gateway Steering Committee, the Central City Village Planning Committee, the Camelback East Village Planning Committee, the Planning Commission, and the Neighborhoods, Housing, and Development Subcommittee of the City of Phoenix have recommended approval of the Gateway Transit-Oriented District Policy Plan;

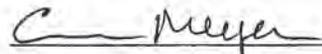
NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF PHOENIX as follows:

SECTION 1. That the Gateway Transit-Oriented District Policy Plan, recommended by the City Council Neighborhoods, Housing and Development Subcommittee on April 21, 2015, be approved and adopted.

PASSED by the Council of the City of Phoenix this 27th day of May, 2015.

  
MAYOR

ATTEST:

 City Clerk

APPROVED AS TO FORM:

 Acting City Attorney pm

REVIEWED BY:

 City Manager

PL:\ml\11822\2v1\CM #103 (Item #82) - 5/27/15



## About Reinvent PHX

In 2008, the largest light rail construction project in the nation's history was completed in Phoenix. This major achievement was the result of a partnership between local and federal agencies, strong civic leadership, and visionary urban planning that began decades earlier. Valley Metro rail has outperformed all expectations, achieving 2020 ridership goals in just four years of operation. The infrastructure, however, was designed to not just add high quality transportation options, but to lay a foundation for reinventing the neighborhoods surrounding it and creating new urban living choices in a city planned almost entirely for the automobile.

Reinvent PHX is a partnership between the City of Phoenix, HUD's highly selective Sustainable Communities program, and seventeen local organizations dedicated to achieving the full transformative potential of light rail. The partnership aims to create a new urban development model in Phoenix: *Walkable Communities*.

*Walkable* places are safe, convenient, and comfortable environments for pedestrians, bicyclists, public transit riders, and those using wheelchairs, white canes, baby strollers, and other assistive devices. They include:

- Complete Streets that encourage walking, bicycling, public transit use, and slower traffic speeds.
- Enough people to support daily living amenities, such as grocery stores, daycare centers, health clinics, and public transit.
- Short block patterns and a mix of uses that reduce distances to destinations.
- Cool, shaded areas for relaxation and social interaction.
- Public places that are free from violent crime.

*Communities* provide opportunities for everyone; from a single parent who needs an affordable place to live and quality local schools to a high tech CEO who knows that the key to success is locating in an urban neighborhood where talented employees will want to live and work. They include:

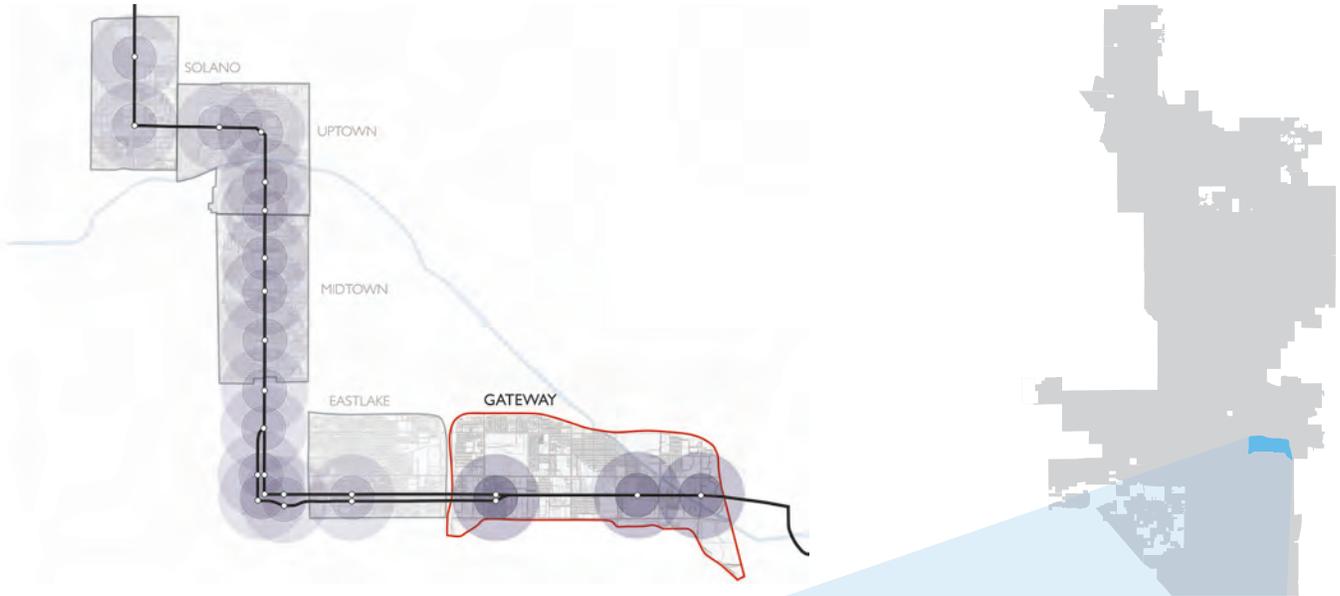
- Housing available for all incomes, abilities, and preferences.
- An abundance of fulfilling career and entrepreneurial possibilities.
- High performing schools and training for middle and high skill careers.
- Resource efficient buildings, infrastructure, and access to parks and healthy food.
- Historic preservation, innovative reuse of existing buildings, locally owned businesses, festivals, and authentic places.

Reinvent PHX uses *Transit Oriented Development* (TOD), an urban planning and development practice that cities around the world have successfully adopted to build Walkable Communities near public transit stations. Reinvent PHX provides resources for multiple TOD activities, including: Multi-lingual community outreach, institutional capacity building, stakeholder engagement, applied research, regulatory reform, urban design, infrastructure analysis, innovative demonstration projects, and policy planning. These activities will accomplish three objectives:

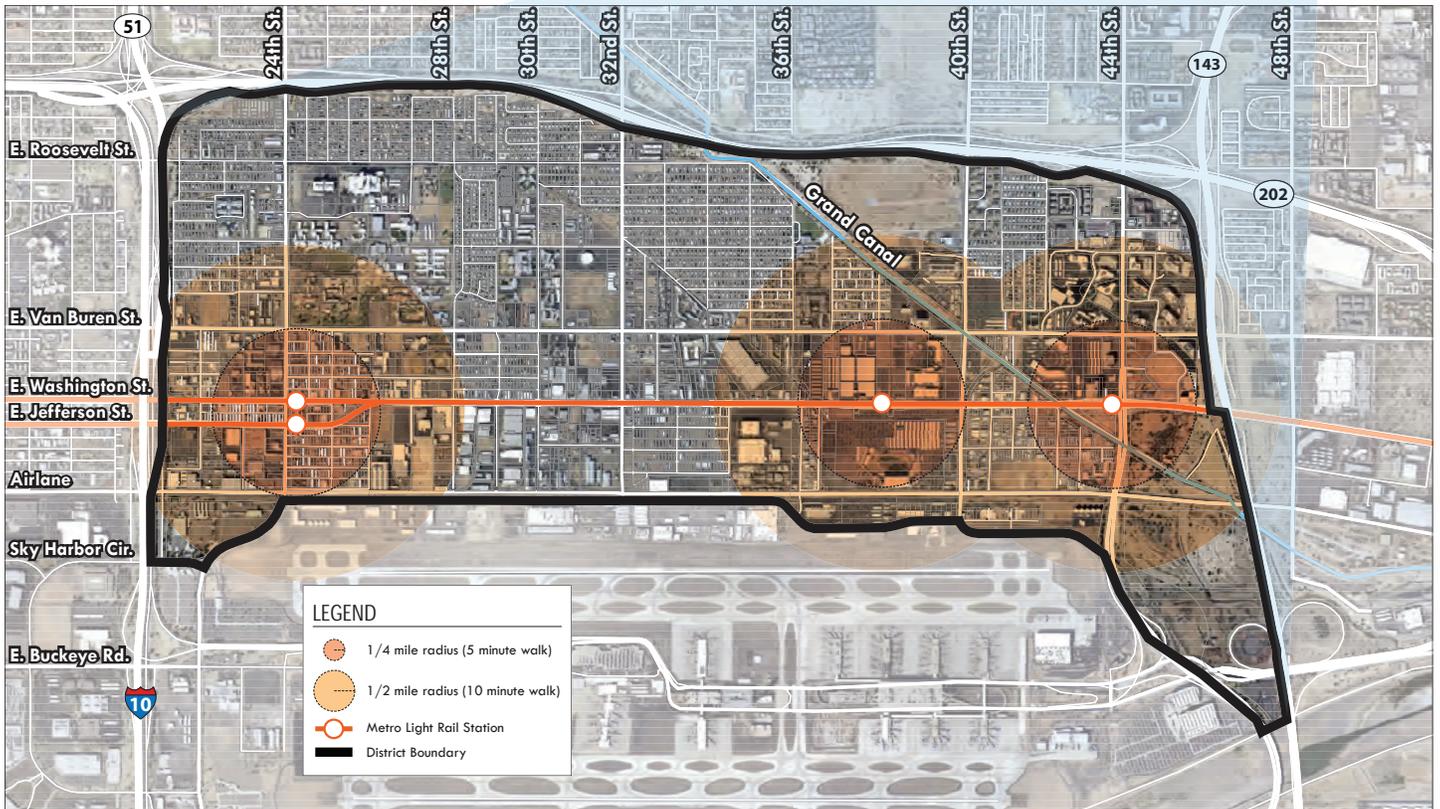
- Create an attractive environment for investment in high quality and equitable development.
- Empower the community, including low-income and limited English-speaking residents, to be actively involved in decision-making.
- Maximize the benefits of light rail by guiding development to improve the quality of life, lower the cost of living, and enhance unique and historic characteristics.

Reinvent PHX provides a blueprint for fully achieving the transformative potential of light rail in a sustainable manner, where decisions made today enhance, rather than compromise, the ability of future generations to be healthy and prosperous. With thoughtful and inclusive planning, these changes can: Lower transportation costs for residents, create new business opportunities, encourage active, healthy lifestyles, ensure Phoenix increases its competitive advantage in the global marketplace, and improve prosperity by growing the economy in locations with existing infrastructure and public services.

### Gateway in Context



ReinventPHX Districts



Gateway District



## EXECUTIVE SUMMARY

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The Gateway TOD Policy Plan is a guide for transforming the District into a Walkable Community. The plan is organized into three chapters: *Today, Tomorrow, and How We Get There*.

**The Today chapter** identifies key opportunities and challenges through a data-driven assessment of the existing conditions and urban revitalization best practices.

**The Tomorrow chapter** describes and illustrates a shared community vision for the year 2040. The growth scenario triples the current number of housing units and jobs with approximately 14,095 housing units and 50,000 jobs within 18 million square feet of commercial real estate development. Strategic investments in infrastructure and urban development projects are identified to catalyze progress towards the vision.

**The How We Get There chapter** contains an implementation plan for transitioning the current conditions to the vision. Policies are included that support a pedestrian-oriented zoning code, mixed-income neighborhoods, historic preservation, neighborhood compatibility, and infrastructure investment. The process for creating the District plan emphasized robust community involvement, interdisciplinary collaboration and the use of performance measures to improve accountability and provide a focus on outcomes. Three Priority Development Areas - Van Buren Street, 24th Street, and the Grand Canal - are provided Action Plans that identify specific implementation steps for 2015-2020.

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# 06

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## **GATEWAY** **INTRODUCTION**



Buren in the 1950's. Courtesy of John Arthur, Sierra Estrellas

# GATEWAY HISTORY

## The Birthplace of Phoenix

### The Birthplace of Phoenix

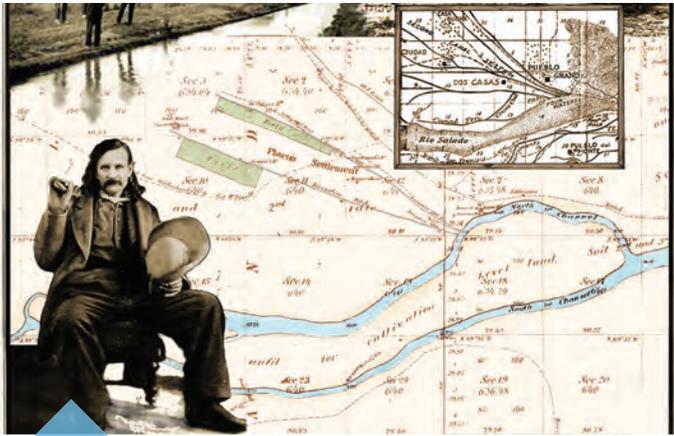
For more than 1,000 years, the ancient Hohokam people lived in what is now Phoenix, creating a system of irrigation canals that made the desert bloom with agriculture. The cultural center of their city, known as Pueblo Grande, was located in what we now call the Gateway District. The Hohokam then disappeared, leaving nothing behind but the paths of their canals and archaeological artifacts. Then, in the late 1800's, over four hundred years later, the history of the city of Phoenix begins in the Gateway District.

The first post-Hohokam person known to settle in Gateway is John Smith, who built an adobe home and hay camp in the late 1860's to serve Fort McDowell. During this time, Smith came into contact with Jack Swilling, a visionary pioneer whose recognition of the connection between the Rio Salado, fertile land, and the ancient Hohokam canals, and would lead him to become the founder of the city of Phoenix - in the area that is now called the Gateway District.

After observing Smith's property, Swilling formed the Swilling Irrigation and Canal Company and led a group of seventeen pioneers into the Salt River valley in 1867 to create the "Phoenix Settlement". The company finished their first canal in 1868, creating a water supply for 50 residents and laying the foundation for a future city to be developed in the Sonoran Desert. Swilling himself settled land which is now

between Van Buren, Airline, 32nd and 36th Streets. He built a large adobe home for himself and his wife Trinidad Escalante called Dos Casas. All major events were held there, including Phoenix's first Catholic mass, post office, and polling place. Swilling wanted Phoenix's townsite to be located near Dos Casas but he lost the votes and the chosen site was 4 miles to the west, in today's Downtown Phoenix. After that loss, Swilling's luck seemed to change and by 1872 he was selling his land.

Swilling's ranch was purchased by Major Charles Henry Veil, a Civil War pioneer. Veil amassed hundreds of additional acres in Gateway from 24th to 40th streets, including 160 acres where the Territorial Insane Asylum was built, which is the location of the current Arizona State Hospital. Gateway remained primarily farmland, mills, and cattle stockyards through the rest of the century, benefiting from the 1887 opening of the Southern Pacific Railroad. Luz R. Balsz, a Mexican woman married to a Czech immigrant, opened the first school in 1888 near 40th and Washington Streets. The school remained until a new one opened in 1914 at 44th and Van Buren Streets. Today's Balsz school district was named after the pioneering efforts of Mrs. Balsz.



Jack Swilling recognized that ditches running from the Salt River were ancient Hohokam canals (Omar Turney's small inset map). He and his workers redug the old canals and watered agricultural fields as shown on an 1870 General Land Office Map. The Swilling family's adobe home (top right) fell into ruins after they left Phoenix. Robert B. Ciaccio. Photo collage courtesy of the City of Phoenix Aviation Department.



1963. Mr. Buster Bonoff holding the detailed renderings for the Phoenix Star Theatre under construction. It is now the Celebrity Theatre, a city of Phoenix Historic property Courtesy of Bonoff.net

### Early 20th Century

In 1923, an African-American real estate developer named Marshall H. Shelton platted a residential subdivision on the site of the original Balsz School called the Portland Tract. He marketed the development specifically to the African American middle class and his company offered assistance with mortgages in a time when very few bankers would lend to minorities. The development showed promise, but the Great Depression soon put a stop to it and all residential development in Gateway came to a halt, including the Portland Tract. In 1929, the opening of Sky Harbor Airport would minimize the long term effects of the depression in Gateway, as tourists and air cargo began arriving in Phoenix.

### Van Buren, The Gateway Route

Van Buren Street was the major gateway to Phoenix as part of U.S. 80, an early cross-country route from the Atlantic to the Pacific. From the mid 1920's through the 60's, five federal highways entered Phoenix through Van Buren: US 60, 70, 80, 87, and 89. Van Buren Street also benefited from the state's liberal marriage laws. Unlike many other states at the time, there was no waiting period or blood test required to marry in Arizona, and couples came into town to get married at a chapel near the airport. Van Buren emerged as a tourist corridor accommodating newlyweds and auto-tourists. The early motor courts along Van Buren were cottages with swimming pools and surrounded by tree groves, and many

had themes, such as the Log Cabin Motel. The street thrived, adding hip, mid-century modern hotels with nightclubs, live music, and dancing in the 1950's and 60's.

### Decline and Reinvention

The decline of Van Buren and Gateway neighborhoods began in the mid 1960's with the expansion of the airport and industrial development. The new Interstate 10 by-passed Gateway, diverting tourists to newer hotels and shopping malls. Van Buren's quaint 1930's cottages and stylish, modern motor courts became cheap, temporary housing and hourly motels. Gateway neighborhoods became further isolated from the rest of the city by additional freeway development, as the Loop 202, divided neighborhoods and created barriers to services along McDowell road. The community decline continued into the 1980's.

Gateway Community College moved to the area in 1987, providing a ray of sunshine for the struggling neighborhoods. Soon, other rays would follow with the construction of light rail and the renovation of the historic Phoenix Star Theatre, now the Celebrity Theatre. In 2014, as part of the Reinvent PHX Project, a new community plan and urban zoning code are being designed with support from the Gateway community - opening the doors for new investment and revitalization ... a new story yet to be written for the birthplace and true gateway of Phoenix.

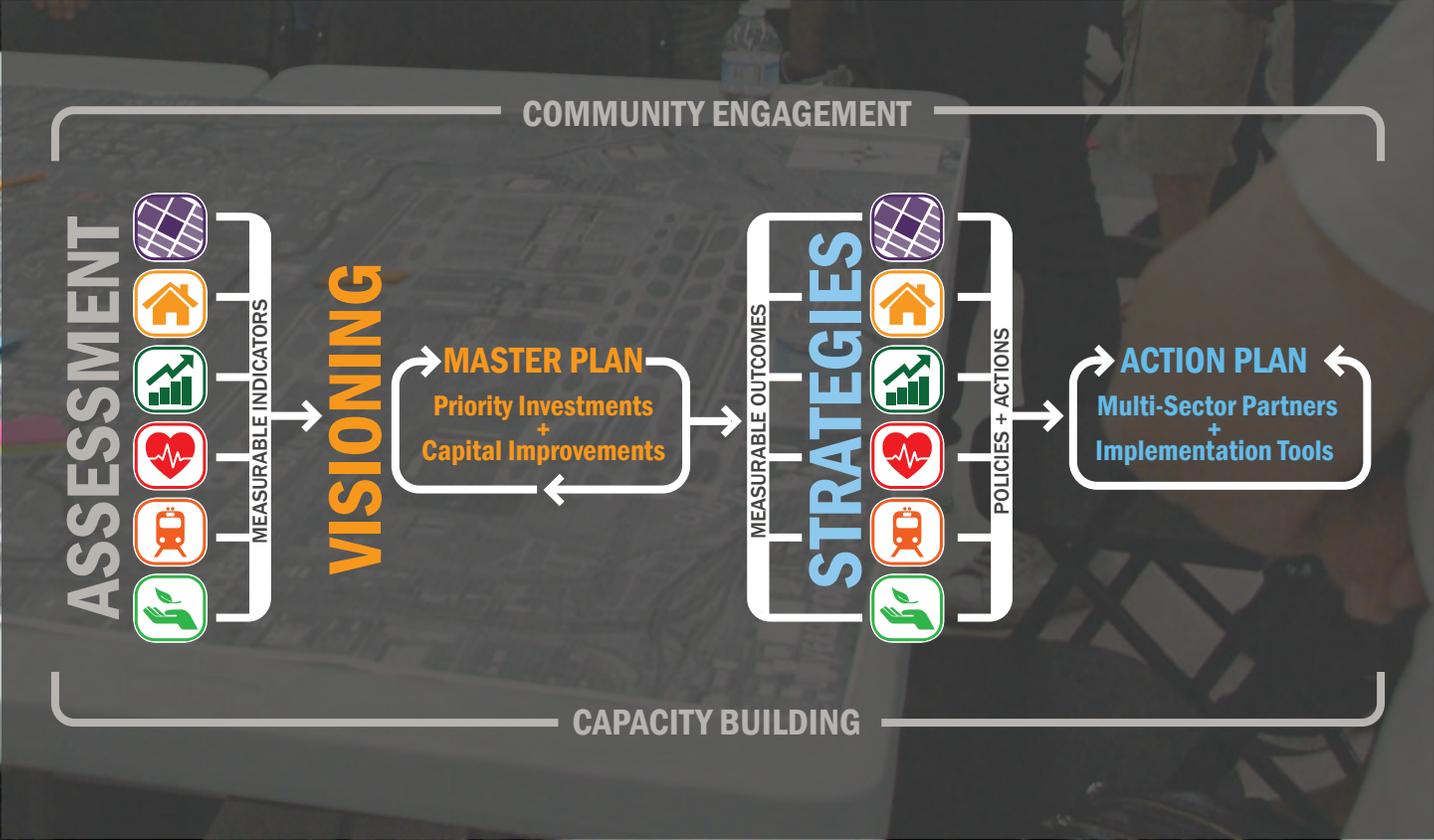
# PLANNING PROCESS



## 3 Key Steps: Assessment, Visioning, Strategies

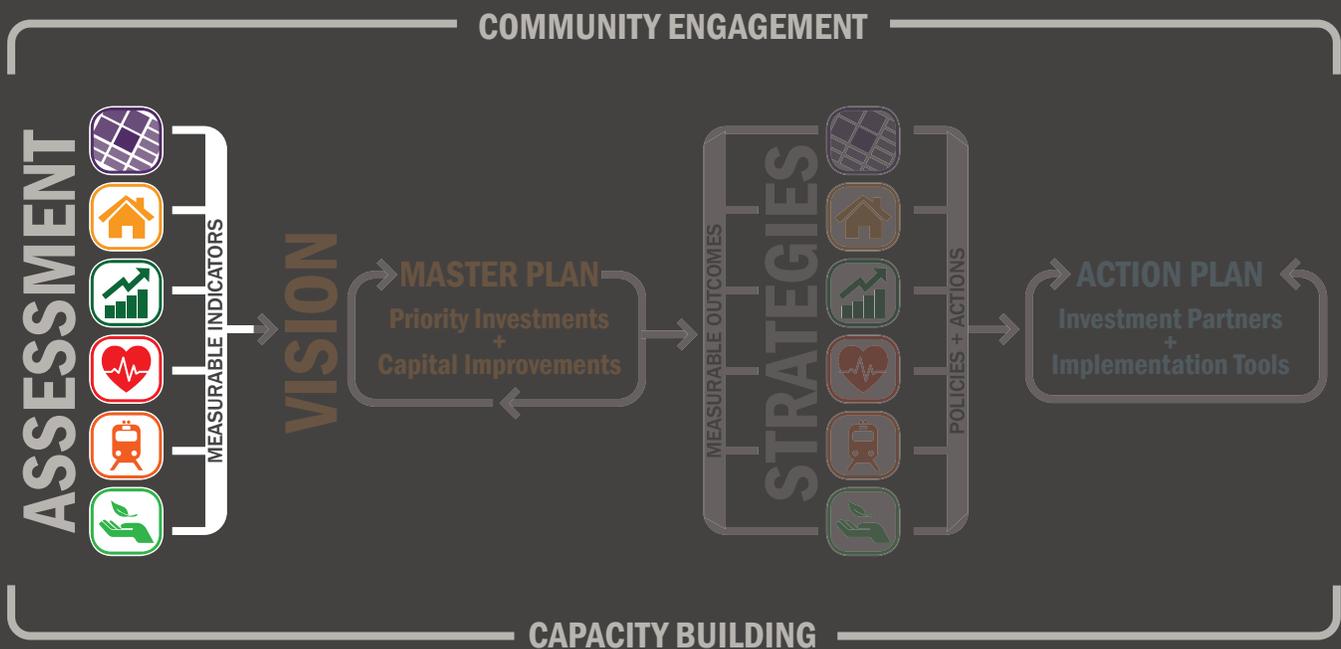
The planning process was structured in three phases, Assessment, Visioning and Strategies. Community engagement was integrated into each step. The Assessment phase entailed a data-driven analysis of the current conditions within the District using information derived from resident workshops and existing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

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



# ASSESSMENT

Residents and other District stakeholders participated in surveys, bilingual workshops, and field audits designed to identify and map assets, liabilities, and improvement opportunities. This input was then synthesized with secondary data, such as demographic, land use, crime, traffic injuries, and economic conditions, etc. and analyzed using Geographic Information Systems (GIS), statistical software, and other data tools to complete an assessment of the existing conditions.







“Areas of Change / Areas of Stability” mapping workshops helped provide a geographic framework for the subsequent Visioning phase.



Asset Mapping exercises focused on identifying community-valued places, like parks, unique buildings, services, schools and public facilities. Participants shared their ideas for improving these assets, such as repairs, upgrades and outreach to encourage additional use.



Field audits of parks and streets were completed by residents and a professional injury epidemiologist, providing detailed existing conditions data in specific locations.



Participants completed multiple surveys that included questions about the health impacts of the built-environment and perceptions about changes to neighborhood character that might result from urban development.



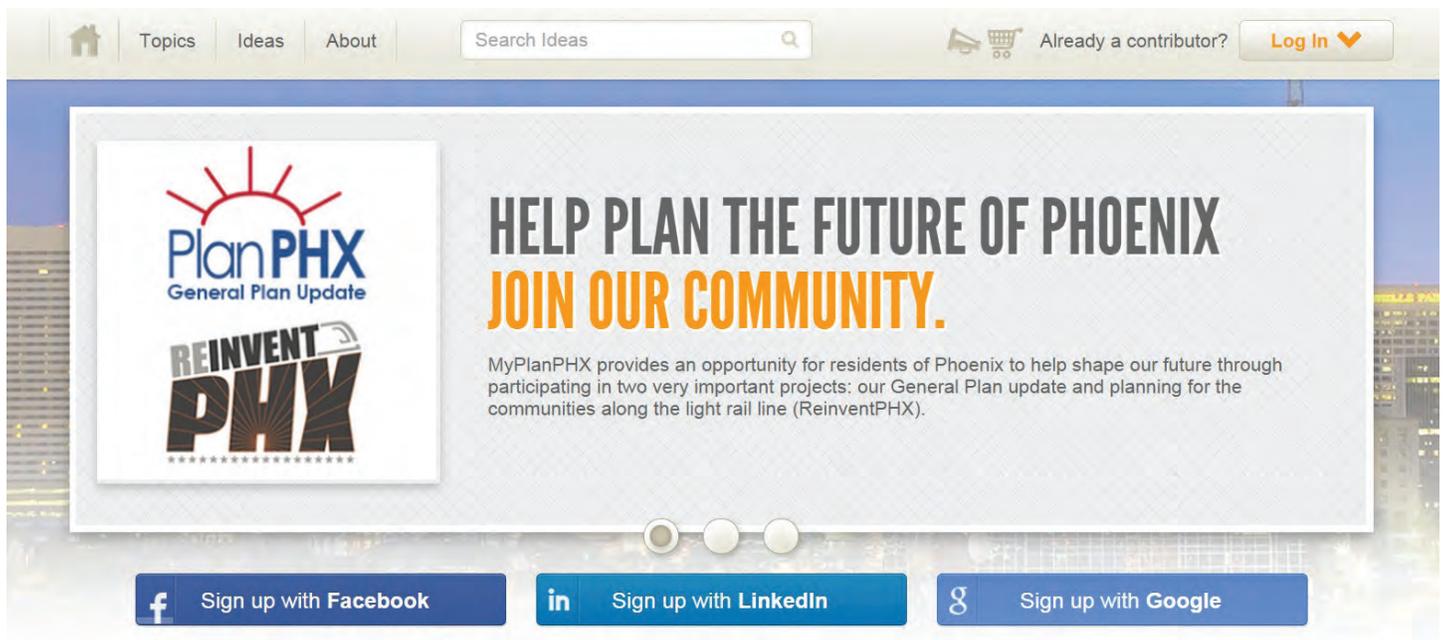
Workshop participants provided recommendations for new investments in the District such as shade trees, increased safety, street improvements, additional open space, healthy food outlets, and quality affordable housing.

# VISIONING

A series of public participation events began with broad themes and progressed to specific designs informed the creation of a shared, long-term vision. Workshops were conducted in large presentation formats and small round-table conversations that facilitated a two-way exchange of knowledge between residents and the project team. Input was then integrated, analyzed, and presented back to the community in an iterative feedback process.







Online input via the project's Mindmixer website helped identify broad values and ideas for the future. Light rail, canal improvements, open space preservation, and shade were examples of investments that were consistently valued by participants.



Bilingual Visual Preference Surveys and Visually Enhanced Conversations identified desirable land uses, building heights, services, social and physical character, and other investments supported by stakeholders.



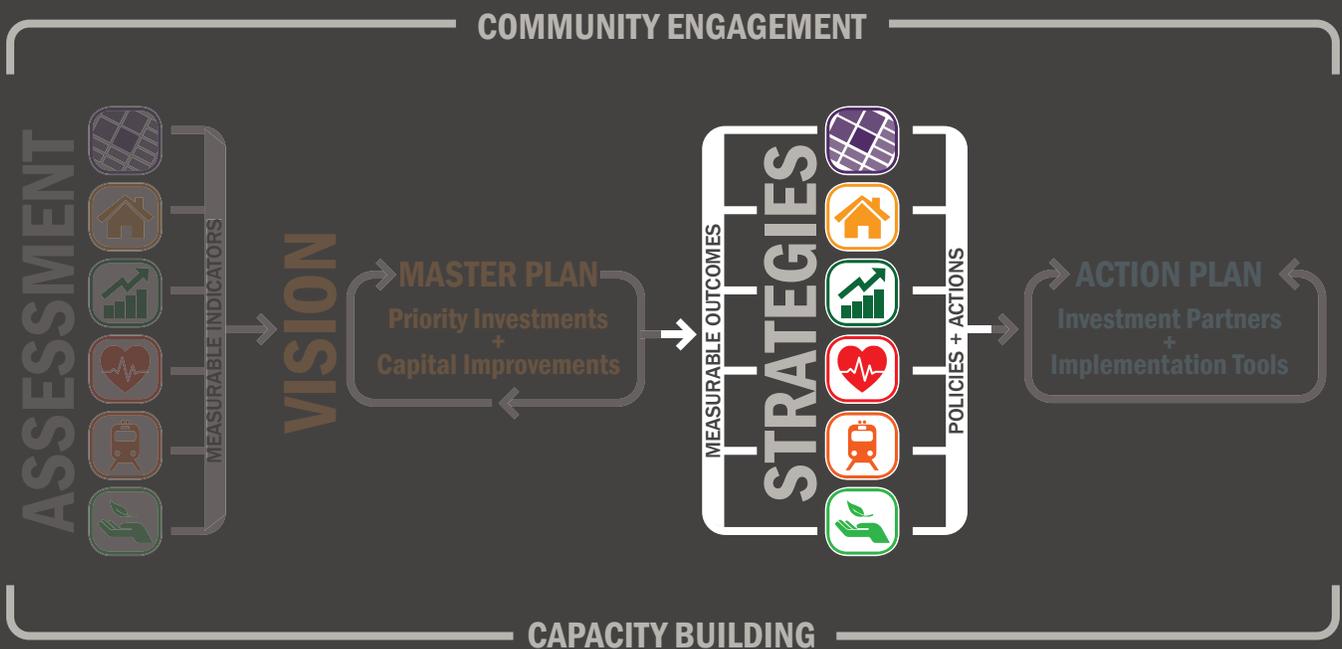
Crockett Elementary students painted murals on schools that represent their hopes for the future.



A week-long design workshop proposed illustrative concepts for real estate development, street improvements, and open spaces for public review and input.

# STRATEGIES

The strategy-building phase included small discussions and large capacity-building forums with urban development professionals and community stakeholders. Evidence-based approaches and emerging, innovative practices were identified to advance the current conditions towards the vision. Engagement with the Gateway Steering Committee refined and prioritized solutions that were most appropriate for the District and helped identify partnerships that could provide resources for implementing the vision.







Capacity building forums with real estate development professionals emphasized public/private partnership opportunities, reforms to local industry practices, and effective transit-oriented development and revitalization tactics that have been used in other cities.



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



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



Bilingual workshops with District residents and the Gateway Steering Committee helped identify priorities, partnership opportunities, and additional resources within the district using local neighborhood expertise.

# HOW TO USE THIS PLAN

## Guide to a Living Document

### A Tool for Guiding Collective Investment

TOD Policy Plans are intended to guide *investment*, which in this case is defined broadly as “using resources to achieve an anticipated beneficial outcome”. The Gateway plan identifies a package of investments that are linked to measurable, community-supported outcomes. These include strategically-located projects of multiple types and sizes, from resident-driven tree planting initiatives to major infrastructure and real estate development. To effectively leverage and coordinate the resources needed for implementation, it is critical that organizations and individuals consistently use the Gateway plan to inform decision-making. Icons are included in the plan to help users navigate to the most relevant content.

**Partner Icons** indicate the type of investor most suited to lead a policy’s implementation



**Business**

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



**Community**

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



**Government**

**Government Partners** include local, regional, state, and federal agencies.

**Planning Elements Icons** identify the policy area that an investor may be most interested in.



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



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



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



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



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



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

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**The Tool Icon** identifies the type of mechanism that investors may use to implement a policy.



**Codes** are development regulations, including zoning, building, and engineering standards.

**Financing** includes grants, loans, bonds, fees, taxes, and other mechanisms.

**Knowledge** means capacity building to increase technical understanding and awareness.

**Plans** include engineering analyses, market reports, data analysis, and other documents.

**Operations** are management practices such as procurement processes and interagency coordination.

**Partnerships** are mutually-beneficial agreements such as shared use agreements, corporate sponsorships, and development agreements.



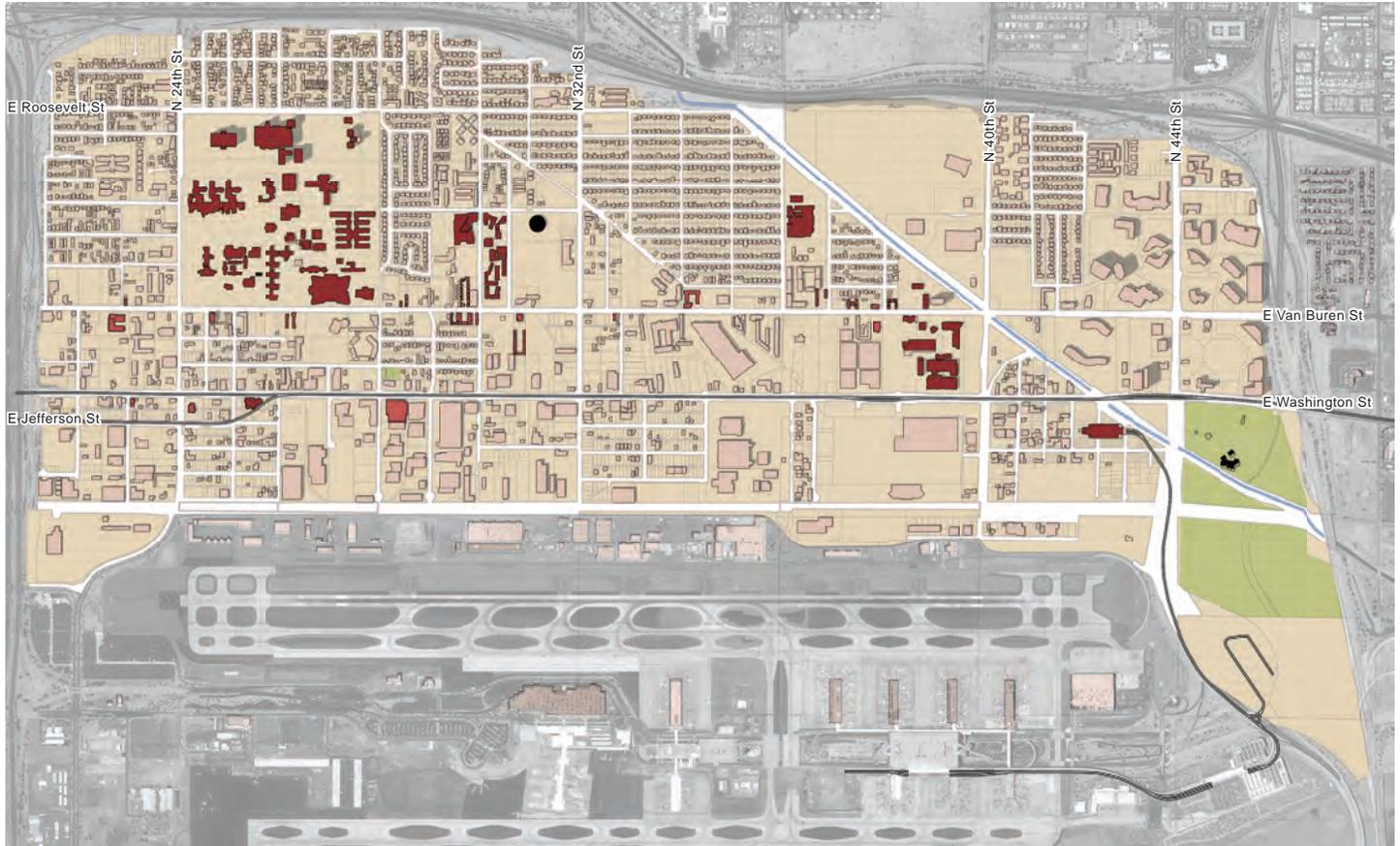
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**GATEWAY**

**TODAY**

# EXISTING CONDITIONS MAP



- Civic / Institutional
- Existing Buildings
- Historic Properties
- Metro Light Rail
- Adaptive Reuse Opportunity
- Public Open Space



# OVERVIEW

Gateway is located in the southeast corner of the Phoenix segment of Valley Metro light rail. The district is bordered by State Route 143 or the Hohokam Expressway to the east, I-10 to the west, the Loop 202 to the north, and Air Lane to the south. The urban pattern exemplifies the typical square-mile grid of metropolitan Phoenix; however, smaller-scale, finer grain has been replaced with mega-block, auto-dependent patterns.

For many years this district had been the literal gateway to the City coming from the east, with Van Buren serving as the main scenic spine leading to Downtown and 44th Street as a main connection to Sky Harbor Airport. After the construction of the ample freeway system criss-crossing the metropolitan region, Van Buren and subsequently the whole district, lost their importance as an entryway to the City.

Today, with the implementation of Valley Metro light rail, the Gateway district has the opportunity to reclaim its potential to be once again the portal to the City. Gateway incorporates a multi-modal interchange between Sky Harbor International Airport, the new Sky Train, light rail, a planned inter-city passenger rail station, the Grand Canal, and historic Van Buren Street. Looking at the larger metropolitan context of Phoenix, there is no other hub where all these elements intersect so favorably.

Gateway bridges Phoenix and the cities of Tempe and Mesa and their respective job centers and transit extensions. The district is an employment center and is ideally positioned for urban, mixed-use development and to benefit from a rebalance of jobs and housing, and allow Gateway's residents to minimize driving and reduce the cost of housing and transportation.

**17,631** TOTAL JOBS

**36%**  
Population under  
18 years of age



**44%**  
in poverty



**21%**  
No car  
household



**55%** Spanish  
speaking homes



**\$20,000**  
MEDIAN HOUSEHOLD INCOME

## LARGEST EMPLOYERS

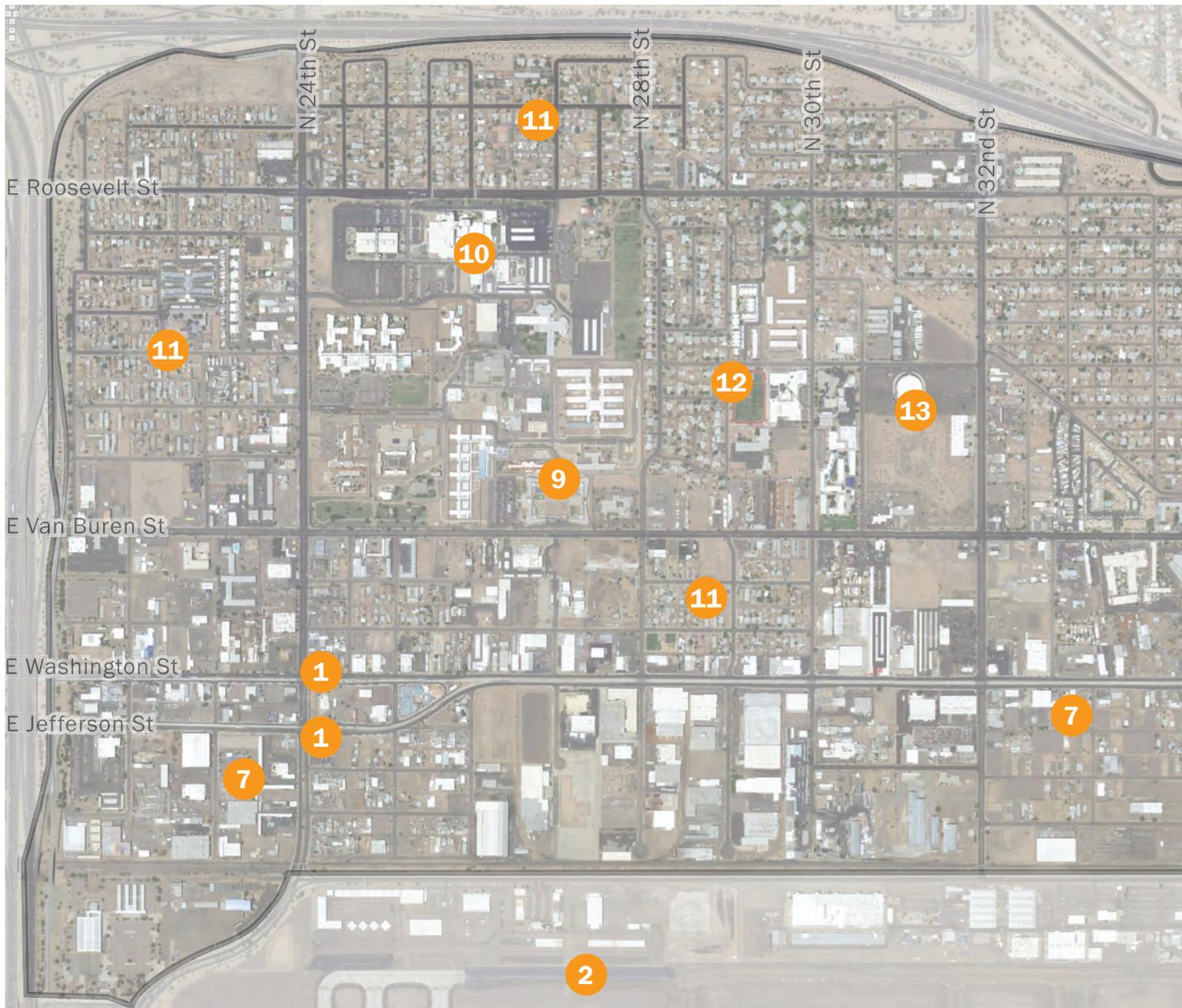
Maricopa Health  
Systems  
**2,000** employees

Magellan Health  
Services  
**486** employees

Honeywell  
**2,000** employees

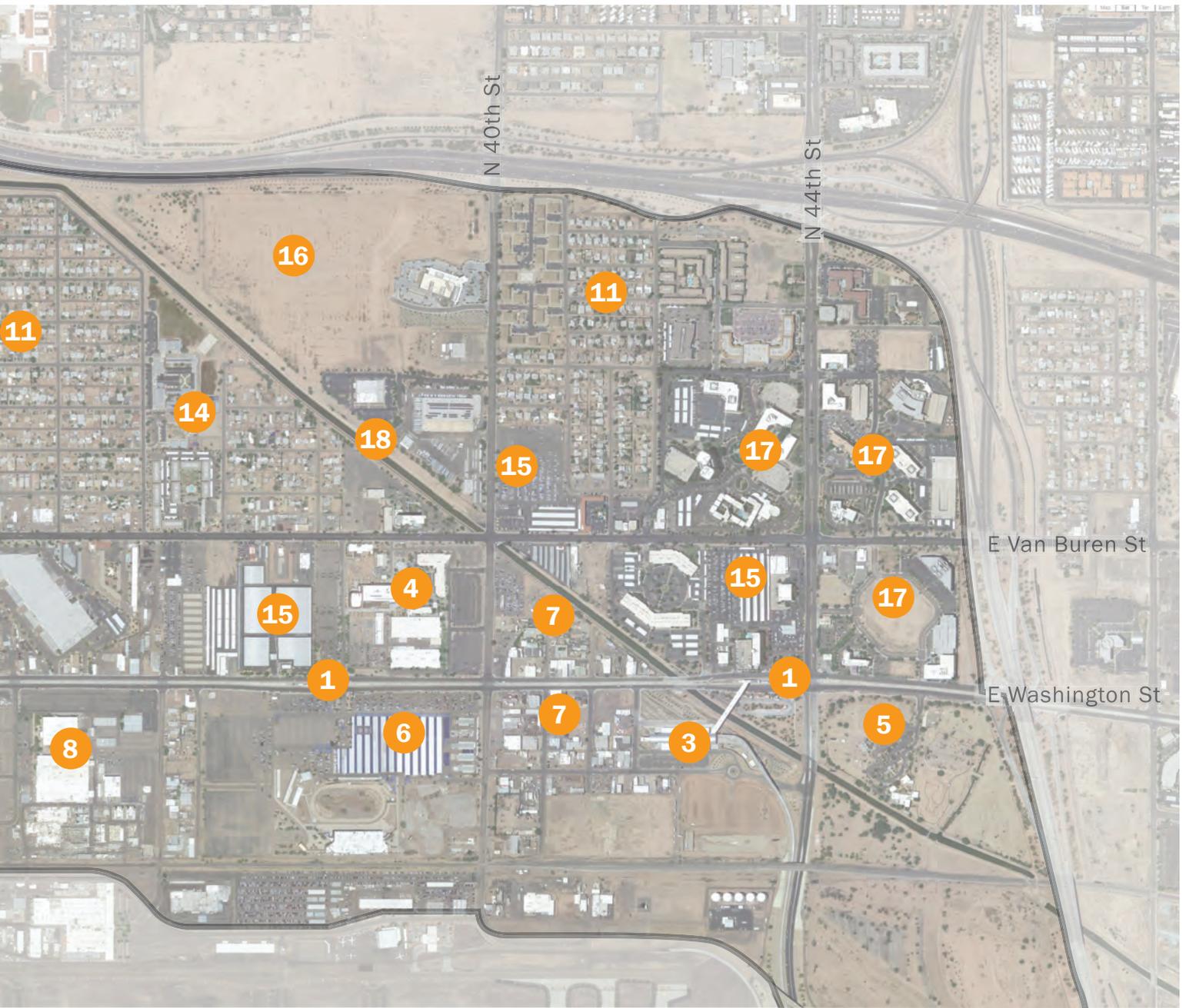
PacifiCare of  
Arizona Inc.  
**400** employees

State of Arizona  
**1,191** employees



# ASSETS

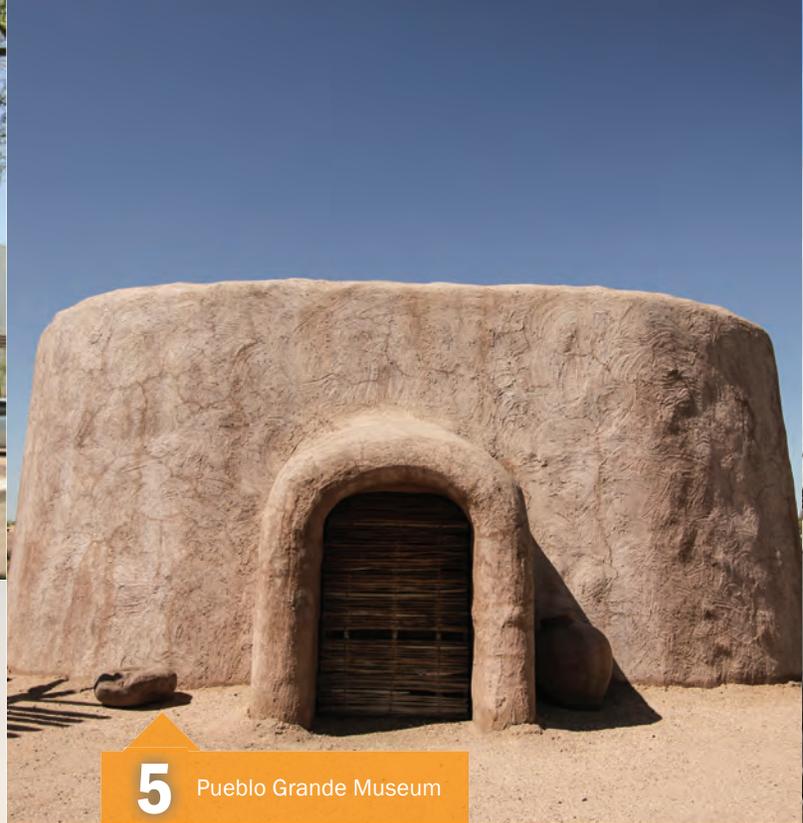
Assets are strengths that currently existing within a district, such as employers, schools, historic buildings, community organizations, initiatives, institutions and infrastructure. Identifying assets helps inform the planning process by creating an inventory for preserving, improving or further supporting a district's existing resources. Likewise, policies to implement a long range vision should be designed to harness the advantages created from a community's unique assets.



- |                                 |                                 |                           |
|---------------------------------|---------------------------------|---------------------------|
| 1. Valley Metro Light Rail Stop | 7. Light Industrial/Commercial  | 13. Celebrity Theater     |
| 2. Sky Harbor Airport           | 8. Heavy Industry               | 14. David Crockett School |
| 3. Sky Train                    | 9. Arizona State Prison Complex | 15. Airport Parking       |
| 4. Gateway Community College    | 10. Maricopa County Hospital    | 16. Vacant Triangle Site  |
| 5. Pueblo Grande Museum         | 11. Residential Neighborhood    | 17. Business/Hotel Park   |
| 6. Park n' Swap                 | 12. Wilson Elementary School    | 18. Canal                 |



**4** Gateway Community College



**5** Pueblo Grande Museum



**9** Arizona State Prison Complex



**11** Residential Neighborhood



**15** Airport Parking



**16** Vacant Triangle Site



12

Wilson Elementary School  
Photo courtesy of Amanda Mollindo



7

Light Industrial/  
Commercial



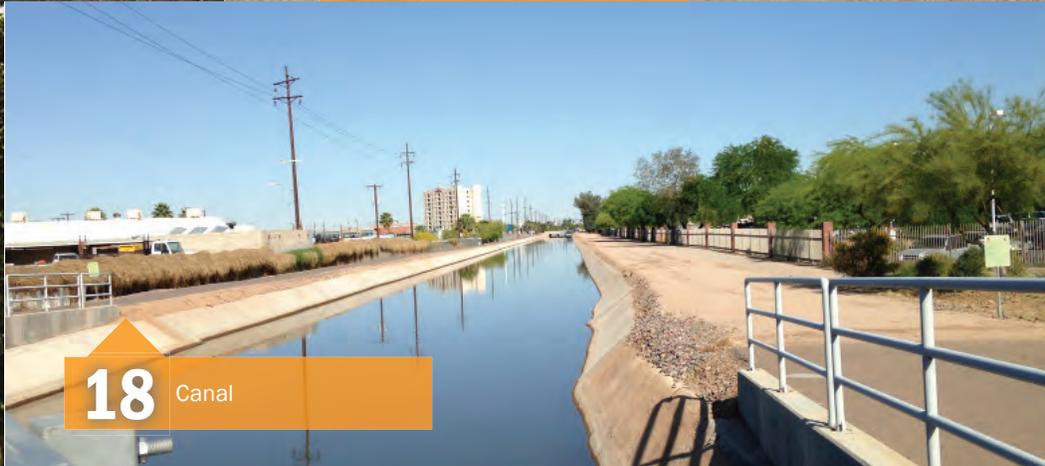
13

Celebrity Theater



17

Business/Hotel Park



18

Canal

# PLANNING ELEMENTS

## Assessment Framework

Planning Elements are interrelated categories of urban policy that provide a plan's framework and focus research and public engagement activities. A comprehensive planning process includes several Elements that examine a community through multiple lenses and facilitate implementation by aligning strategies with associated organizations. Six Planning Elements are included within TOD Plans.



Land Use



Economic  
Development



Mobility



Housing



Health



Green Systems





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

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

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

# LAND USE ELEMENT

## Current Conditions



### Character

Gateway land uses are typical of post 1950's development. Buildings generally consist of single family houses, garden apartments, retail strips, and low rise warehouses. Van Buren street - once an iconic thoroughfare that merged US 60, 80, and 89 - still has a great stock of vintage motor court motels, shops, and signs. Many of these buildings are in poor condition but offer creative reuse opportunities. The district benefits from a diversity of established neighborhoods, large institutions, and the historic Celebrity Theatre, a regional concert venue. However, there are some uses, particularly the Arizona State Hospital and Corrections Unit and the concentration of adult businesses, that are seen as barriers to investment and attracting new residents to the district. There are more jobs than residents in Gateway, with 17,631 jobs and only 12,987 residents.

### Zoning

Gateway's current zoning is a conventional Euclidean code with portions containing an Interim TOD Overlay put in place as a stop-gap measure to prevent auto-dominated development around light rail stations prior to the adoption of a replacement code. Van Buren street is a dividing line of two general patterns in the district. North of Van Buren is predominantly residential with some small-scale neighborhood support services, such as convenience stores and fast food restaurants, and a few more intensive uses, including schools and hospitals. South of Van Buren is a mix of industrial uses, warehouses, retail and long-term parking for Sky Harbor International Airport. Consistent with this pattern, residential zoning dominates the area north of Van Buren and industrial and commercial zoning categories are most prevalent south of Van Buren Street. There are a few spots of residential south of Van Buren, such as the Sky Harbor Neighborhood, that have some less compatible uses, with houses next to heavy industrial businesses.

### Infrastructure

Infrastructure is over-scaled in places, with some wide thoroughfares and overly large surface parking lots. Infrastructure along smaller streets in residential areas is limited and aging. Light rail, the Grand Canal and the Sky Train are major exceptions, providing a few of the most significant infrastructure assets in the city.



**9.5%**

**Development intensity**

(housing + jobs per acre)

**16**

**Historic buildings**



**17%**

**District covered in surface parking**

**65**

**Walkscore**



**2**

**Public art installations**

**300**

**Acres of vacant land**

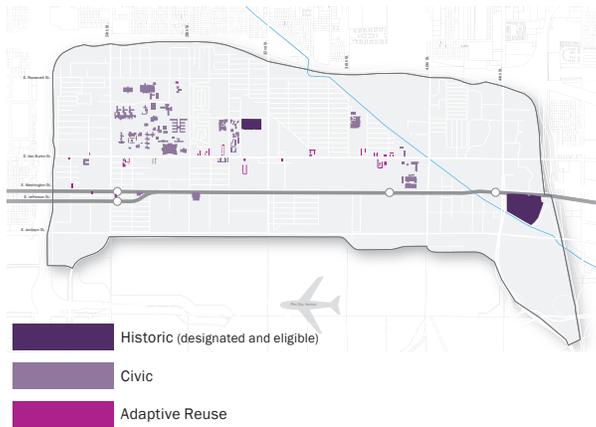




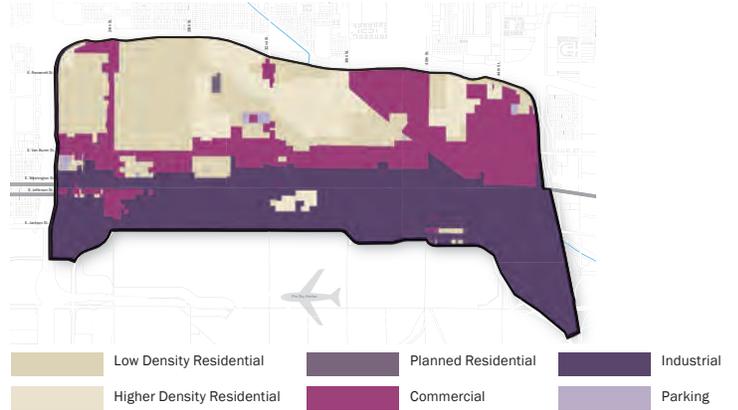
# LAND USE ELEMENT

## Assessment Maps

### CIVIC, HISTORIC, ADAPTIVE REUSE



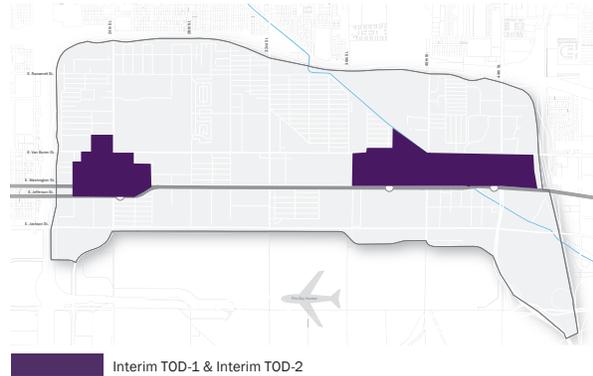
### EXISTING ZONING



### FRONTAGE ANALYSIS



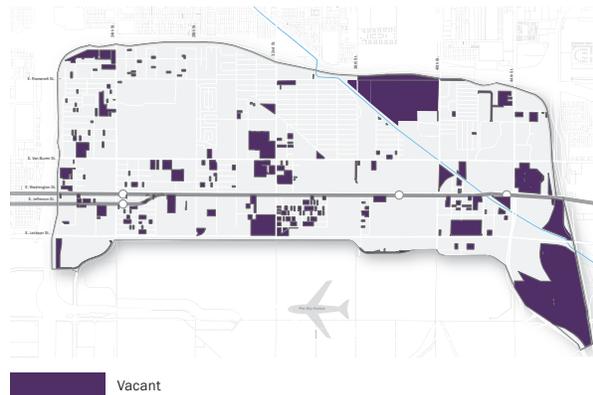
### ZONING OVERLAYS



### HEIGHT ANALYSIS



### VACANT LAND



# LAND USE ELEMENT

## Investment Opportunities Map



### Best Practices





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

# HOUSING ELEMENT



## Current Conditions

### Quality

Despite 28% of Gateway’s units being built after the year 2000, low quality and unhealthy housing conditions are observable. A high percentage of houses are in disrepair, with almost a quarter with roof, siding, and landscape issues. Some units lack basic electricity or other energy supply. Low incomes, housing age, and absentee landlordism drive additional housing concerns, such as mold and pests. Some homes are affected by indoor air pollution from vapor intrusion from the M52 Superfund site’s groundwater pollution.

### Affordability

Currently, Gateay struggles with several housing affordability challenges. Average housing costs are relatively low, but this comes at the price of low-quality housing. Although 74% (owner) and 92% (renter) of the housing stock is affordable for a family earning 80% of metro area median income, the median income of Gateway residents is only half of the metro area median. There are other high-cost burdens for current Gateway residents, who spend almost a quarter of their income on transportation and 8 to 12% on energy. For many households, low incomes and high costs result in rates of overcrowding and severe overcrowding that clearly surpass healthy benchmarks. In Gateway, 9% of units suffer from overcrowding and 3% from severe overcrowding.

### Needs

There is a projected housing shortage of approximately 8,900 units in Gateway by 2035. Currently, there are 5,282 units in the district. About one third of the stock is single-family detached. Small duplexes, triplexes, and quadplexes make up another quarter. And nearly a third of total units are studios or one-bedroom appropriate for singles, empty nest seniors, and couples without children. Almost a quarter of all housing units have three or more bedrooms suitable for large families.

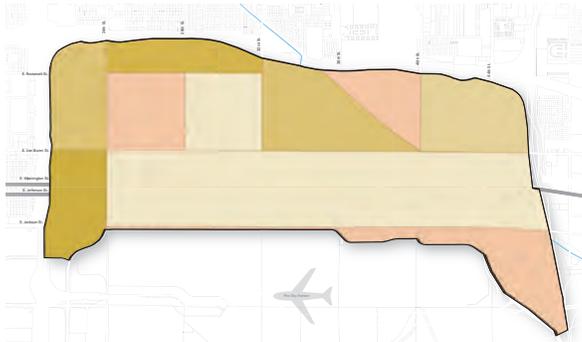
- 87%** Low income households cost burdened
- 74%** Units affordable for moderate income households – owned
- 92%** Units affordable for moderate income households – rented
- 9%** Overcrowding
- .9** Household income diversity
- .5** Housing type diversity
- 23%** Housing units in disrepair
- 29%** Household making the regional median income spends on housing
- 24%** Household making the regional median income spends on transportation



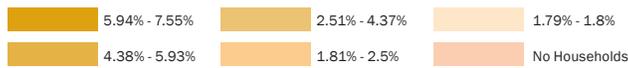
# HOUSING ELEMENT

## Assessment Maps

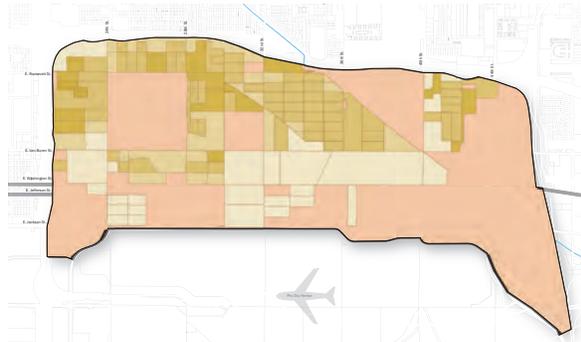
### EXTREMELY OVERCROWDED



#### 1.5 or More People Per Room



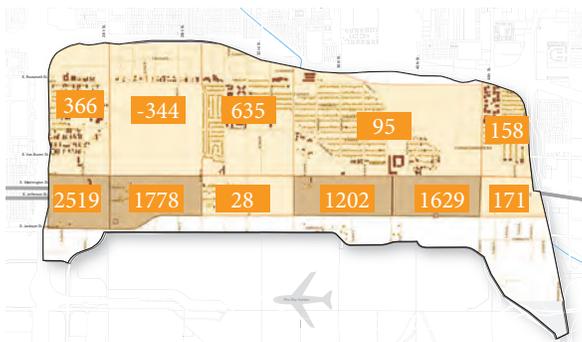
### HOUSING DENSITY



#### Housing Units Per Square Mile



### HOUSING NEEDS



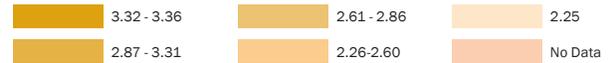
#### Unit Demand

# Housing Units Needed by 2035

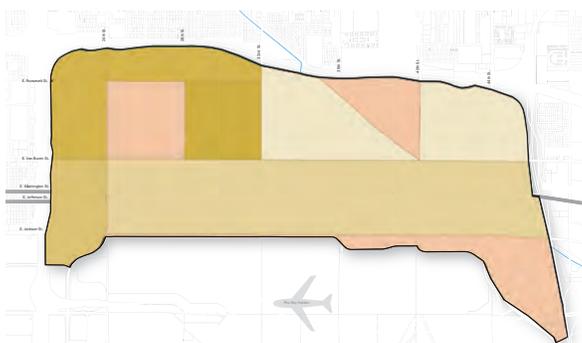
### HOUSING STATE OF REPAIR



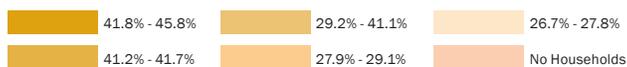
#### Scale of 1 to 5



### RENT AS % OF INCOME



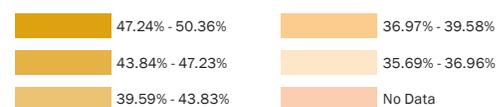
#### Percent of Income



### HOUSING AND TRANSPORTATION COSTS

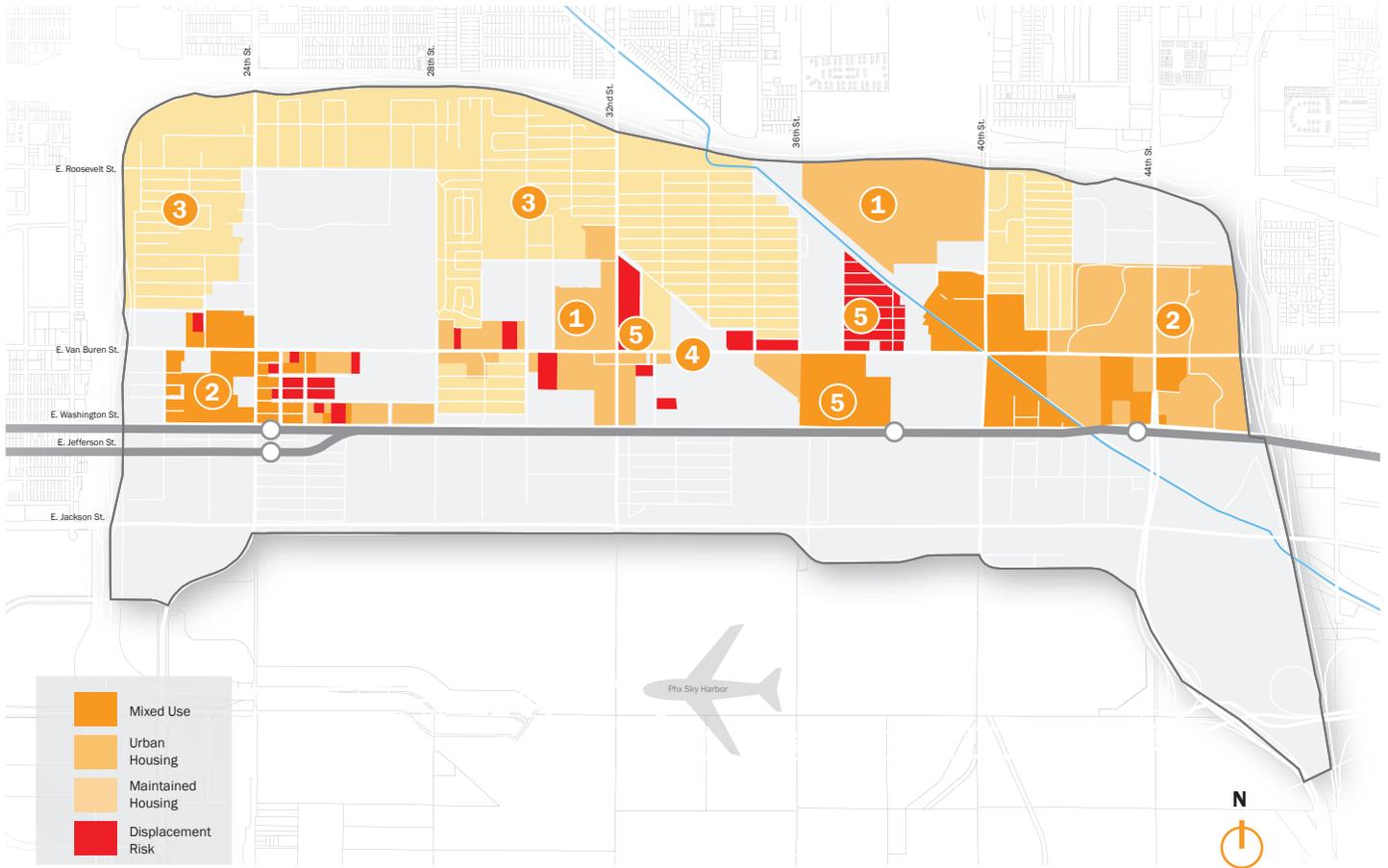


#### Percent Of Income



# HOUSING ELEMENT

## Investment Opportunities Map



### Best Practices

1



Low Rise Housing

3



Revitalized Housing

5



Mixed Income Housing

2



Mid Rise Housing

4



Co-Housing



////////////////////////////////////  
The Economic Development Element focuses on the financial prosperity of businesses and residents, including pathways to fulfilling careers and access to quality schools and training.  
////////////////////////////////////

# ECONOMIC DEVELOPMENT ELEMENT

Current Conditions



## Income

Median household income in Gateway is \$29,852, about half of the Phoenix metro area median of \$55,022. 44% of households fall below the poverty line, and 29% are considered extremely impoverished, making less than half of the poverty line. Almost all public school children in the district live in an impoverished household, as the percentage of students who qualify for free or reduced meals at Crocket and Wilson Elementary schools are 91% and 96% respectively. Gateway has one of the highest concentrations of families without checking or savings accounts in the city, at an estimated 26% of all households.

## Workforce

Only 57% of Gateway's population over age 25 have a high school diploma; of those, only 12% hold an associates degree or higher. The percentage of adults with an AA or higher in the Phoenix metro area is 36%. Gateway is also a young district, as 36% of its residents are under 18 years of age, much higher than that of Arizona (26%) and Phoenix (28%). Much of the next generation of employees will be bilingual, as 55% of total households currently speak Spanish at home.

## Jobs

Several key industry sectors have a large presence in Gateway. There are approximately 4,400 jobs in the Healthcare industry, led by Maricopa Integrated Health Systems at 2,000. There are 3,000 manufacturing jobs and of those, Honeywell employs 2,200. Logistics, Hospitality/Retail/Restaurants, Construction and the Education sectors are also concentrated in the district. Close Proximity to Phoenix Sky Harbor International Airport is an major economic asset, with its nearly 33,000 employees, 100,000 passengers and 800 tons of cargo per day.



**0%**

**Public schools with "A" designation**

---

**12,364**

**Jobs in key industries**

---

**26%**

**Households without checking or savings accounts**



---



**12%**

**Residents with post-secondary degree**

---

**57%**

**Residents with high school diploma/GED**



---



**7%**

**Residents self-employed**

---

**12%**

**Commercial vacancy**

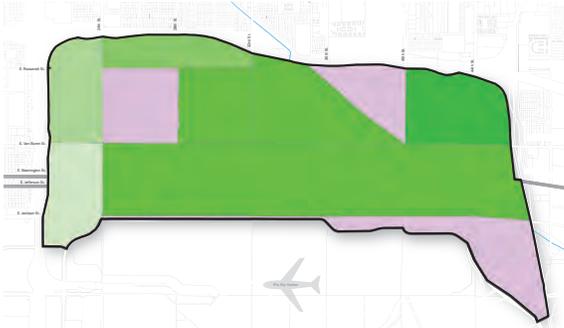




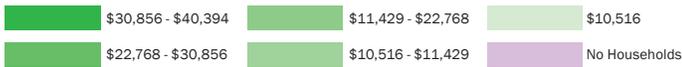
# ECONOMIC DEVELOPMENT ELEMENT

## Assessment Maps

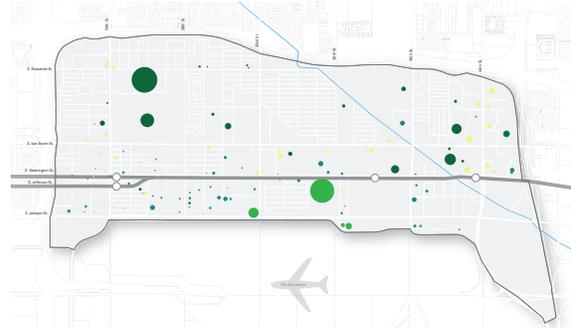
### MEDIAN HOUSEHOLD INCOME



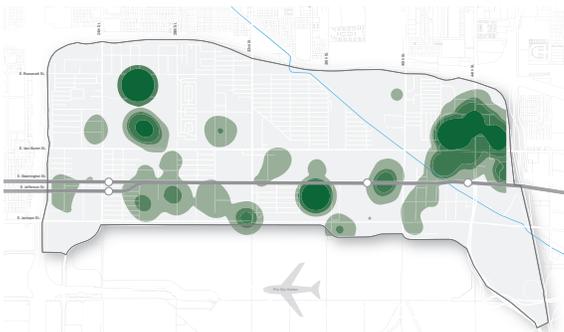
United States Dollars



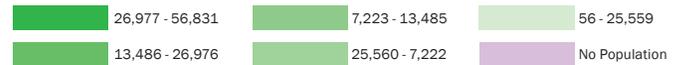
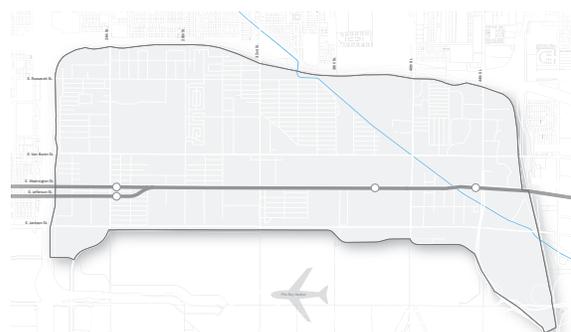
### INDUSTRY SECTORS



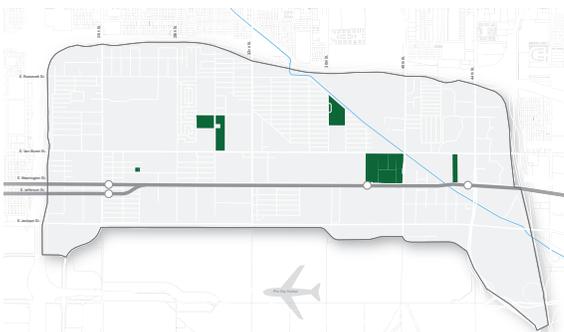
### EMPLOYMENT DENSITY



### POPULATION DENSITY

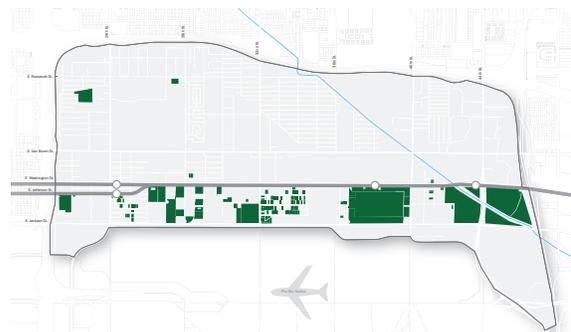


### EDUCATION + TRAINING



Education and Training

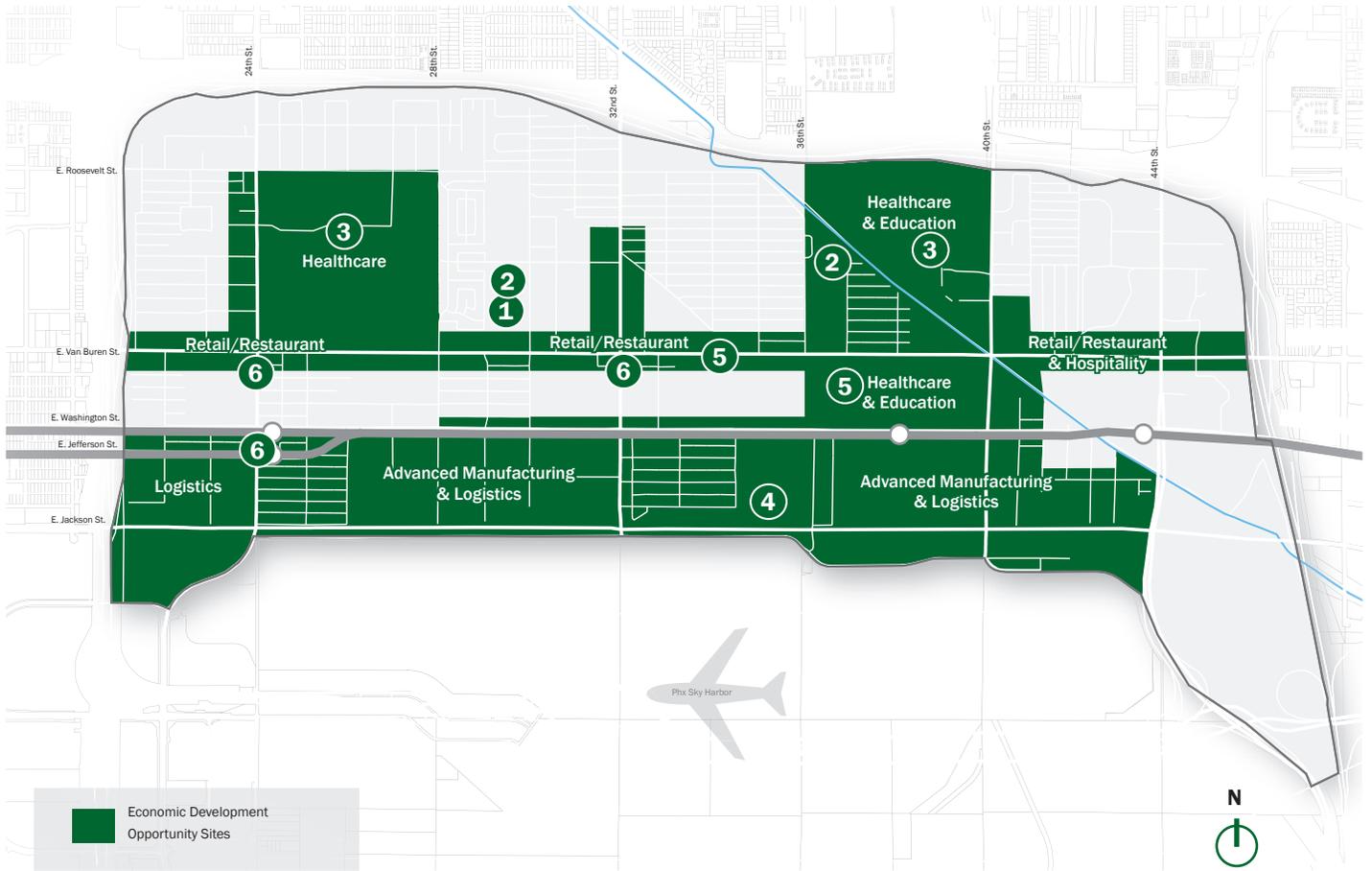
### CITY-OWNED PROPERTY



City-Owned Property

# ECONOMIC DEVELOPMENT ELEMENT

## Investment Opportunities Map



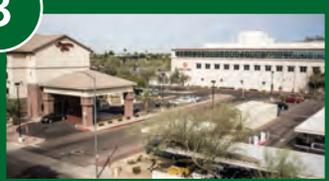
### Best Practices

1



Community Learning Center

3



Healthcare Cluster

5



Business Incubator

2



Quality Neighborhood School

4



Advanced Manufacturing Cluster

6



Daily Living Amenity



////////////////////////////////////  
The Health Element focuses on key aspects of the built environment that impact public health, including access to healthy food, public recreation, and safe places to walk and bicycle.  
////////////////////////////////////

# HEALTH ELEMENT

## Current Conditions



### Food

In the Gateway District, there is only one retail outlet that carries a wide variety of affordably-priced healthy food, the Asian grocery Super L Ranch. The store's location, however, is in an isolated corner of the district and less than 3% of Gateway households are within a 5-minute walk. In addition, Super L does not carry many items that are culturally appropriate for the mostly-Latino population and does not participate in the Woman Infant Children (WIC) program to assist low income families, further limiting access to almost half of Gateway households. The two WIC vendors that do exist in Gateway do not carry a wide variety of healthy and affordably-priced food. One sells primarily liquor and the other is a convenience store attached to a gas station. There are no community-based healthy food options, such as community gardens. Over one-third of the residents surveyed indicate that the lack of grocery stores in their neighborhood significantly limits their access to fresh, healthy food.

### Recreation

Parks make up only .02% of Gateway's land area, compared to Phoenix's overall parkland percentage of 1.35%, 100 times greater. Just 10% of Gateway's population can walk to the district's sole park - Hilaria Rodriguez - within 10 minutes. Wilson Elementary School opens one of its playgrounds to the general public for limited hours and days with funding provided by a city of Phoenix Block Watch grant. The Grand Canal has the potential to be an excellent recreation asset; however, it lacks sufficient lighting, shade, safe crossings, and access points.

### Transportation

Van Buren is a heavily traveled street for pedestrians; however, adult entertainment businesses, crime, and lack of pedestrian safety make it an uncomfortable place to walk and bicycle. For these reasons, Van Buren Street poses a barrier to using the light rail, as almost all Gateway residents must cross it to access the stations. Pedestrian and bicycle collisions data reveal that Van Buren Street was the highest risk area for pedestrians and 24th Street was the highest risk for bicyclists. Data also reveal that violent crime was concentrated on both streets. In general, streets have narrow sidewalks, lack shade, and are inadequately lit at night. Other issues make the simple act of walking in the neighborhood an uncomfortable experience, such as stray dogs, litter, graffiti and vandalism.



**10%**

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

**3%**

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



**115**

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

**149**

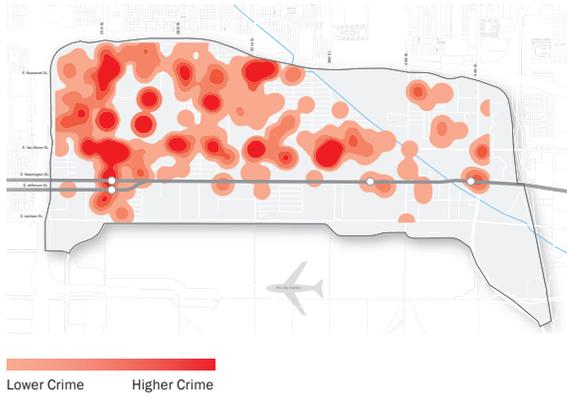
**Violent crimes per 1,000  
household over 3 years  
(2010 - 2012)**



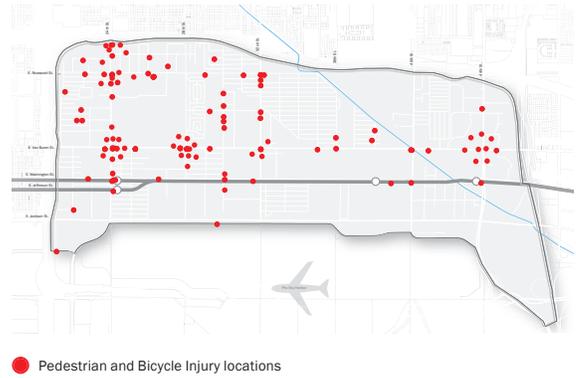
# HEALTH ELEMENT

## Assessment Maps

### CRIME DENSITY



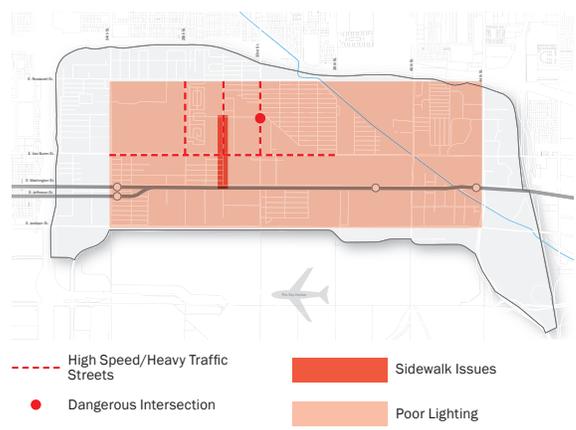
### PED+BIKE INJURIES



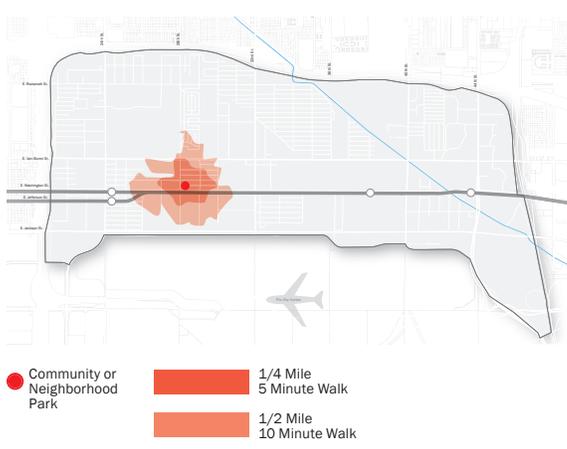
### HEALTHY FOOD ACCESS



### STREETS HAZARDS



### RECREATION ACCESS



### ALL FOOD OUTLETS



# HEALTH ELEMENT

## Investment Opportunities Map



- Health Opportunity Sites
- Health Opportunity Streets
- ◇ Intersection Improvement opportunities

### Best Practices

**1**

Corner Grocery Store

**3**

Community Garden

**5**

Safe Bike Lane

**2**

Active Park

**4**

Passive Park

**6**

Active Frontage



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

# MOBILITY ELEMENT

## Current Conditions



### Pedestrian

Gateway's streets are primarily oriented towards automobile transportation. Today, there is a new awareness regarding the need to facilitate multiple forms of transportation. This concept is known as "complete streets." In addition to moving cars efficiently, streets must also accommodate bikes, pedestrians, and public transit. Walkability is also enhanced by smaller block sizes which disperse vehicular traffic and provide greater connectivity for pedestrians. The existing street pattern in the Gateway District has both positive and negative attributes. On the positive side, there is a relatively intact grid structure in many of the existing neighborhoods, but the grid is interrupted by large "super blocks." Many of these areas were once more fine-grained, but years of industrial and commercial development has resulted in a consolidation of properties and abandonment of right-of-ways. With the introduction of the light rail and proposed transit-oriented development, there is a need to reintroduce the grid and restore connectivity.

### Bicycle

Of all the forms of personal transportation, perhaps the bicycle best suits the climate and geography of Phoenix. Bikes have already become an important extension of the light rail. To better support this bike-rail system, and to provide safer routes to local destinations, an enhanced network of bike lanes, shared lanes, and trails is needed. The Grand Canal provides the opportunity for a regional bicycle corridor to Sky Harbor International Airport.

### Transit

The Gateway District is currently served by 3 light rail stations - 24th Street, 38th Street and 44th Street and five bus lines, including routes on Van Buren, Washington, Roosevelt, 24th street and 44th street. Bus service does not run on 32nd street or 40th street, limiting access to the district's densest neighborhoods and to Gateway Community College. The 44th Street light rail stop is connected to the Sky Train, which provides service to the Sky Harbor International Airport. Low frequency and connectivity between the light rail and bus network impacts the community's access to jobs and services.



**18%**  
Residents who walk, bicycle, transit, and carpool to work

**18**

Average hours of transit services (bus + light rail)

**13,601**

VMT per household

**62**

Intersection density intersections per sq. mile

**25 Minutes**

Average transit frequencies (bus + light rail)



**1,433,764**  
Annual light rail use (boardings/deboardings)



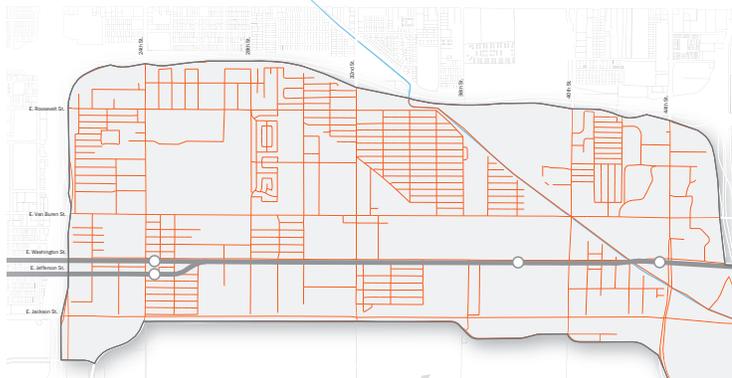
# MOBILITY ELEMENT

## Assessment Maps

### PEDESTRIAN ANALYSIS

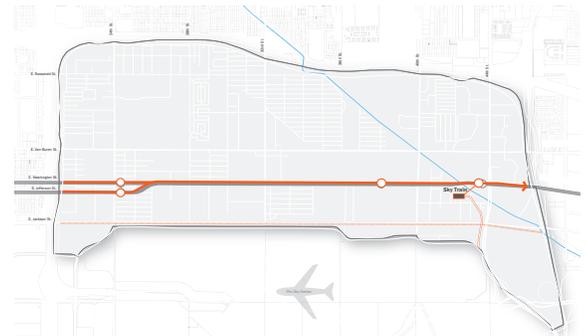


### STREET NETWORK



Existing Streets

### RAIL NETWORK



Existing Light Rail  
Existing Heavy Rail  
Existing Sky Train

### BUS NETWORK



Existing Bus Route  
Existing Bus Route - Possible conversion to BRT

### BIKE NETWORK



Existing Bicycle Route

# MOBILITY ELEMENT

## Investment Opportunities Map



### Best Practices





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

# GREEN SYSTEMS ELEMENT

## Current Conditions



### Temperatures

High temperatures in Gateway are in need of mitigation. Surface and air temperatures have significant effects on walkability and data reveal that District temperatures are very high. Over 10% of the Gateway district surface is above 130 degrees F, and 88.8% of the district is between 105—130 degrees F, making nearly the entire District above the 105 degree F benchmark for human comfort and health. With global warming driving higher temperatures, and increased urban development as the city's population continues to grow, it will be essential for the District to address climbing temperatures. If these Urban Heat Island issues are not addressed, Gateway could see increases in heat-related illnesses and diseases from declining air quality. In addition, the District will face rising costs to cool buildings as temperatures continue to increase.

### Stormwater

Almost half of Gateway's surface is impervious to rain water. Nearly 17% of the impervious surface is asphalt surface parking. During a one-inch storm, Gateway's buildings and pavement produce approximately 8.4 and 25.1 million gallons of runoff respectively, for a total of 33.5 million gallons of water. Based on the average annual rainfall in Phoenix of 7 inches, the amount of stormwater runoff water is nearly twice the amount of annual outdoor irrigation water used in the District. Decades of on-site retention have mitigated the street flooding problems of the 1960's providing an opportunity to reduce retention requirements for new development by reallocating some of those resources to street bioswales and joint use neighborhood parks / district stormwater retention areas.

### Trees

With only 4.9% tree coverage, there are almost no high quality green spaces. In addition, there are no green streets and few areas of natural conservation. Green spaces and natural habitats connect wildlife corridors and preserve habitats with native, drought-tolerant vegetation. Gateway will not be resilient to future environmental changes if biodiversity and native vegetation is compromised. Without a natural environment that can adapt to rising temperatures, reduced water availability, and declining biodiversity, the political, social, and economic systems that rely on that environment will be strained.



**5%**  
**Tree coverage**

**1%**

**Surface temperature cooler than 105°**



**10%**

**Surface temperature hotter than 130°**



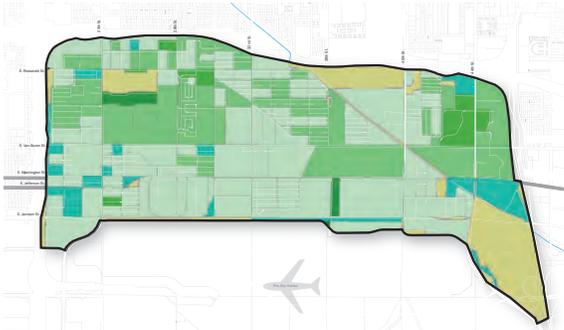
**46%**  
**Pervious groundcover**



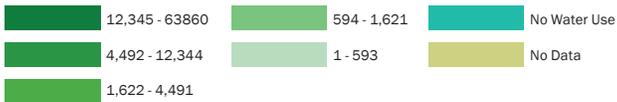
# GREEN SYSTEMS ELEMENT

## Assessment Maps

### LANDSCAPE WATER USE



Gallons per acre per day



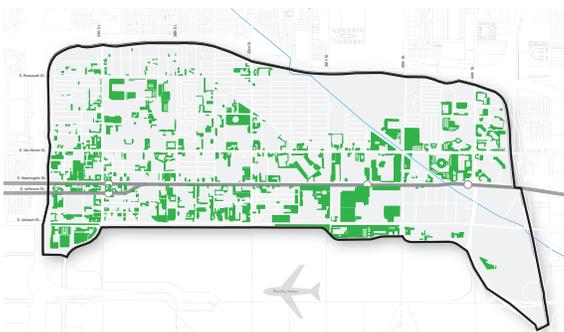
### MATERIAL POROSITY



Porous



### SURFACE PARKING LOTS



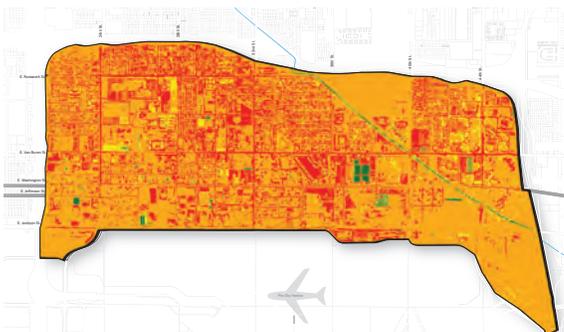
Existing Surface Parking

### STORMWATER INFRASTRUCTURE



Existing Storm Infrastructure

### SURFACE TEMPERATURE



Degrees Fahrenheit



### TREES, SHRUBS + GRASS



Type



# GREEN SYSTEMS ELEMENT

## Investment Opportunities Map



### Best Practices

1



Green Civic Space

3



Green Parking

5



Water Harvest and Reuse

2



Green Street

4



Neighborhood Retention

6



Shade and Cooling



60



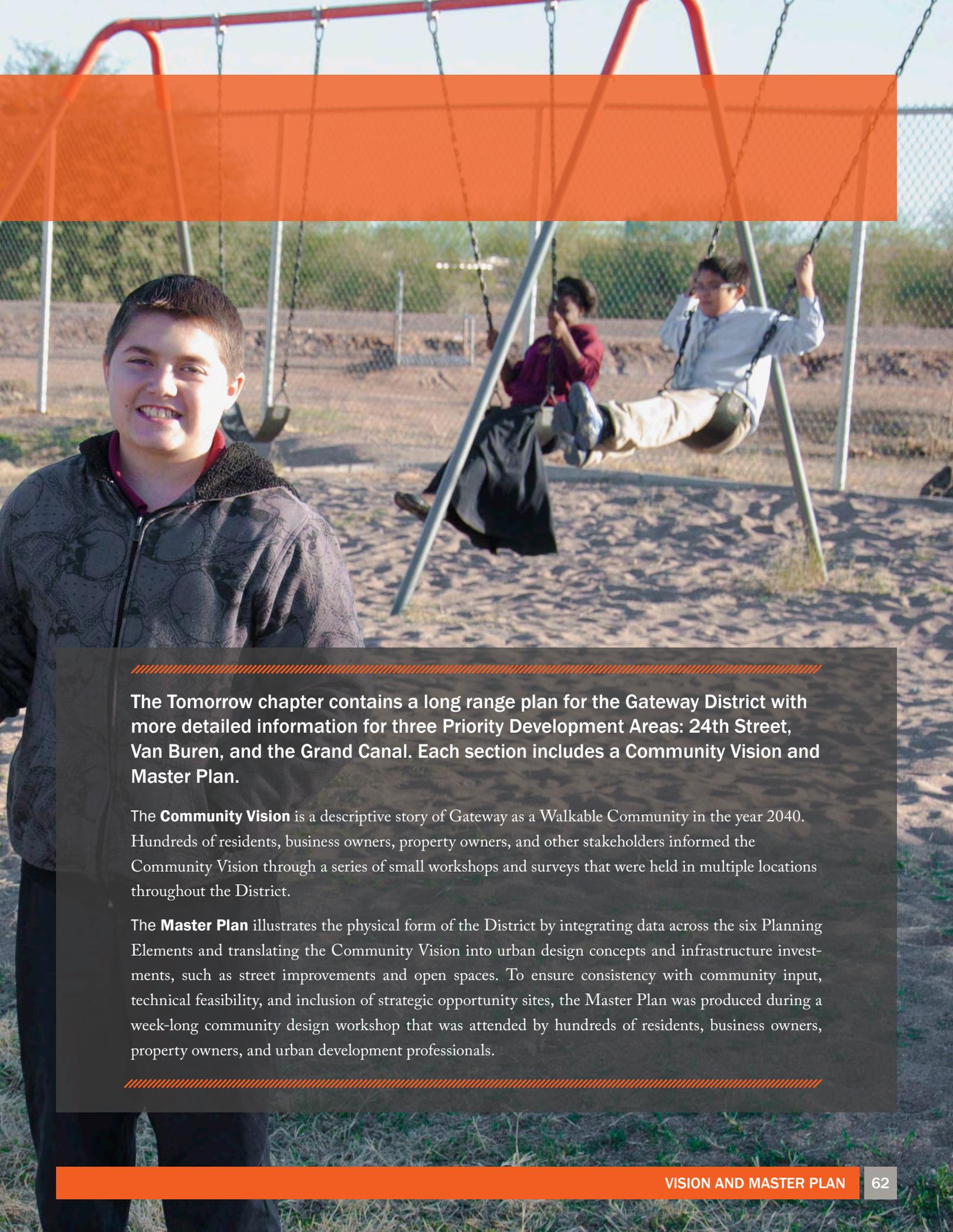
**GATEWAY**

**TOMORROW**

# DISTRICT OVERVIEW

Community Vision and Master Plan





//////////  
**The Tomorrow chapter contains a long range plan for the Gateway District with more detailed information for three Priority Development Areas: 24th Street, Van Buren, and the Grand Canal. Each section includes a Community Vision and Master Plan.**

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

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

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## Applied Research Visioning

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

Event	Location	Date	Total Participants
F1	Gateway Community College	10/10/12	12
F2	Gateway Community College	10/17/12	17
SF1	City of Phoenix Aviation	11/01/12	5
W1	Gateway Community College	11/07/12	16
W2	Gateway Community College	11/10/12	22
SF2	Gateway Community College	11/14/12	9
Survey	Crockett Community Celebration, Wilson PTO Meeting, F1, Internet (Online)	10/3/12 - 12/01/12	97
MPHC	Gateway Community College	6/10/12	90
SLHI	Wilson Elementary School	7/14/12	48
<b>Total</b>			<b>268</b>

### Data Source Code

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

# COMMUNITY VISION

## The Gateway District in 2040

In 2040, housing options, transportation patterns, new businesses, and open spaces combine to create a pattern of mixed-use development in Gateway. Redeveloped areas within the District, especially those close to light rail stations, are highly walkable and bikeable. More opportunities for work, shopping, and starting businesses are now in Gateway, and many residents are able to walk, bike, or ride transit to meet their daily needs. These elements of the District’s landscape contribute to an active and healthy community. Overall, Gateway is a balanced, diverse, thriving, connected, livable, and healthy District.

### Theme: Balanced Development

In 2040, the Gateway District has a mix of residential, commercial, and industrial land uses. Mixed-use development is clustered around the light rail stations at 24th, 32nd [IN George Hancock, Phoenix Ale Brewing; IN Don Keuth, Discovery Triangle & Phoenix Community Alliance], 38th, and 44th streets and the Van Buren Street corridor, the heart of the District

where people live, work, shop, learn, and have fun [56 percent support Van Buren Street becoming mixed use//SQ12]. Washington Street, a major transit and vehicle through-way, features larger light industrial employers, retail stores, and restaurants accessible to both residents and light rail travelers; and, historic neighborhoods maintain the cultural and residential identities that have defined them for decades.

New construction and re-purposed historic buildings comprise a diverse building stock [F1; F2]. Buildings with two to three stories fill some residential areas near transit stations and along Van Buren Street [F1; W1; W2], and areas near busy roads are buffered from noise by three to five story structures [W1, W2]. Along the northern boundary of the District between 40th street and the canal, six and seven-story office buildings buffer freeway noise from neighborhoods [F1; W1; W2].

Community gatherings and public events bring energy to Gateway’s many public spaces [W1; W2]. In the middle of a

dynamic neighborhood bordering the Grand Canal, which was once a large vacant lot [Area of Change 5: Vacant Lot South of the 202], a public square hosts free concerts during the spring [F2; W1; W2]. Van Buren and Washington Streets are popular, safe, and inviting environments for pedestrians. Trees shield public plazas and street-side patios from the road, offering places to sit, which make these streets lively and pleasant [W1; W2]. Each neighborhood has a park [64 percent support large parks in their neighborhood//SQ14] that is safe and accessible to all people in the District, and supports a variety of recreational activities for residents and visitors of all ages. Popular recreational amenities include soccer fields, basketball courts, playgrounds, and shade structures with picnic tables and grills [F1; F2; W1; W2].

### Theme: Diverse Neighborhoods

In 2040, residents live in diverse and cohesive neighborhoods. The District is family-oriented, and people of multiple ages, occupations, and ethnicities feel welcome, comfortable, and connected. Various housing options are suitable and affordable to current and potential future residents, including students, seniors, and professionals [38 percent support professionals such as doctors or lawyers as neighbors//SQ6].

Many residents and their families have been living in the District for years and have made beautiful improvements to their homes. Much of the existing housing has been preserved. There are also new houses and apartments, including some two and three-story buildings and town homes. Some of these include a coffee shop or small grocery store on the ground floor, where neighbors bump into each other [45 percent support multi-story buildings in their neighborhood if they provided a service such as a grocery store//SQ10; 93 percent support retail in their neighborhood//SQ5].

A mix of three, four, and five-story apartment buildings line Van Buren Street at major intersections. These apartments are a short walk from services and attractions like the local supermarket and Celebrity Theatre. Taller, mixed-use buildings border the light rail, and their residents generally commute by public transit [W1]. Older housing in Gateway has been slowly rehabilitated, and newer buildings cater to both old and new residents [F1; F2]. Gateway is an enticing place to live or just visit, whether to work, raise a family, or enjoy the community.

### Theme: Jobs and Business Opportunities

In 2040, Gateway is a hub of economic activity. Businesses include small corner grocery stores, “mom n’ pop” retail stores, bakeries, coffee shops, restaurants, hotels, and B&Bs [F1; F2]. Many of the owners of these businesses reside in the District [F1; F2], and because of the area’s diversity, restaurants offer a variety of cuisines from around the world. The Park ‘n Swap has

moved to a formerly vacant lot [Area of Change 3: Vacant Lot Adjacent to the Celebrity Theatre] [F1; F2], and remains a regional attraction. It has expanded and showcases the food and products of primarily local restaurants and retail stores, and people from all over Phoenix go to discover unique Phoenix products and to try out new foods [F1].

Because Gateway attracts more visitors, motels along Van Buren Street have been revitalized, with improvements to existing motels, and new smaller B&Bs [F1]. Some motels have also been adaptively reused as creative co-housing spaces for families and artists. Many businesses are family-owned and closely connected to the community [F1; F2]. Buildings, old and new, are well maintained, and draw on Van Buren’s history to restore a positive character and rich sense of place in a location that used to be plagued by drugs and prostitution.

People frequent the entertainment establishments near Celebrity Theatre to see movies at the new theater, eat at restaurants, and visit shops [Area of Change 3: Vacant Lot Adjacent to the Celebrity Theatre] [F1, W1, W2; 86 percent support a movie theater close to their neighborhood//SQ11]. This area is popular for people of all ages and provides a safe and fun place for teenagers to visit at night.

Business growth and investment have increased the number of jobs in the District [91 percent support more jobs and businesses in the area//SQ4; 56 percent accept increased traffic as a trade off for more jobs//SQ4] and the unemployment rate is very low. Service and retail jobs are available to people of all education levels, and the education and healthcare institutions in the District attract college graduates. Professionals work along 44th Street in mid rise office buildings at Gateway Center [43 percent support professionals such as doctors and lawyers as neighbors//SQ3] and advanced manufacturing businesses south of Washington Street employ skilled trades people. Many logistics businesses that ship goods to Mexico have opened in the southern part of the District to take advantage of proximity to the airport, freeways, rail road, and Gateway’s skilled and multi-lingual workforce.

### Theme: Walkable and Bikable Streets

In 2040, Gateway residents use many types of transportation. People walk, bike, or ride public transit, to fulfill many of their daily needs [88 percent want to live in an area with options to walk, bike, or take the bus to all services//SQ17; 47 percent want to be able to bike or walk to all services//SQ17]. Most of the heavily trafficked roads have bike lanes, and streets with less traffic are lined with places where people live, work, shop, and play [W1, W2]. There are more bus stops in the District, and they all have shade trees or structures, as well as posted schedules.

Streets are safe, accessible, and inviting to pedestrians. They are lined with trees, well maintained and lit, and crime is a distant memory [F1; F2]. Increased safety, paired with more restaurants,



public spaces, and stores, has turned the Gateway's streets into popular and attractive places. Visitors from across the city that take the light rail to work often stop to spend time in the District [F1; F2].

Residents and bicycle commuters use a network of bike lanes to get around the District and travel to other parts of Phoenix. Some streets are very bicycle-oriented [92 percent support more bike lanes//SQ15], with a lane for cars replaced by a bike lane separated from the street by a curb [50 percent support buffered bike lanes in place of a lane of traffic//SQ15]. It is easy to cycle to the light rail stations, which feature secure "bike-and-ride" centers where riders can park and lock their bikes [F1; F2].

An enhanced bus system complements the pedestrian and bicycle infrastructure. A neighborhood circulator takes people to destinations along Van Buren Street [Areas of Change 1 & 4: Van Buren Street], to the light rail stations, and to the Grand Canal [F1, F2]. New bus routes connect neighborhoods to Gateway Community College and the Maricopa Medical Center, and a special route runs along Van Buren Street. Overall, it is easy to get around in the District without a car.

Residential streets are safe for pedestrians and cyclists, especially children walking or biking to school or to the park [91 percent support traffic calming//SQ16]. These streets are also lined with shade trees, which keeps people walking, even as summer approaches [W1; W2]. With lower amounts of traffic on residential streets, shaded bus stops, buffered bike lanes, walkable areas on Washington Street and Van Buren Street, and easy light rail access, the District has augmented its connectivity to the Valley at large.

## Theme: Green Spaces

In 2040, the Gateway District is landscaped with shade trees and lush vegetation. Most places display Sonoran landscaping that requires little water and accentuates Arizona's natural character [W1; W2]. There is also some lush oases of plants and grass in certain areas. [W1; W2]. These more verdant parks, squares, and streets require more water and maintenance, but they also provide important services, such as cooling, shade for pedestrians, storm water management, and beautification [City of Phoenix Tree and Shade Master Plan]. Along the Grand Canal, strategic landscaping gracefully transitions from Sonoran into the occasional oasis with non-native, desert-adapted trees that provide a fuller canopy to shade people walking and biking along the Grand Canal [W2].

## Theme: Healthy Living

Over the past 30 years, Gateway residents have seen great improvements to the health and well-being of the community. Parks, bike lanes, and walkable streets support active lifestyles, and obesity and related chronic diseases have declined. People spend less time in their cars and both adults and children appreciate new, safe places for recreation, including the redesigned Grand Canal [Area of Change 6: Grand Canal] [F1; F2]. With traffic calming measures in residential areas, new and well-maintained sidewalks, and more people out bicycling and walking, vehicular traffic has declined. This has improved the air quality, and has reduced traffic accidents [W1; W2].

Residents have celebrated the new grocery store and an influx of small markets into the District [F1; F2; SLHI]. The grocery store, markets, and community gardens provide all Gateway residents and employees with access to fresh and healthy food [W2; SLHI]. A healthy-food movement was started in the local schools and it has been adopted by other institutions in the District, improving access to healthy meals, whether in restaurants, at work, or at home. The Arizona State Hospital, Maricopa Medical Center, Mountain Park Health Center, and other health care providers in the District support residents in building healthy lifestyles. Better recreation spaces, walkable streets, access to healthier food, and improved safety have helped enable people in Gateway to lead happy, healthy



lives [SLHI]. Mountain Park Health Center has played a major role in increasing preventative health in the District. Improved pedestrian routes along Van Buren and the Grand Canal and the local circulator have made it much easier for everyone in Gateway to access the clinic. Skilled community liaisons assist the diversity of community members in understanding the health care system and following through on prescribed medications and activities. Many families come to the clinic, not just for regular check-ups but to play, exercise, and learn as well [MPHC]

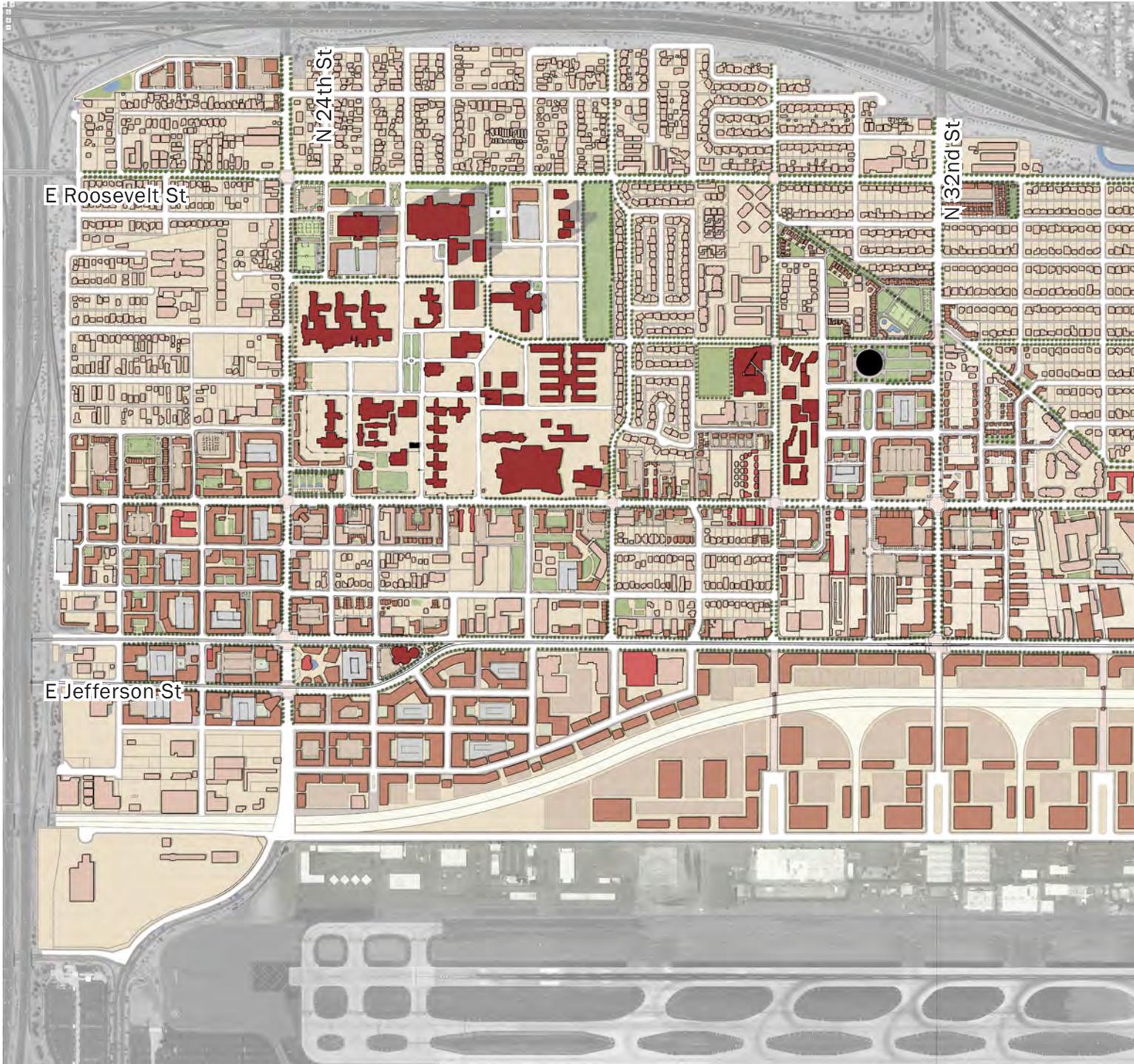


### Multi-Solution Ideas

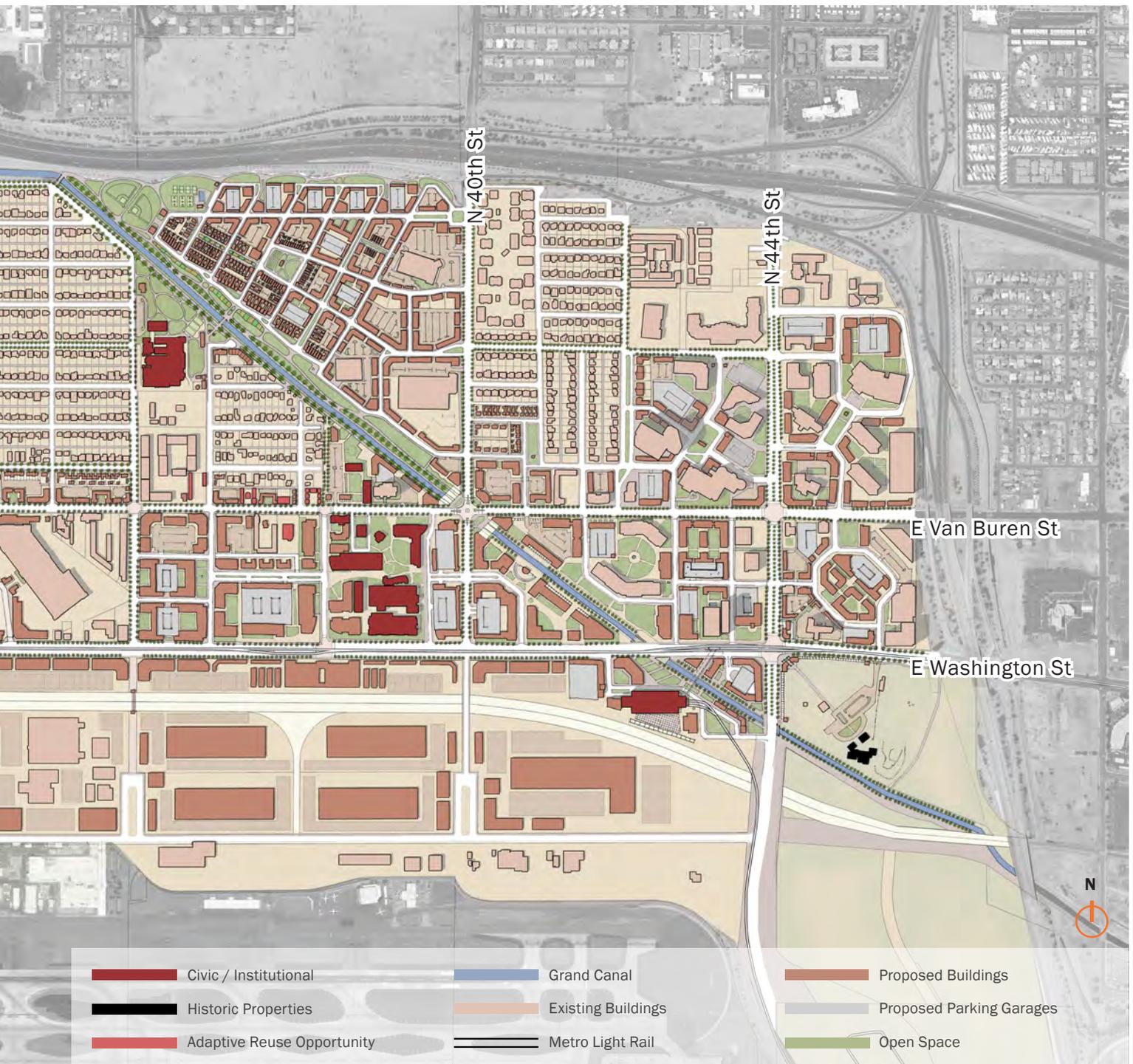
- **Green Streets** encourage people to be active (Health) and use alternatives transportation (Mobility), while improving stormwater management (Green Systems).
- **Urban Circulators** provide access to key destinations (Mobility), such as grocery stores (Health) which make Gateway a more convenient place to visit (Economic Development).
- **Mixed Use Development** (Land Use) enhances walkability (Health; Housing; Mobility) because people can access more stores and services (Economic Development).
- **Mid Rise Housing** adds residential units that decrease costs (Housing), while increasing the number of jobs and customers available for local businesses (Economic Development), and passengers on public transit (Mobility).

# MASTER PLAN | DEVELOPMENT

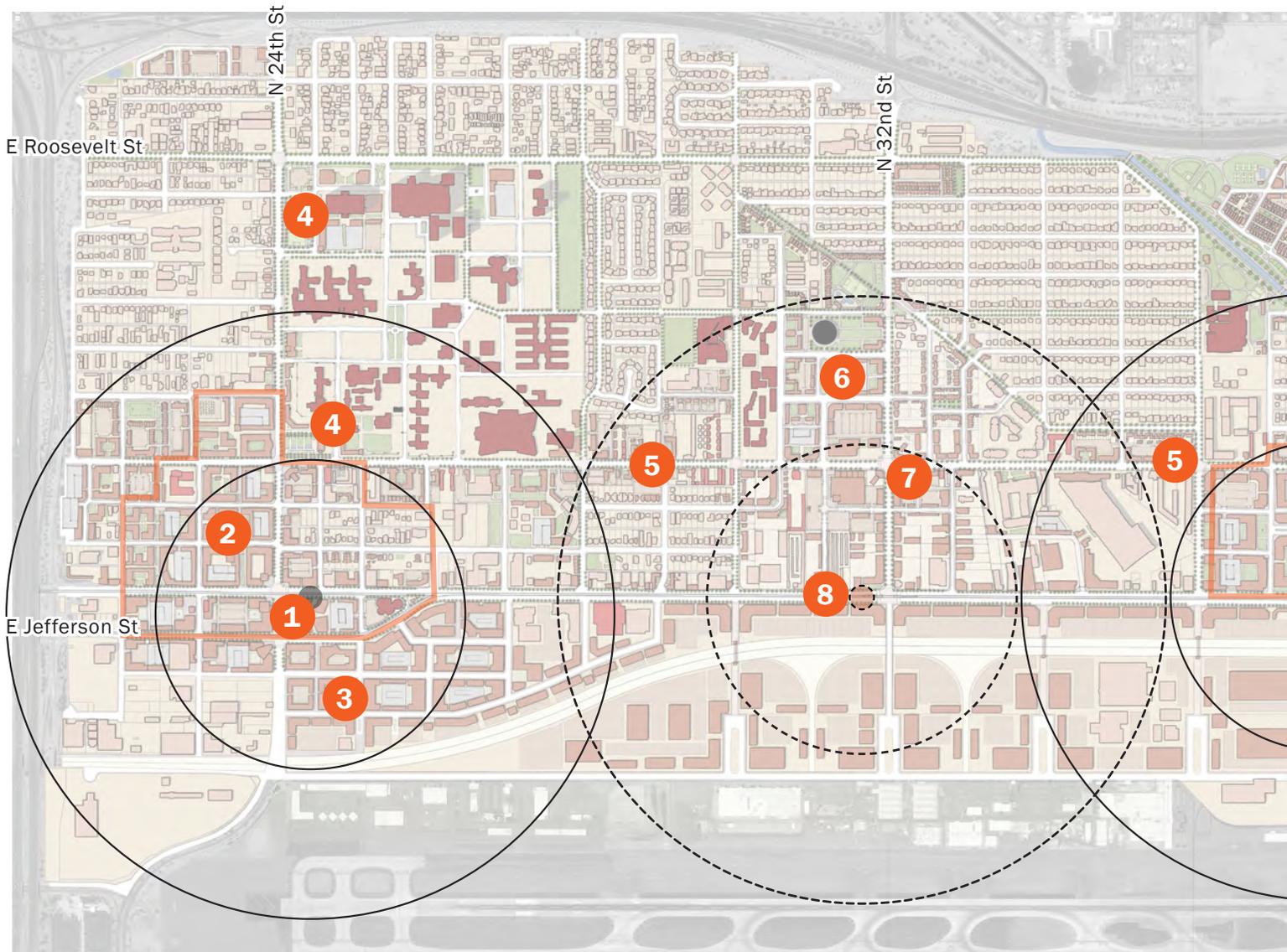
The Master Plan is a long range redevelopment scenario that illustrates the Community Vision. Proposed new development is generally shown on vacant properties, or in locations where growth is likely to occur based on future market trends.



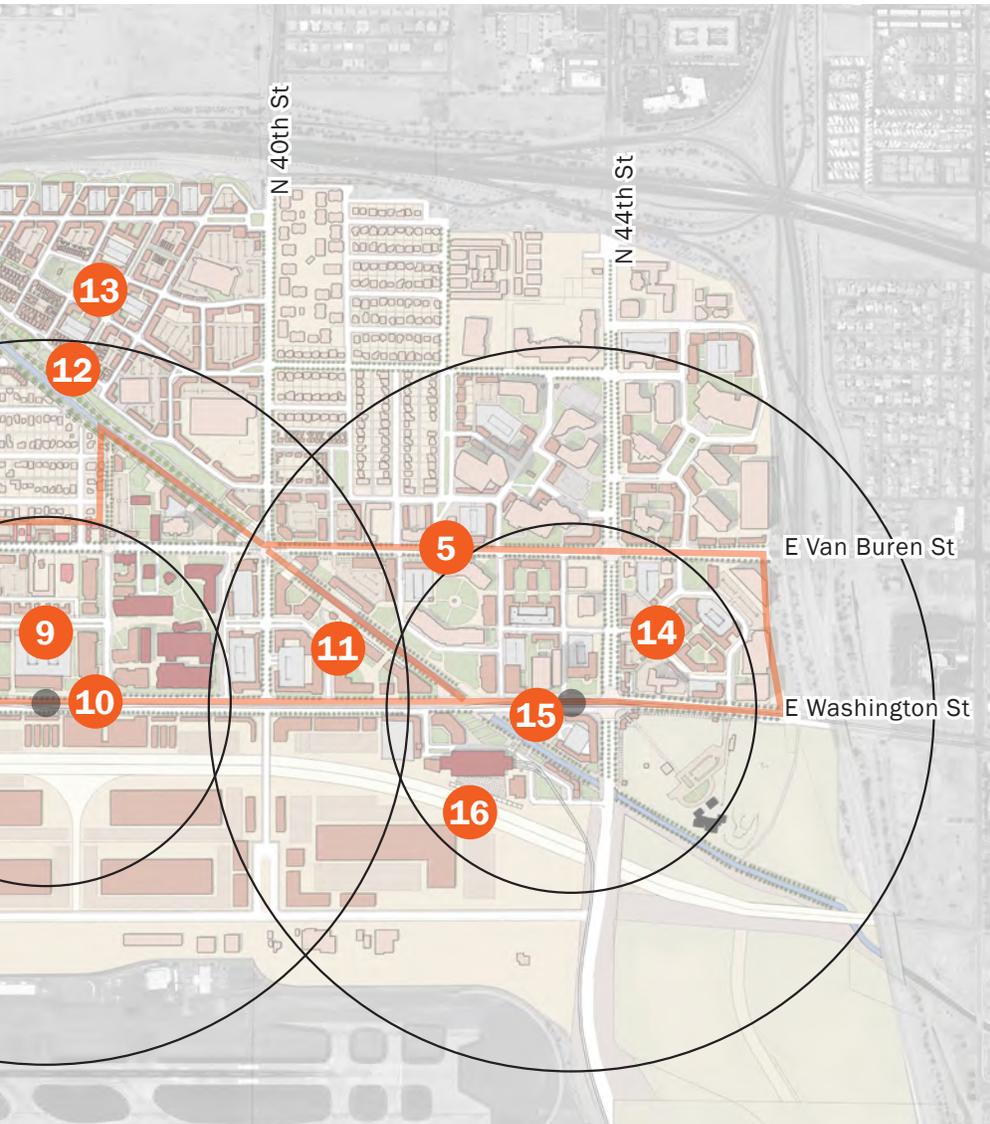
The purpose of the Master Plan is not to show development exactly as it will occur, but to help identify opportunity sites, address areas needing urban “repair”, propose a system of open spaces, illustrate the scale and type of development, and to provide guidance for the Walkable Urban form based code.



# MASTER PLAN | ANNOTATIONS



1. 24th Street LRT stop: The Plan includes a proposed plaza anchored by the former First National Bank of Arizona building and a new mixed-use building and shared parking structure.
2. New mixed-use TOD neighborhood: a new mixed-use neighborhood provides mixed-income housing conveniently located close to transit and jobs.
3. Mixed-use (non-residential): mixed-use commercial development south of Washington provides affordable retail and office space near the airport and downtown.
4. Enhanced edges of the hospital/corrections facilities: The plan proposes a series of improvements along the edge of the facility to better integrate them into the surrounding neighborhoods.
5. Adaptive reuse on Van Buren: Infill and redevelopment opportunities are explored along the length of Van Buren. A new Complete Street is proposed to improve the pedestrian and bicycling environment.
6. Infill neighborhood and park adjacent to Celebrity Theater: A new walkable neighborhood and park are proposed for the vacant properties anchored by the Celebrity Theater.
7. A “Town Center” at 32nd and Van Buren: a town center featuring a community supermarket, drug store and neighborhood-serving retail is proposed for the intersection of 32nd and Van Buren.
8. Proposed future 32nd Street LRT stop: an additional LRT stop is proposed at 32nd street to serve the neighborhoods to the north. This reinforces the concept of 32nd Street as a local “Main Street.”



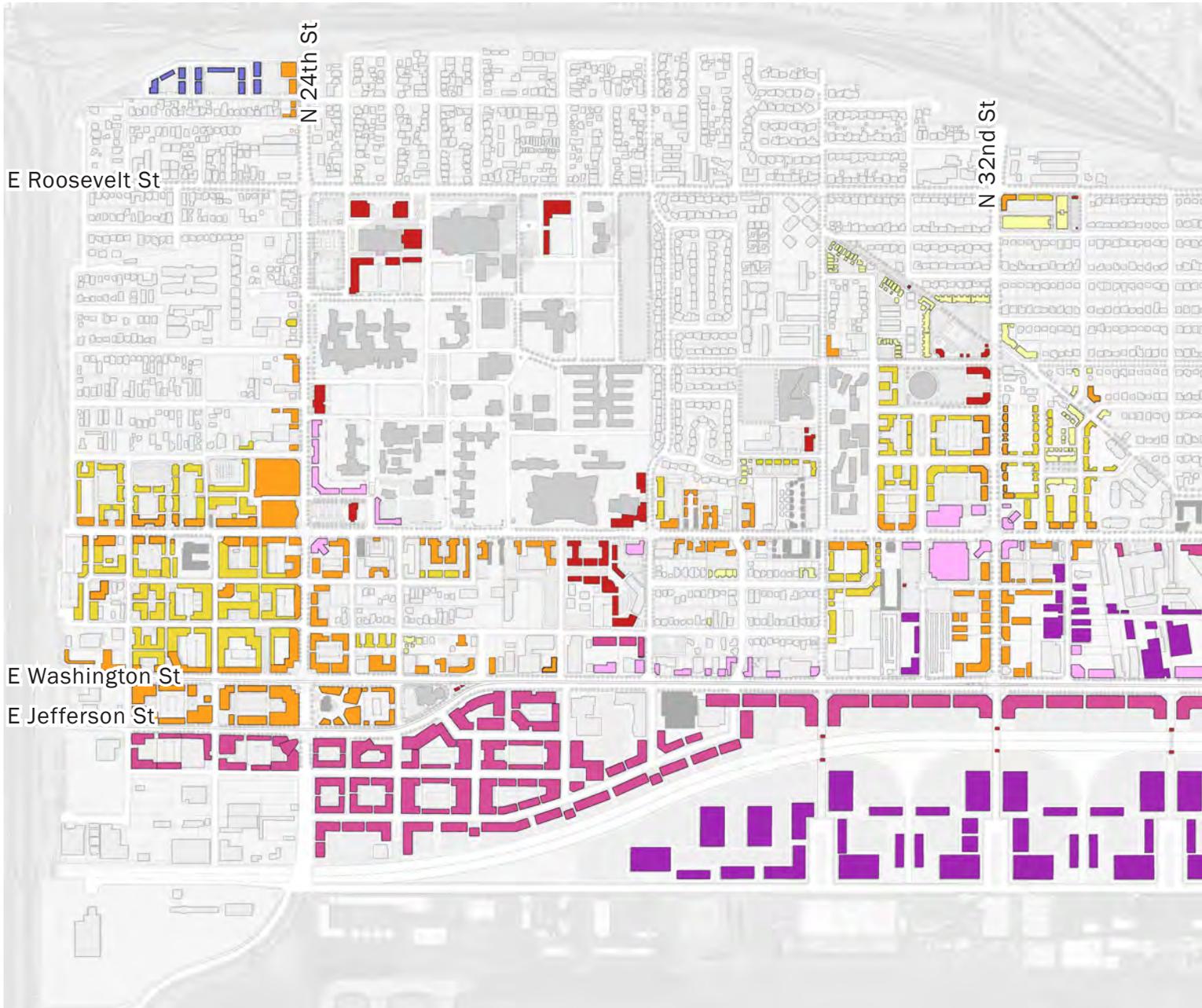
- 5 Min. Walk
- 10 Min. Walk
- Proposed 5 Min. Walk
- Proposed 10 Min. Walk

- Existing TOD Boundary
- Existing LRT Stop
- Proposed LRT Stop



- 9. Infill TOD neighborhood anchored by Park and Ride: a proposed mixed use neighborhood adjacent to Gateway Community College and anchored by a proposed park and ride garage.
- 10. 38th Street LRT stop: Existing LRT stop primarily serving Gateway Community College and surrounding businesses. A redeveloped Park-n-Swap, terminates the vista down 38th Street.
- 11. Proposed college expansion and/or student housing: The triangular site between Gateway Community College and the canal has potential for campus expansion, and/or the development of student housing.
- 12. Grand Canal Trail: The plan includes proposals for additional trails on the north side of the canal, as well as better connectivity to the neighborhoods and schools on each side.
- 13. Infill Neighborhood: A new neighborhood with a central plaza and park are proposed for the triangular site south of the 202. The area has been proposed to be called the Balsz Triangle. 44th Street LRT Stop: The existing LRT stop, which is connected to the airport via the Sky Train. The area is a prime location for hotels and office development that relies on airport proximity.
- 14. Business Park Repair: The plan proposes the incremental urbanization of the suburban office and hotel park in the Gateway Center area by integrating urban housing on underutilized land.
- 15. Sky Train & Future Regional Rail Station: The Sky Train also serves as a commuter rail station. Along with the LRT stop, Grand Canal Trail and bus service, the area becomes a major transportation hub.
- 16. Proposed Rail Relocation: The plan examines the opportunities for relocating the heavy rail north in order to facilitate the airports expanded service areas.

# MASTER PLAN | INFILL AND LAND USE



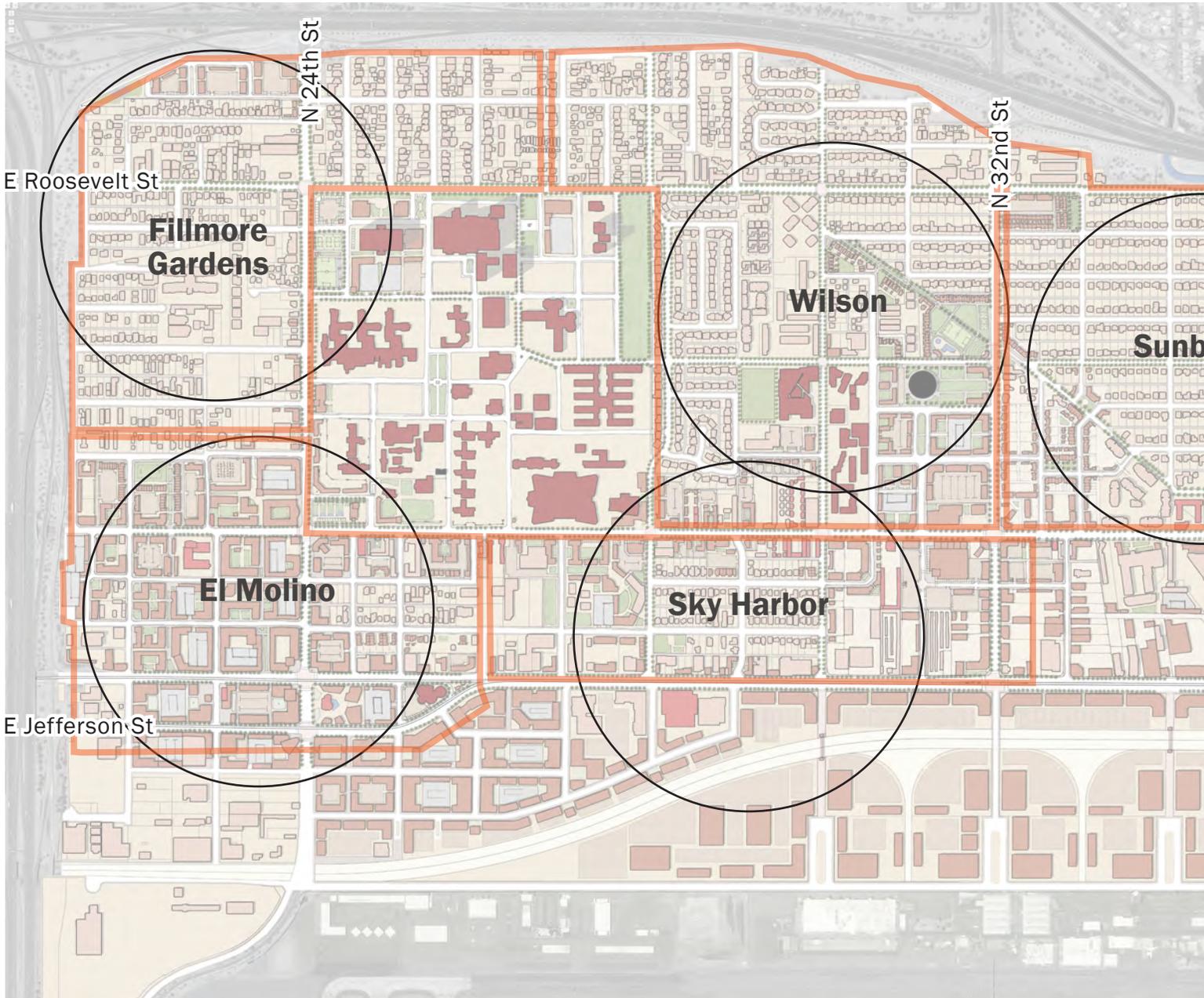
This is an illustrative diagram only; it shows an example of building use distribution. However, the WU Zoning Code will not prescribe specific uses but allow a more flexible mix based on market conditions.



- |   |   |  |
|---|---|--|
|  Industrial |  Lodging         |  Single-Family Res. |
|  Civic      |  Retail          |  Multi-Family Res.  |
|  Offices    |  Mixed-Use Comm. |  Mixed-Use Res.     |

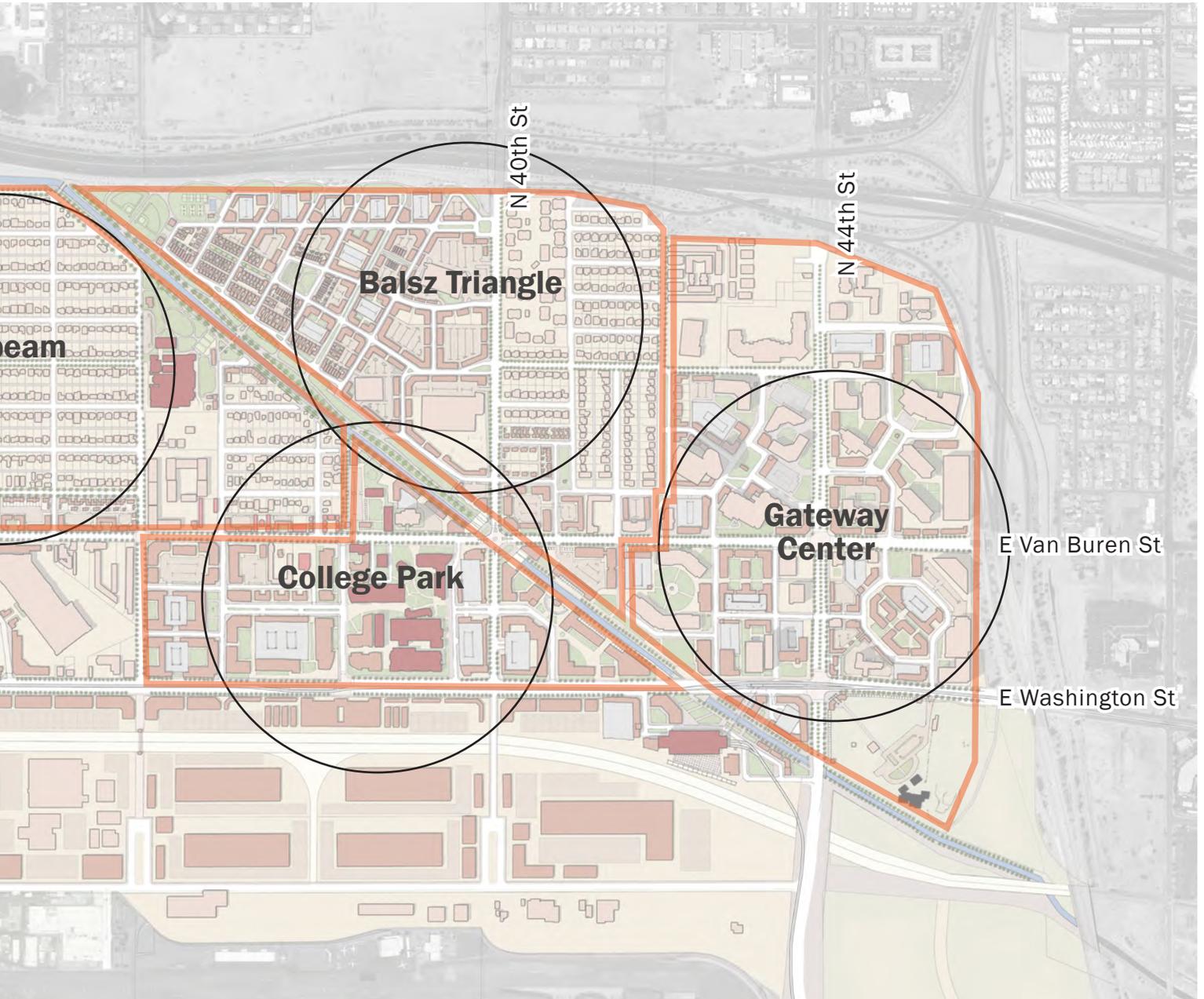


# MASTER PLAN | NEIGHBORHOODS



The Gateway study area includes various existing neighborhoods, some of which have strong identities, and others that are more loosely defined. For purposes of strengthening the existing neighborhood structure, and as a way to foster the identity of proposed new transit-oriented neighborhoods, the plan proposes to better define the neighborhood units.

The proposed boundaries are based on existing physical edges (usually major thoroughfares) and on the 1/4 mile radius pedestrian shed that is commonly used to establish the ideal neighborhood unit size. Some of the neighborhood names shown are established names, while others are newly proposed and generally based on some historical context or existing feature.



5 Min. Walk

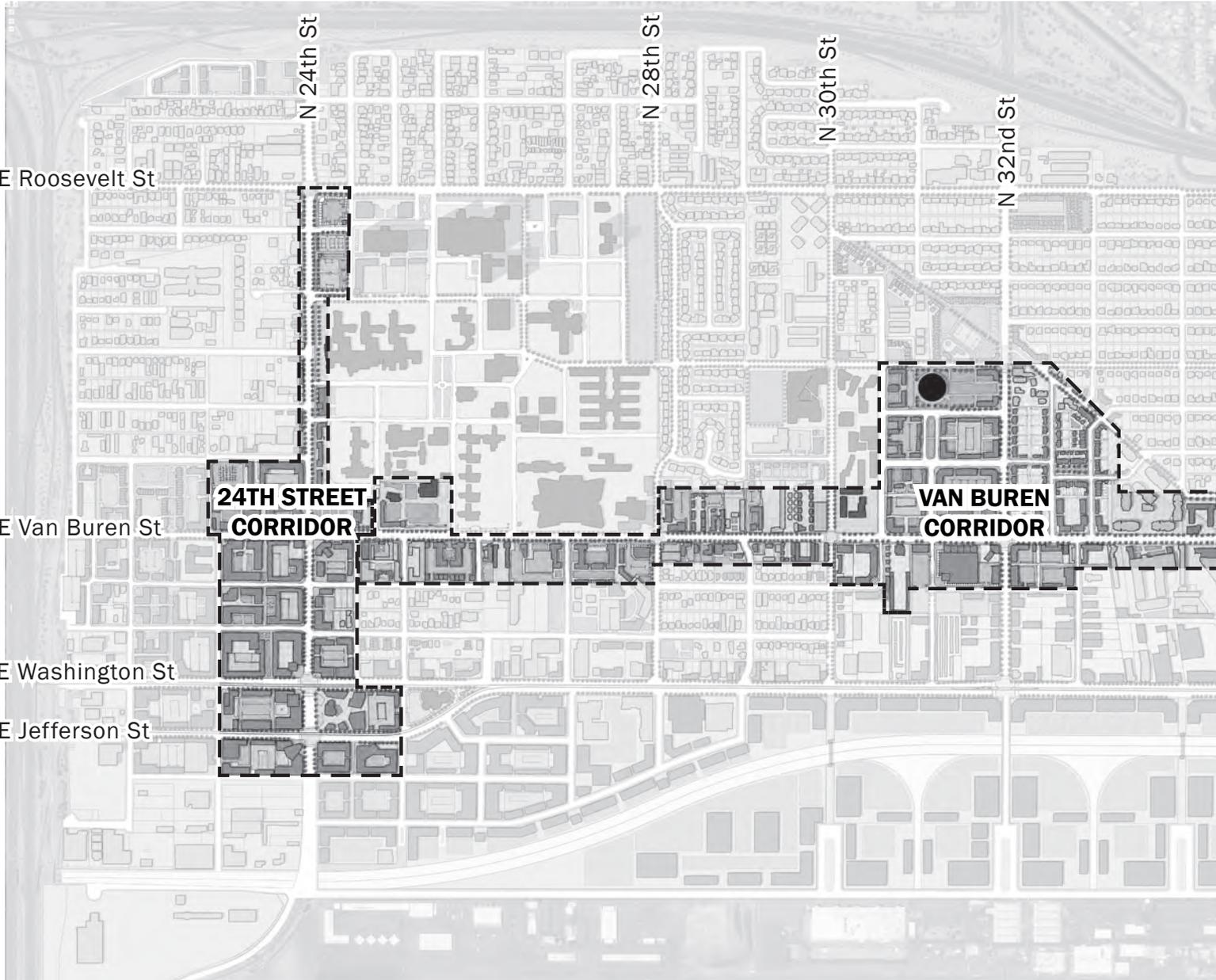


Proposed Community/  
Neighborhood Boundaries

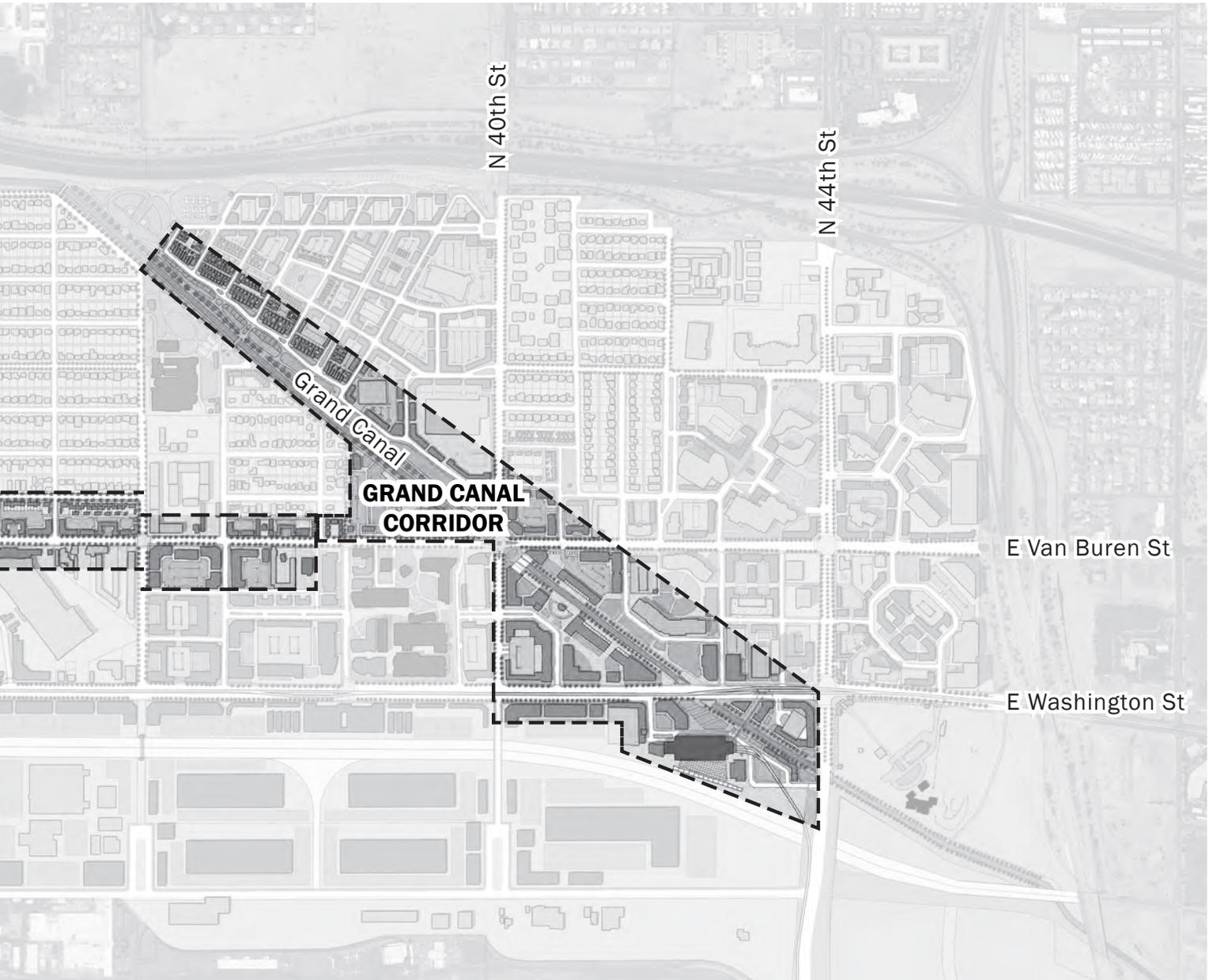
N



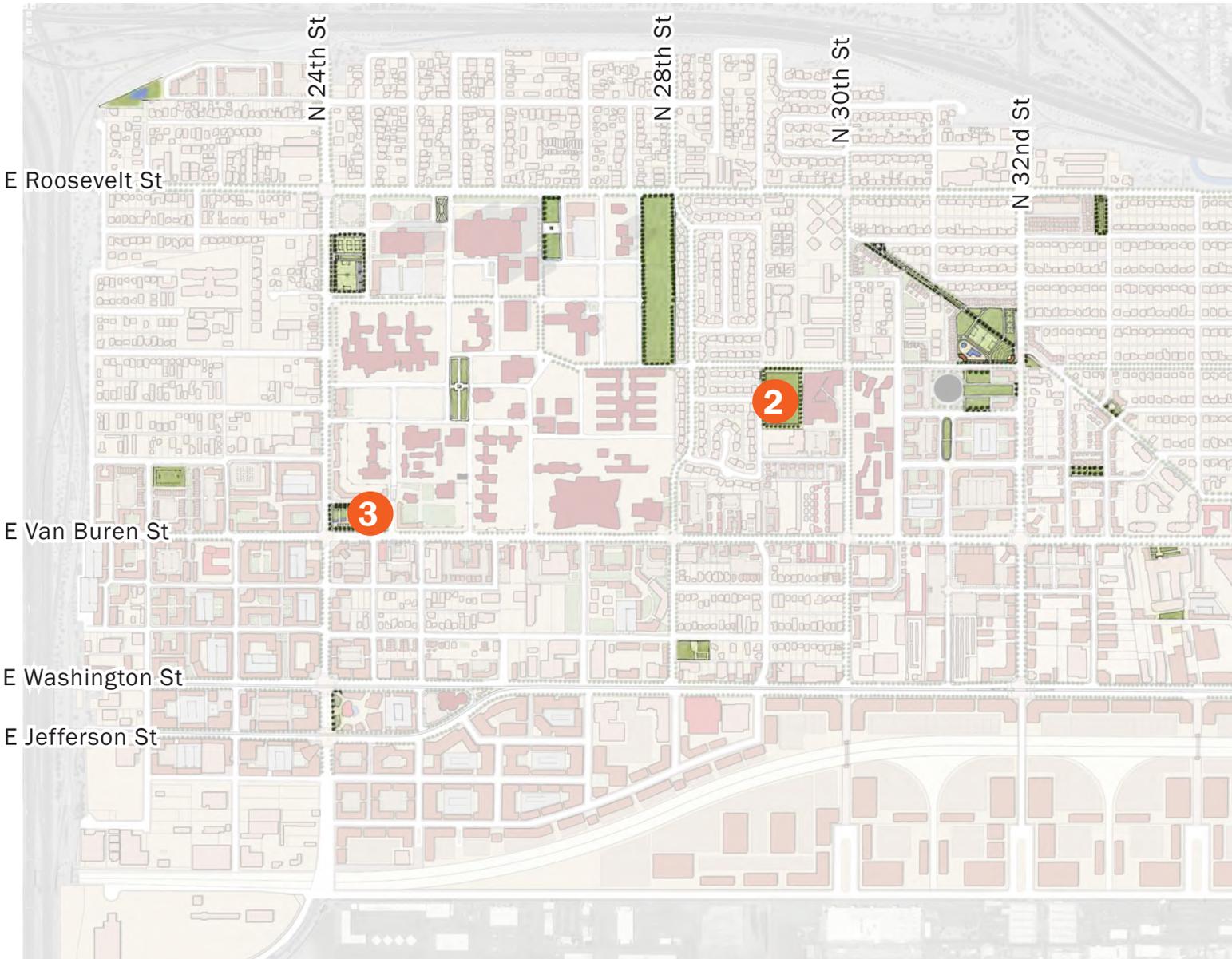
# MASTER PLAN | PRIORITY DEVELOPMENT AREAS



Priority Development Areas are targeted for additional real estate development, housing, and business investment. They take advantage of key assets, such as light rail stations, the Grand Canal, Gateway Community College, Sky Train, Celebrity Theatre, and the iconic vintage character of Van Buren Street with its large vacant opportunity sites. These areas also had the most community support for redevelopment and need for focused investment.

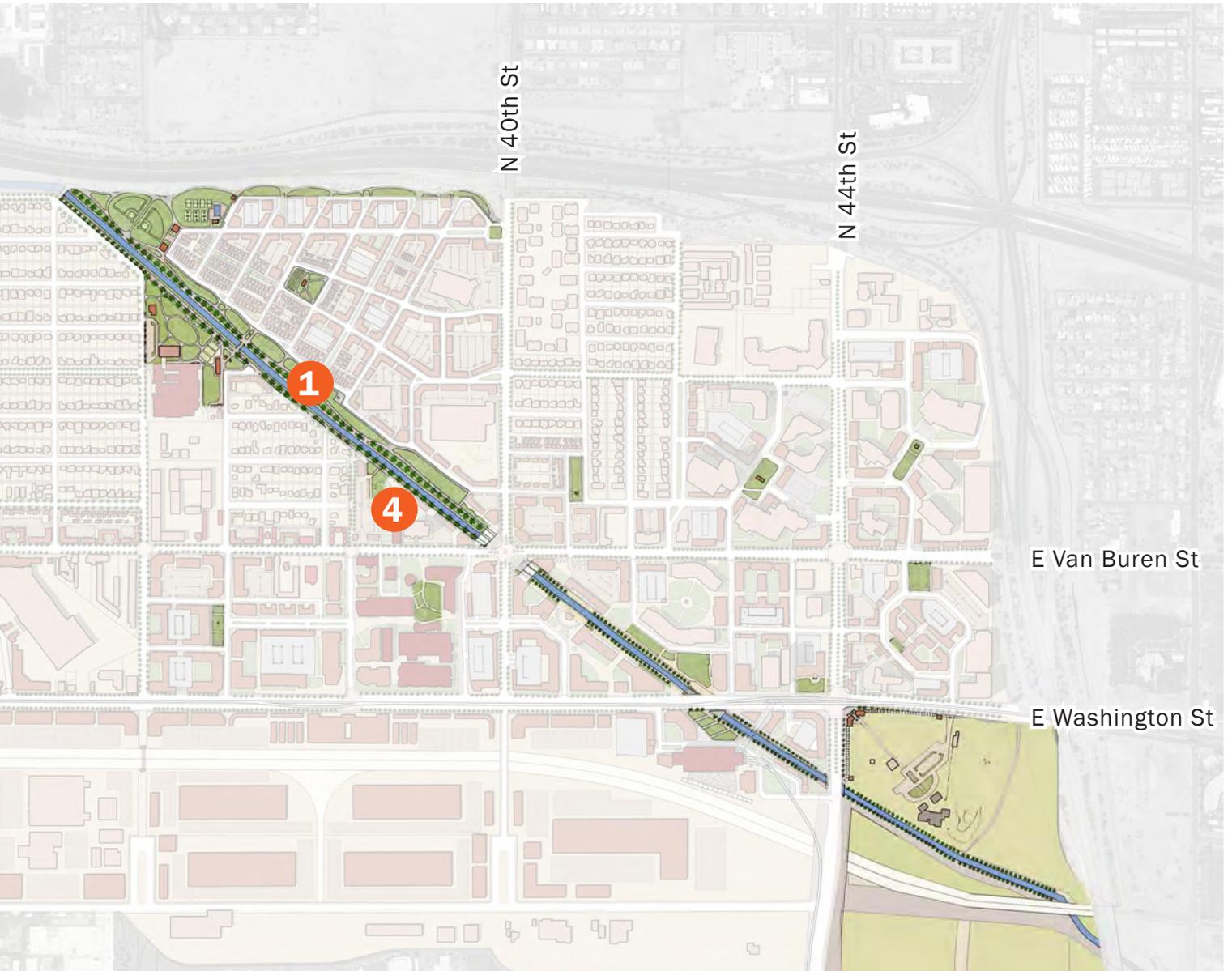


# MASTER PLAN | OPEN SPACE



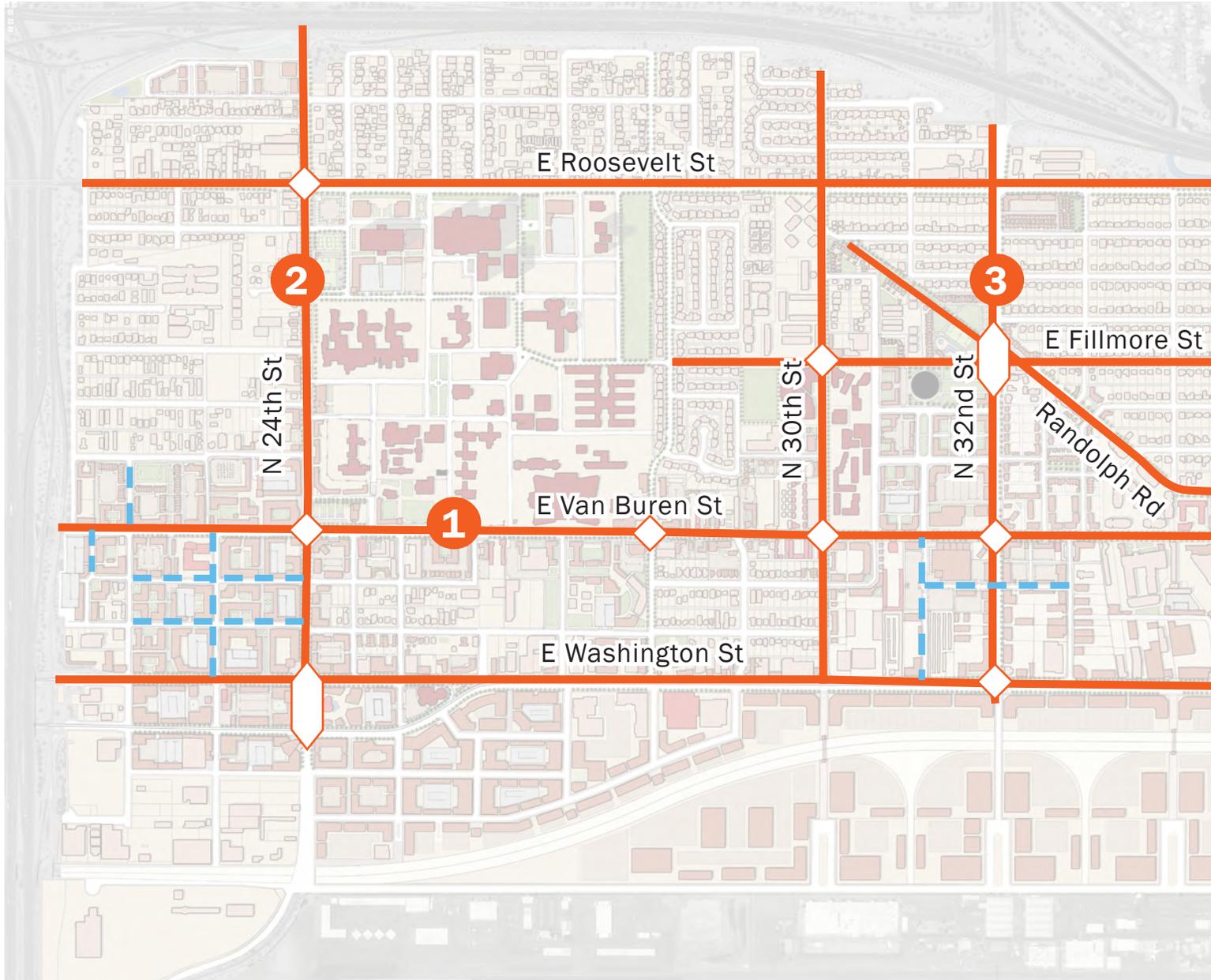
## OPEN SPACE PRIORITIES

- 1 GRAND CANAL
- 2 WILSON SCHOOL
- 3 AZ STATE HOSPITAL
- 4 MOUNTAIN PARK HEALTH CENTER



The Open Space Plan identifies strategic sites to for publicly-accessible green space. The proposed locations take advantage of existing assets, vacant lots, and surface parking. They are also located to maximize existing and future resident access, and provide district stormwater management facilities.

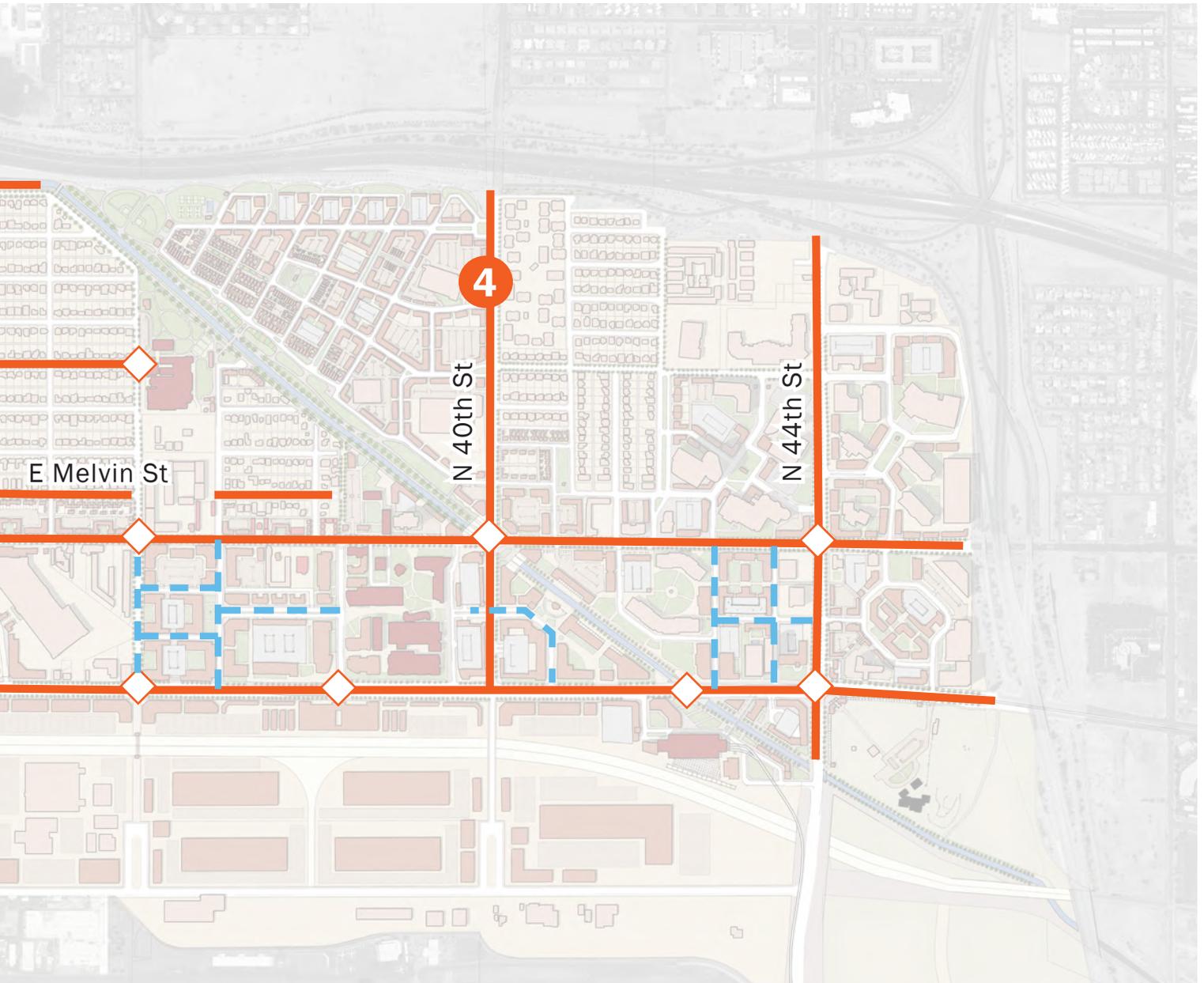
# MASTER PLAN | COMPLETE STREETS



The Complete Streets plan indicates streets and intersections that are prioritized for improvement based on community input, data analysis, and field observations. New conceptual designs for these streets have been included in the Appendix to help improve walking and bicycling conditions. These can be used as replicable tools for street and intersection retrofits in a variety of contexts and to inform new Complete Street design standards.

## COMPLETE STREET PRIORITIES

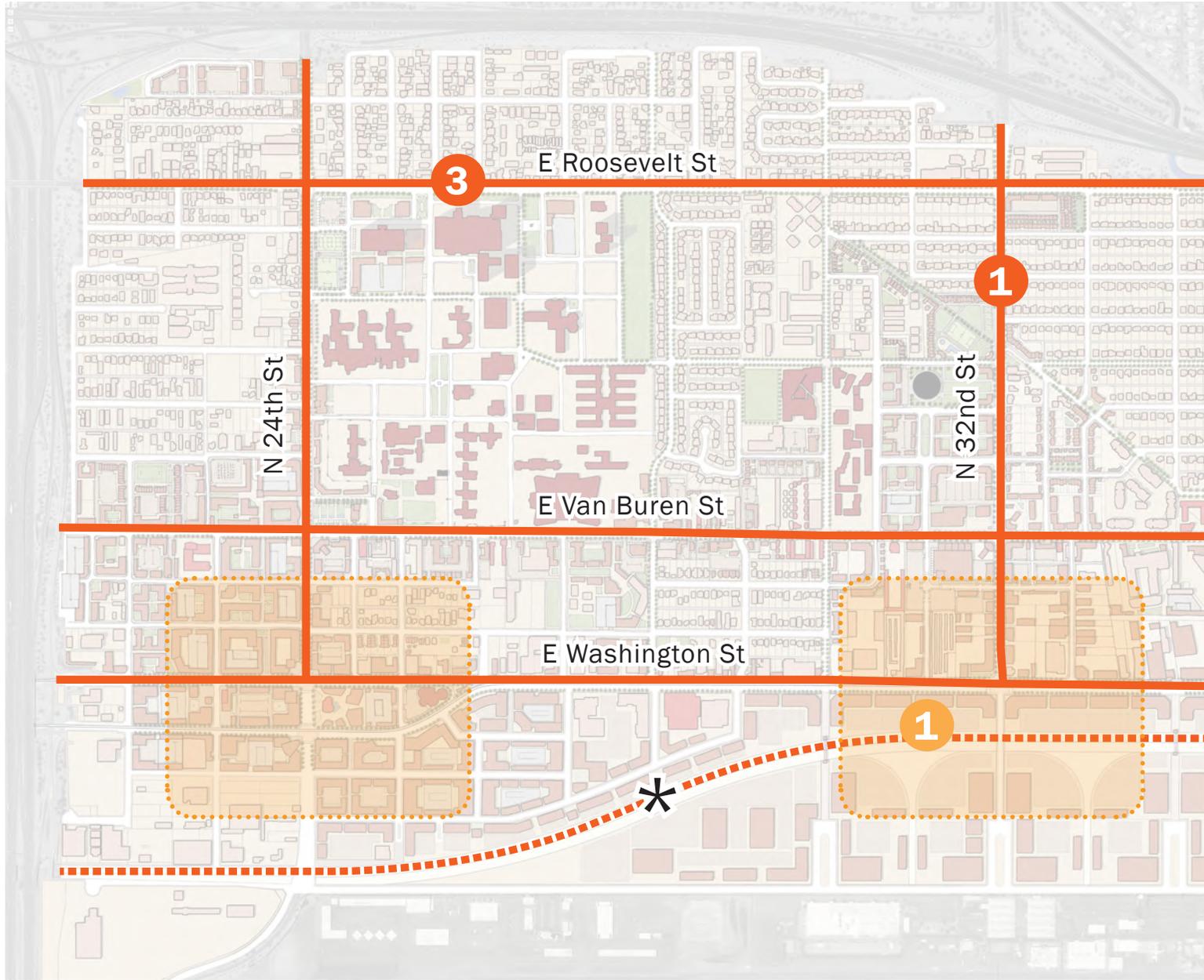
- 1 VAN BUREN STREET**
- 2 24TH STREET**
- 3 32ND STREET**
- 4 40TH STREET**



- Existing Street Retrofit
- New Street
- Proposed High Capacity Rail
- Intersection Improvements



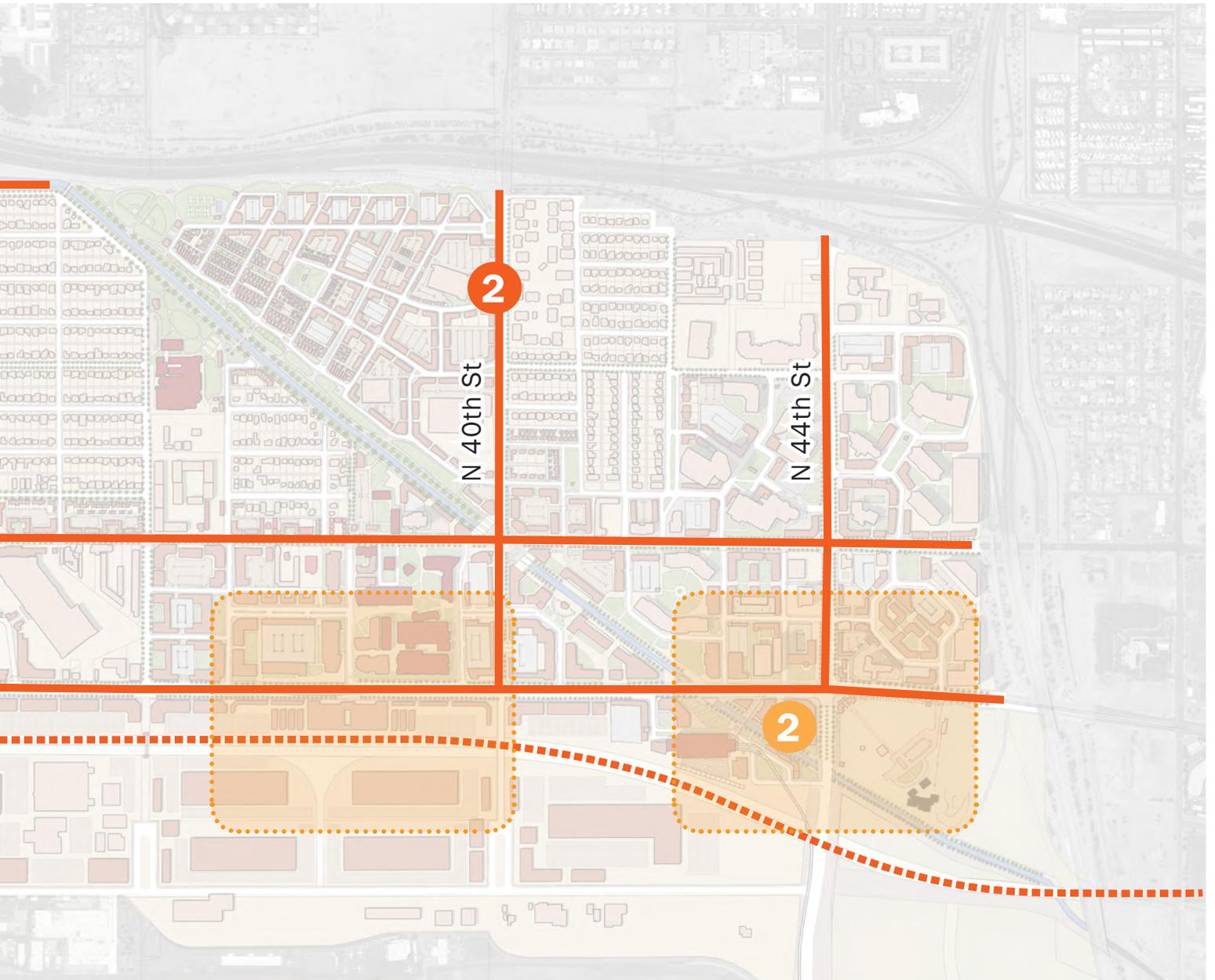
# MASTER PLAN | PUBLIC TRANSIT



The Public Transit plan indicates routes that are prioritized for new services, increased frequency, and transit-stop improvements based on community input, data analysis, and field observations.

## TRANSIT MOBILITY HUB PRIORITIES

- 1** 32ND STREET & WASHINGTON STREET
- 2** 44TH STREET & WASHINGTON STREET



## TRANSIT ROUTE PRIORITIES



- 1 32ND STREET**
- 2 40TH STREET**
- 3 ROOSEVELT STREET**



Location and alignment of the proposed inter-city passenger rail is under study by ADOT. An alternative alignment is provided in the Appendix.

Existing and Proposed Transit Routes

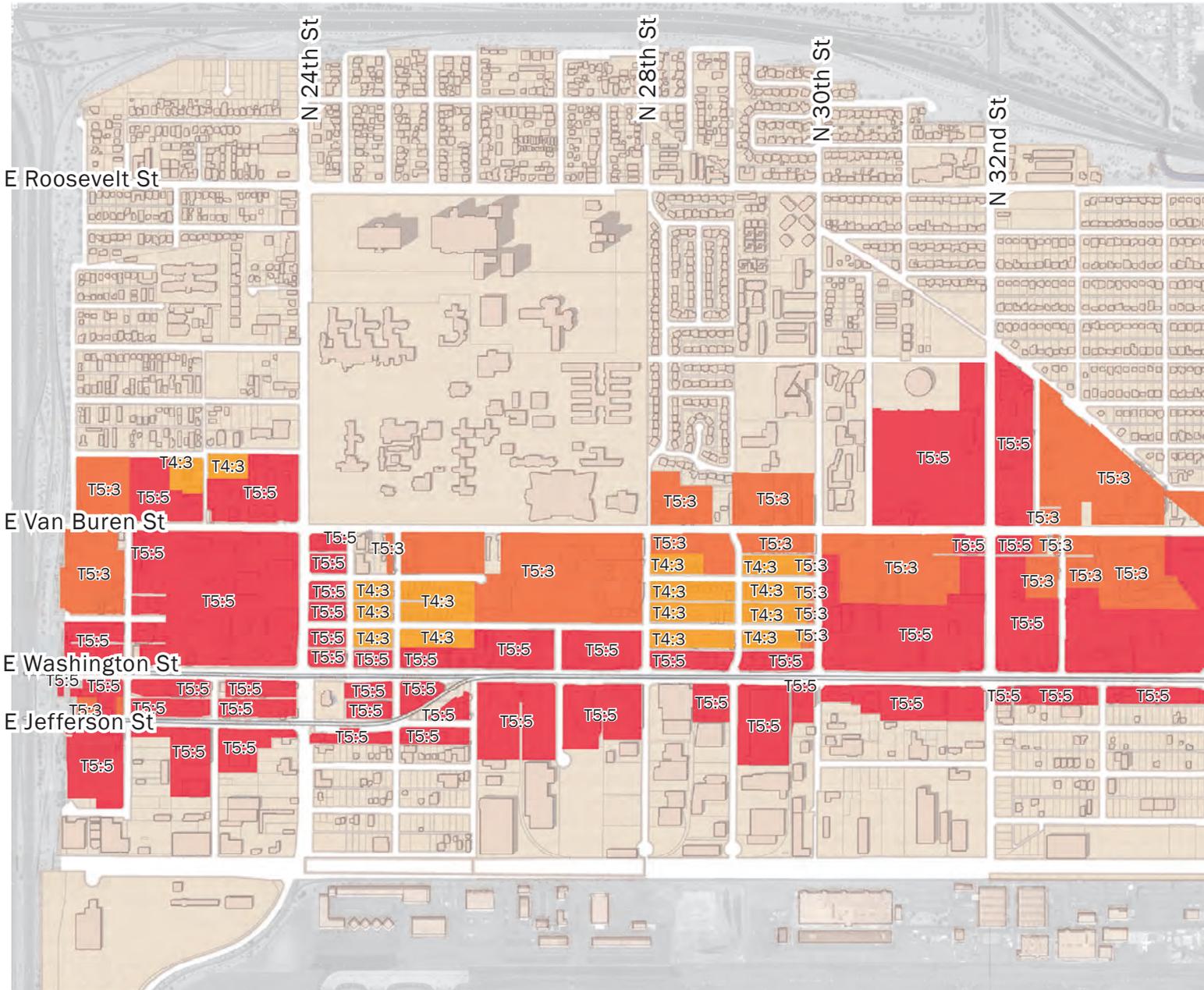
Transit Mobility Hub\*

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

N

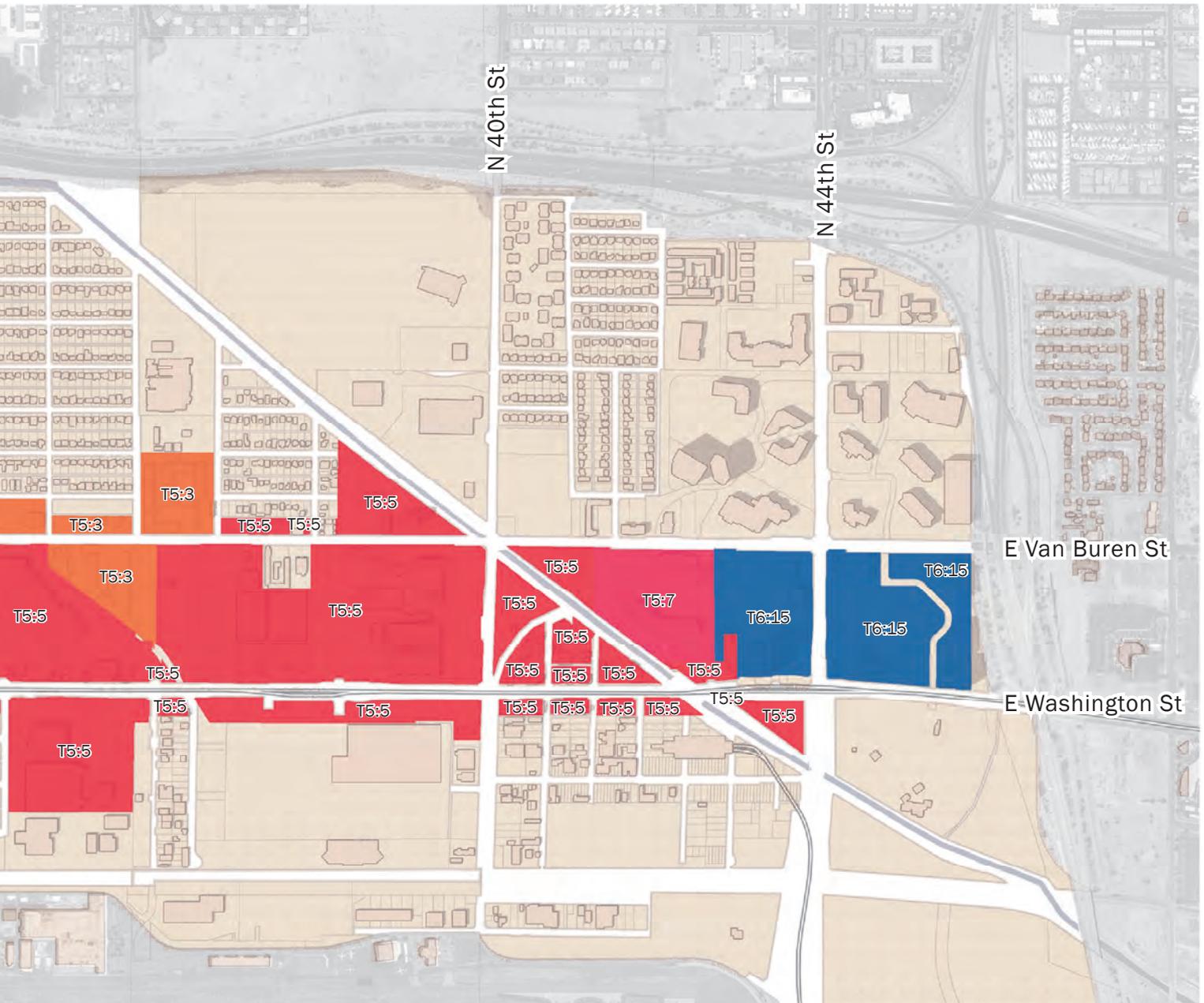


# MASTER PLAN | WALKABLE URBAN CODE



The Walkable Urban Code plan guides rezoning to the new WU Code. The plan identifies the rezoning locations and intensity level Transect sub-districts that are consistent with the Vision and Master Plan. The Van Buren corridor was included to connect the two existing Interim TOD Overlay Zones, as Van Buren was a top priority by the community to improve with walkable, mixed use development and to discourage outdoor storage and auto dealerships. The Washington corridor was also added to the rezoning area to improve the appearance of the highly visible surrounding land uses and to encourage a more pedestrian-friendly environment with shade and building frontages with windows and entrances.

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



**ReinventPHX Conceptual Zoning Plan**

- T4:3
- T5:3
- T5:5
- T5:7
- T6:15



24th St.

# 24TH STREET CORRIDOR



A man with a goatee, wearing a light blue checkered shirt, a brown tie, and a brown messenger bag, stands on a sidewalk. He is holding a dark chalkboard sign with white chalk that reads "Reinvent 4th Street". He is also wearing a green lanyard with white text that says "Arizona State Hospital - Since 1887". The background shows a street with traffic lights, cars, and buildings under a cloudy sky. An orange horizontal bar is at the top of the page.

Reinvent  
4<sup>th</sup> Street

Steering Committee Member, Ryan Hoffmeyer,  
waits at the 24th Street Light Rail Station.



# COMMUNITY VISION

## 24th Street Corridor | Light Rail Station Area

### Overview

In 2040, mixed-use buildings are clustered in the area around the 24th Street light rail station. Small businesses cater to local residents as well as riders of the light rail. The area is walkable and bikeable, and street-level activity creates a feeling of energy.

### Theme: Amenities for Daily Life

In 2040, residents live and work in a mixed-use neighborhood of four and five-story buildings [W1; 18/28 4-5 Stories//VPS] that offer convenient amenities [7/10 50 percent Commercial//VPS]. People can take care of most of their daily needs close to home, and local business owners profit from loyal customers that live nearby. An attractive plaza has replaced the asphalt parking lot between the light rail stations, allowing passengers to relax on shaded benches and sip aquas frescas from a push cart vendor while waiting for the train [W1; 14/27 Square//VPS].

### Theme: Health and Wellness

In 2040, employees of surrounding offices walk to the plaza to relax, eat lunch, and watch Duffy high school students play on skateboards [W1]. Bicyclists bike to the Grand Canal, and use it as a corridor to other Phoenix locations [W1]. Many residents frequent the corner store that has been added to a produce warehouse for fresh fruits, vegetables, and some specialty health food items [F2].

### Theme: Cultural Diversity

In 2040, a diverse mix of residents live in the area [W1]. While many people live in apartment buildings, there are also live-work dwellings, artist studios, and lofts [F2; 18/28 4-5 Stories//VPS]. Some of the old warehouses on the north side of Washington Street have been converted to housing, mainly for professional who commute by light rail to work downtown [FM].



### Theme: Shade while Conserving Water

In 2040, landscaping conserves water, as vegetation is a blend of native and non-native plants [W1; 15/23 Hybrid//VPS]. The effect is a water-conscious landscape that provides sufficient shade so people can endure high summer temperatures. The area's vegetation is beautiful, and residents gather in the green spaces.

### Theme: Unique and Local Businesses

In 2040, housing in the area supports a diverse population, providing a customer base for a rich diversity of local businesses [W1]. Many restaurants, specialty shops, and cafes are locally owned [W1; F2]. Retailers are generally small-scale and family-run establishments, and many residents work in the District. These businesses provide jobs, fresh food, and everyday necessities while drawing visitors from around the city.

### Theme: Safe and Connected

In 2040, it is easy to get from one place to another. Streets are safe for walking, biking, and riding transit [W1; 12/37 Mixed Use Blvd//VPS; 13/37 Green Blvd//VPS; 11/ 39 Transit Ave//VPS; 15/29 Mixed Use Ave//VPS; 13/32 Mixed Use St//VPS; 12/32 Calmed St//VPS]. People walk to the light rail on wide sidewalks, or ride their bikes to the station in safe bike lanes. Several bus routes take passengers to the northern parts of the District via 24th Street [W1]. Calm, accessible streets now characterize the area.





# MASTER PLAN

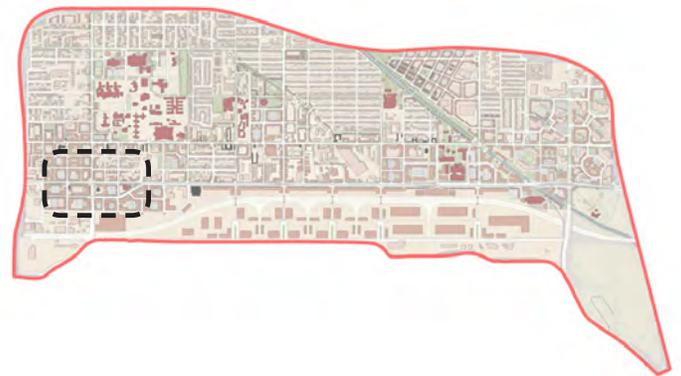
## 24th Street Corridor | Light Rail Station Area

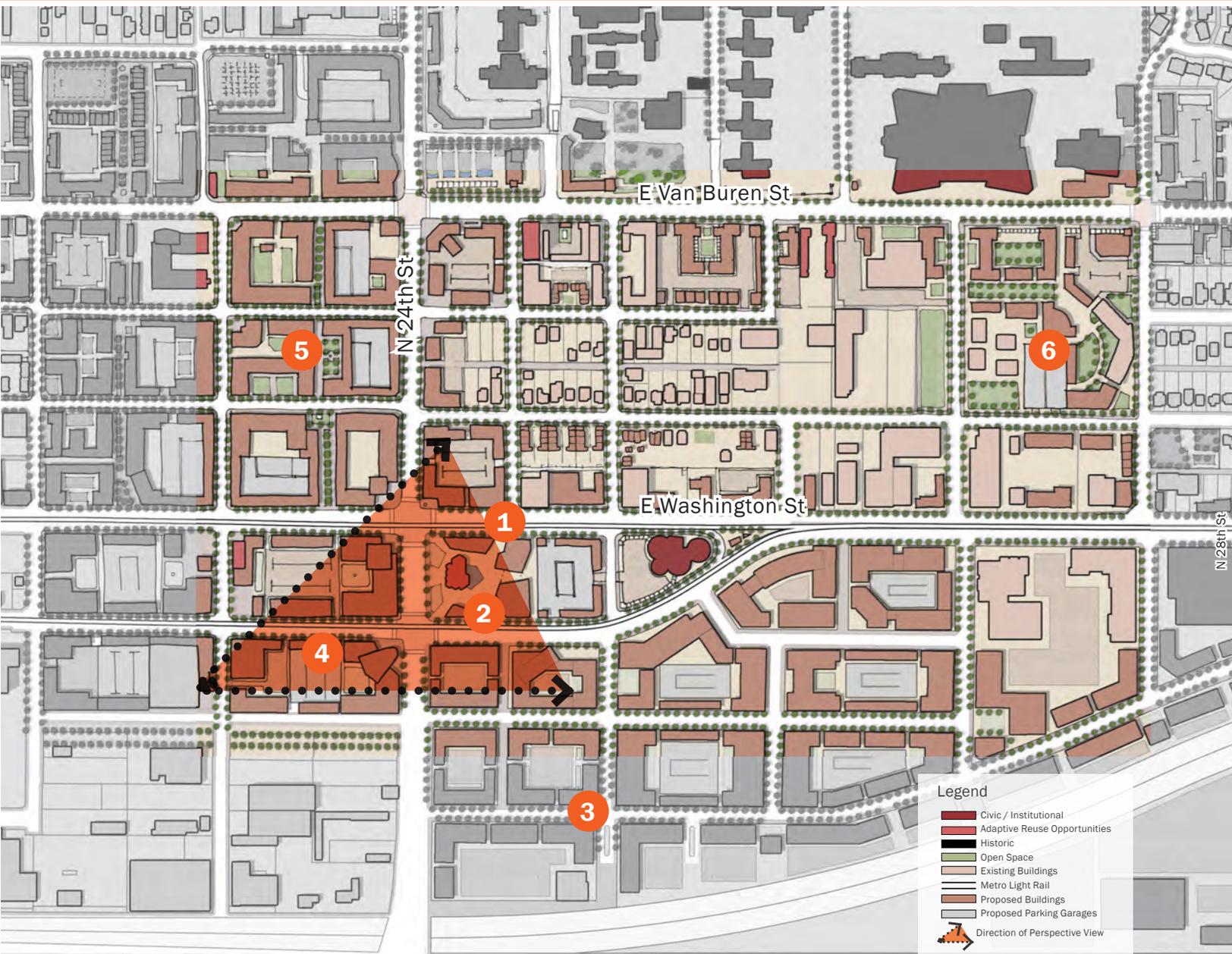
The 24th Street Light Rail Station area presents many opportunities and challenges related to the proliferation of large blocks. It also has the benefit of being the closest TOD in the Gateway area to Downtown, and has many underdeveloped properties that have the potential to be prime development sites.

### Main Design Elements

**TOD mixed-use neighborhood:** The underdeveloped properties located within the existing TOD overlay boundaries have the potential to become a vibrant urban neighborhood that are “close to everything.”

**Break up the super blocks:** Smaller blocks sizes are essential to creating a comfortable and well-connected walking environment. The plan proposes to break up these larger blocks by introducing new streets and pedestrian passages (paseos) to create smaller blocks and a greater amount of street frontage for development.





## Annotated Master Plan

### Legend

1. 24th Street LRT Stop - Westbound
2. 24th Street LRT Stop - Eastbound
3. Proposed alternative location of Park n' Swap
4. Mixed-use office/commercial south of Washington
5. Proposed mixed-use TOD neighborhood north of Washington
6. Salvation Army campus



2040 Vision

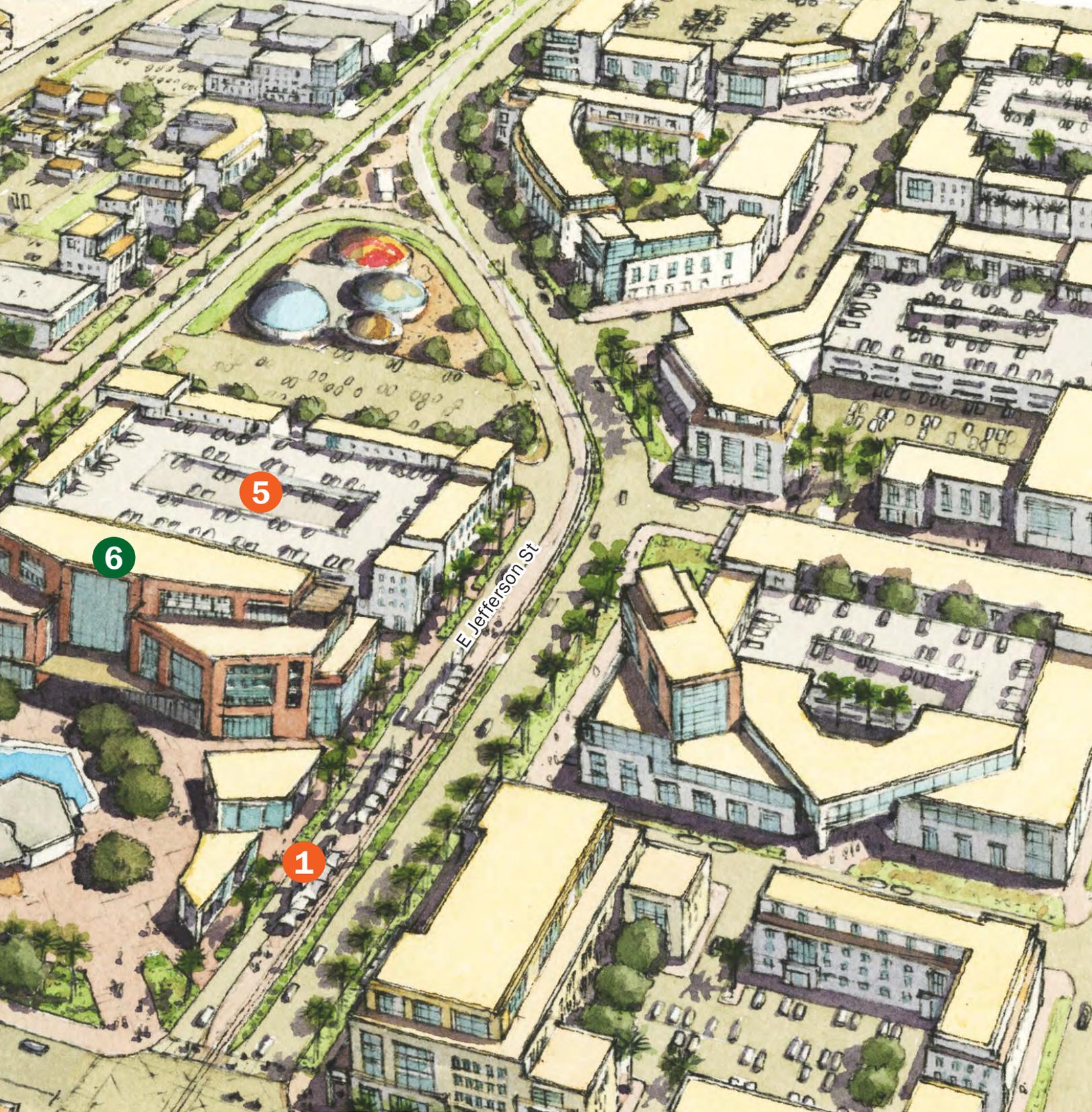
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### A Vibrant Walkable Neighborhood

Currently, the area surrounding the 24th Street light rail stop has very low density and is primarily non-residential, making it a prime location for redevelopment.

The proposed vision shows the existing former First National Bank of Arizona building as the centerpiece of a new transit plaza which is surrounded by one-story transit-serving commercial spaces with a multi-story mixed use building as the backdrop. New buildings are generally multi-story with a mixture of uses which includes residential north of Washington Street.

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



**1** Existing **Light Rail Stations**

**2** A **Green Civic Space** plaza connects the two light-rail stations and provides stormwater infiltration.

**3** **Adaptive Reuse Development** activates the former First National Bank of Arizona building

**4** **Mixed Income Housing** conveniently located for Downtown employees.

**5** A **District Parking** garage “unlocks” the current asphalt surface parking, enabling the development of a plaza

**6** A New **Mixed Use Building** frames the station plaza.



Community Workshop participants identify positive changes to Gateway

# COMMUNITY VISION

## 24th Street Corridor | State Hospital Area

### Overview

In 2040, 24th Street and Van Buren is a lively intersection and a major bicycle thoroughway. The Arizona State Hospital corner has been transformed into a lively community center with a branch library, police sub-station, plaza and healthcare services.

### Theme: An Authentic Place

In 2040, local residents enjoy a strong sense of place [F1], with family-owned markets and stores providing the majority of services [F1; F2]. People frequent these small businesses and eat at convenient local restaurants and bistros [F2; FM]. Patios open onto the sidewalk, where diners can watch people walk past [F2]. There is a pharmacy at 24th and Van Buren Street [FM], and creative artists and entrepreneurs have rehabilitated old motels [F2; FM; SE]. Honoring Van Buren Street’s iconic history as Phoenix’s

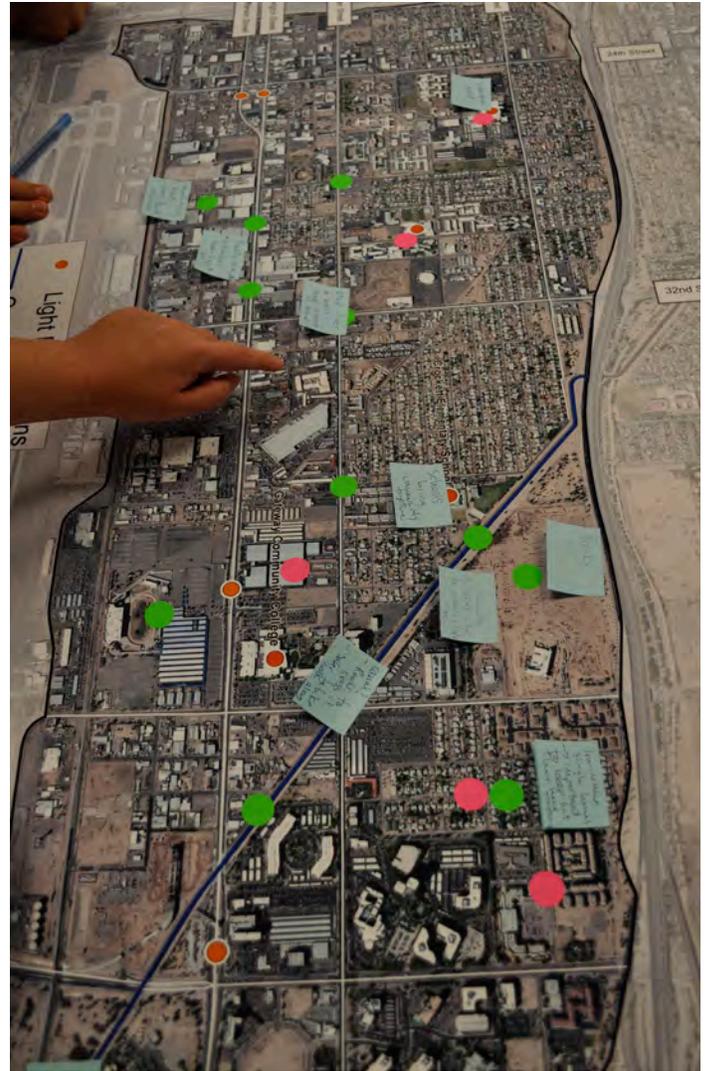
main street, neon lights dot the area [SF2]. There is a new branch library [F2] and community center [FM], and art galleries attract people from across Phoenix [F1].

### Theme: Diverse Options for Diverse Residents

In 2040, the area hosts an artists’ community and student apartments. There is also affordable housing for seniors and people with disabilities [F1; FM]. Residences blend into the area’s mixed-use character with apartments above first floor businesses [W1]. Many residents have lived in the area for decades, even as property values have increased [F1].

### Theme: Work, Live, Learn, and Play in Place

In 2040, 24th and Van Buren Street is home to a balanced mix of commercial and residential uses. There is more housing, because it a desirable place to live for people who work downtown [W1; 4/9 balanced mix//VPS; 5/9 50 percent residential//



VPS]. The skyline includes four and five-story buildings [14/24//VPS]. At the street level, people congregate in the new neighborhood parks and squares [F2; 13/34 park//VPS; 14/34 square//VPS], which are visible, well lit, and suited to diverse recreational activities [W1; F2]. A library provides access to information and technology [FM], and a multi-generational center is a focal point where residents of all ages come together to celebrate their community [F1].

**Theme: Healthy Eating + Active Living**

In 2040, children in Gateway play and have fun in nearby parks and feel safe walking or biking to school [F2]. Graffiti has been removed from buildings, creating a positive and healthy environment [SE]. Pedestrian and bicycle routes promote more active lifestyles, local pharmacies provide access to medicine, and the corner grocery store ensures access to fresh foods that contribute to balanced diets [F1; F2].





# MASTER PLAN

## 24th Street Corridor | State Hospital Area

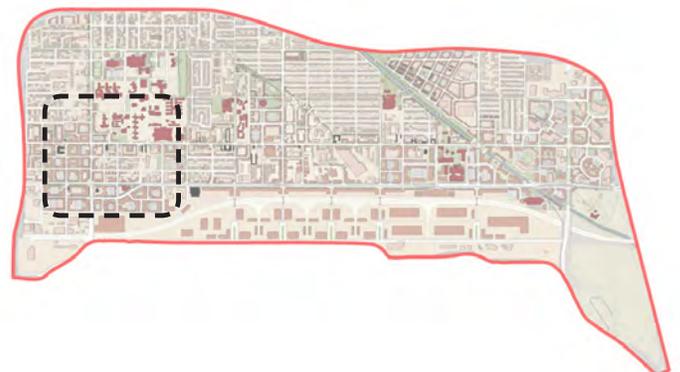
### Design Overview

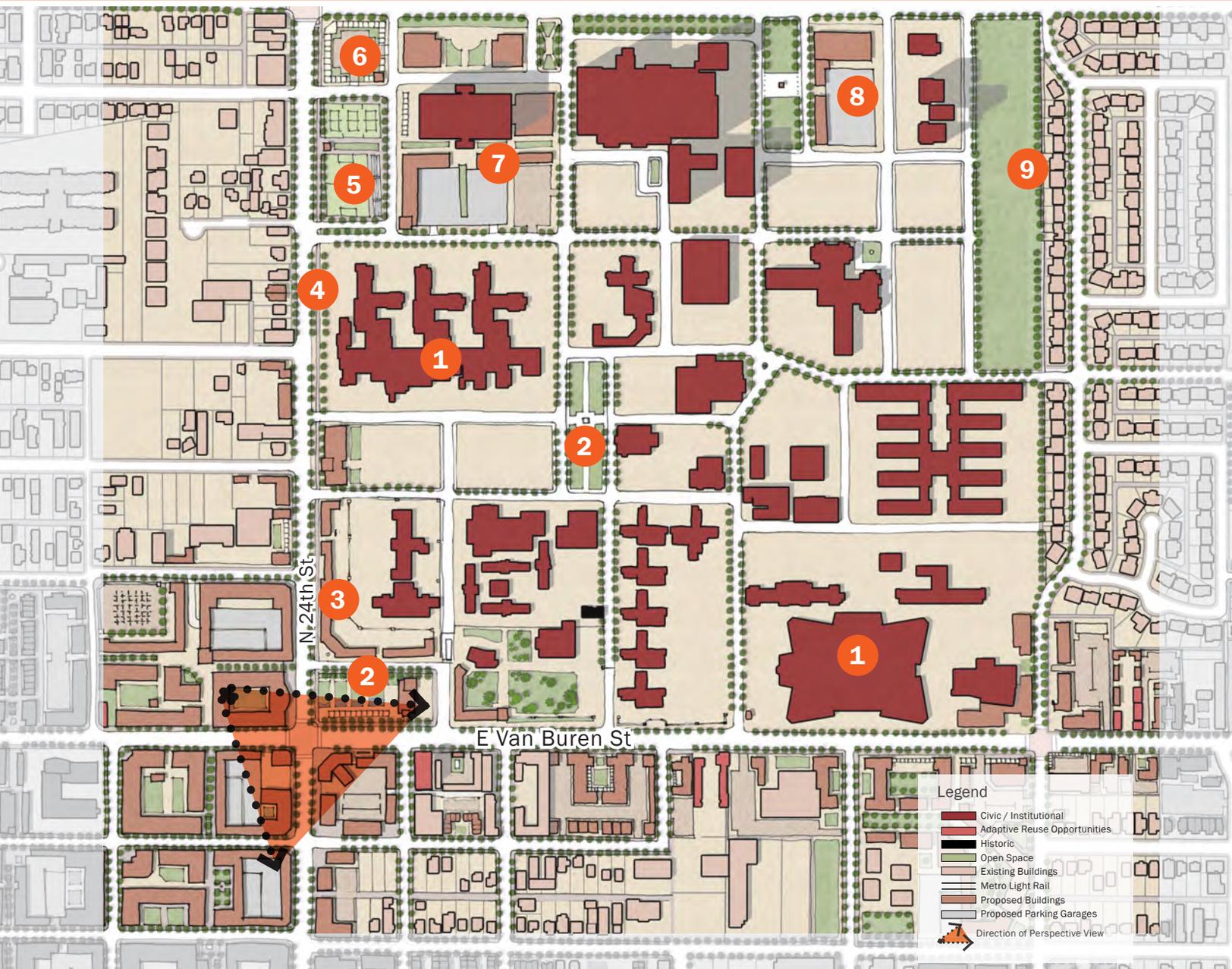
The 24th Street & Van Buren Street area challenges include the presence of the Arizona State Hospital and Corrections Center, and the improvement of 24th Street, a major north-south arterial which impedes pedestrian and bicycle movement.

**Mitigate the impact of the State Hospital:** The presence of the State Hospital may be a deterrent to redevelopment in the area. Apart from the non-tangible impacts of the facility, the fences, walls and barriers aesthetically impact the streets and create “dead zones” along the edges. The plan illustrates a series of interventions, including the incorporation a public green at 24th and Van Buren and the treatment of the edges with “liner buildings,” garden walls, and landscaping that could mitigate the negative impact of the facility. The plan also proposes a more defined street network within the facility to produce a more permeable block pattern.

At the same time, the Hospital Complex can also be seen as an economic asset, providing jobs for residents and clientele for nearby business. The area may also be a suitable site for related government agencies and supporting private business.

**Tame 24th Street:** Another challenge is 24th Street, which is a major north/south arterial. Several options for addressing this street are proposed including the provision for a bike trail running the length of the hospital campus.





## Annotated Master Plan

### Legend

- |  |   |
|--|---|
| <ol style="list-style-type: none"> <li>1. Arizona State Hospital and Corrections Center</li> <li>2. Proposed Public Square and civic building</li> <li>3. Enhance edges of Hospital facility using commercial “liner” buildings</li> <li>4. Proposed bikeway</li> <li>5. Proposed open space.</li> </ol> | <ol style="list-style-type: none"> <li>6. Proposed neighborhood farmer’s market</li> <li>7. Proposed county medical center expansion with parking structure</li> <li>8. Proposed hospital expansion with parking structure</li> <li>9. Existing cemetery</li> </ol> |
|--|---|

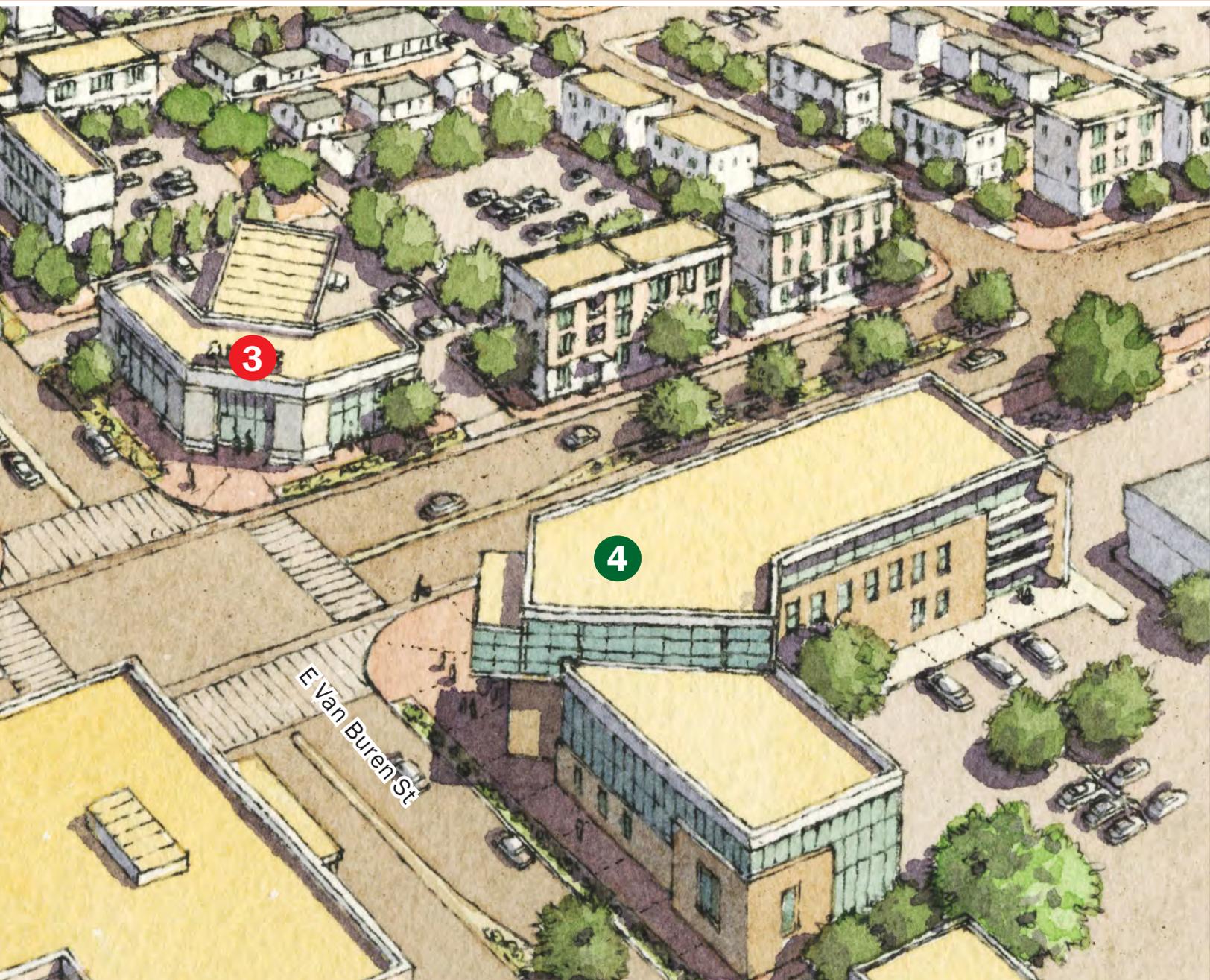


### Integration with the Community

The corner of 24th and Van Buren faces many challenges for redevelopment. The presence of the Arizona State Hospital and Corrections Center behind a double chain link fence is an aesthetic eyesore, that is only partially improved by the green space visible beyond.

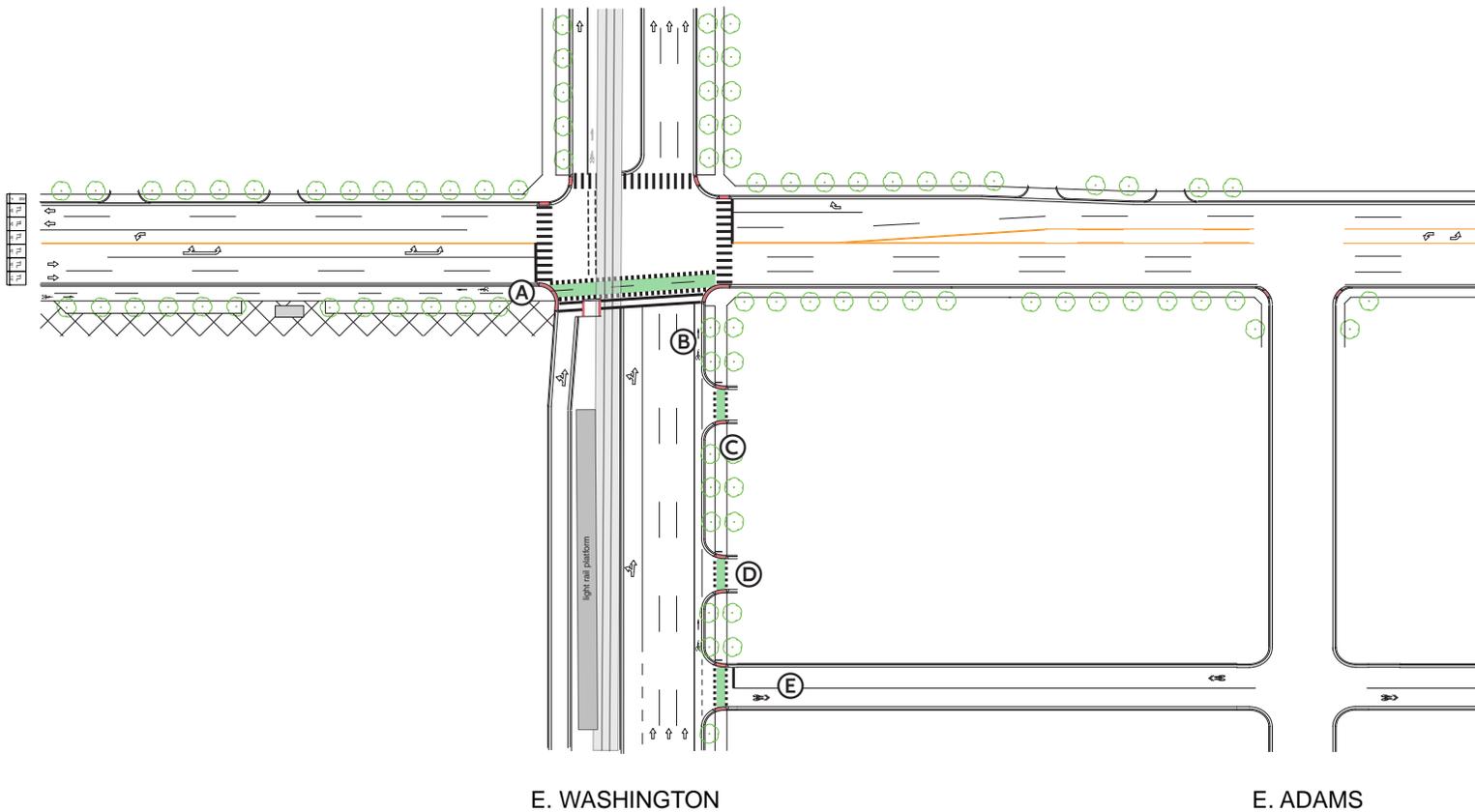
The plan proposes to “give back” a portion of the green space to the community for a public green and proposed library (or other civic building). The edges of the facility are proposed to be lined with liner buildings (narrow commercial buildings), garden walls and landscaping that would provide a more attractive and functional boundary between the hospital facility and the neighborhood.





- 1 Narrow “liner buildings” provide **Active Frontages** along the edges of the Hospital Complex
- 2 A new **Green Civic Space** is proposed on the southwest corner of the Arizona State Hospital and Corrections Center

- 3 A reverse gas station defines the corner with a new **Corner Grocery Store**
- 4 New infill **Mixed Use Development** defines important intersections



# CATALYST PROJECT: CYCLE TRACK

## 24th Street Conceptual Design: Phase 1

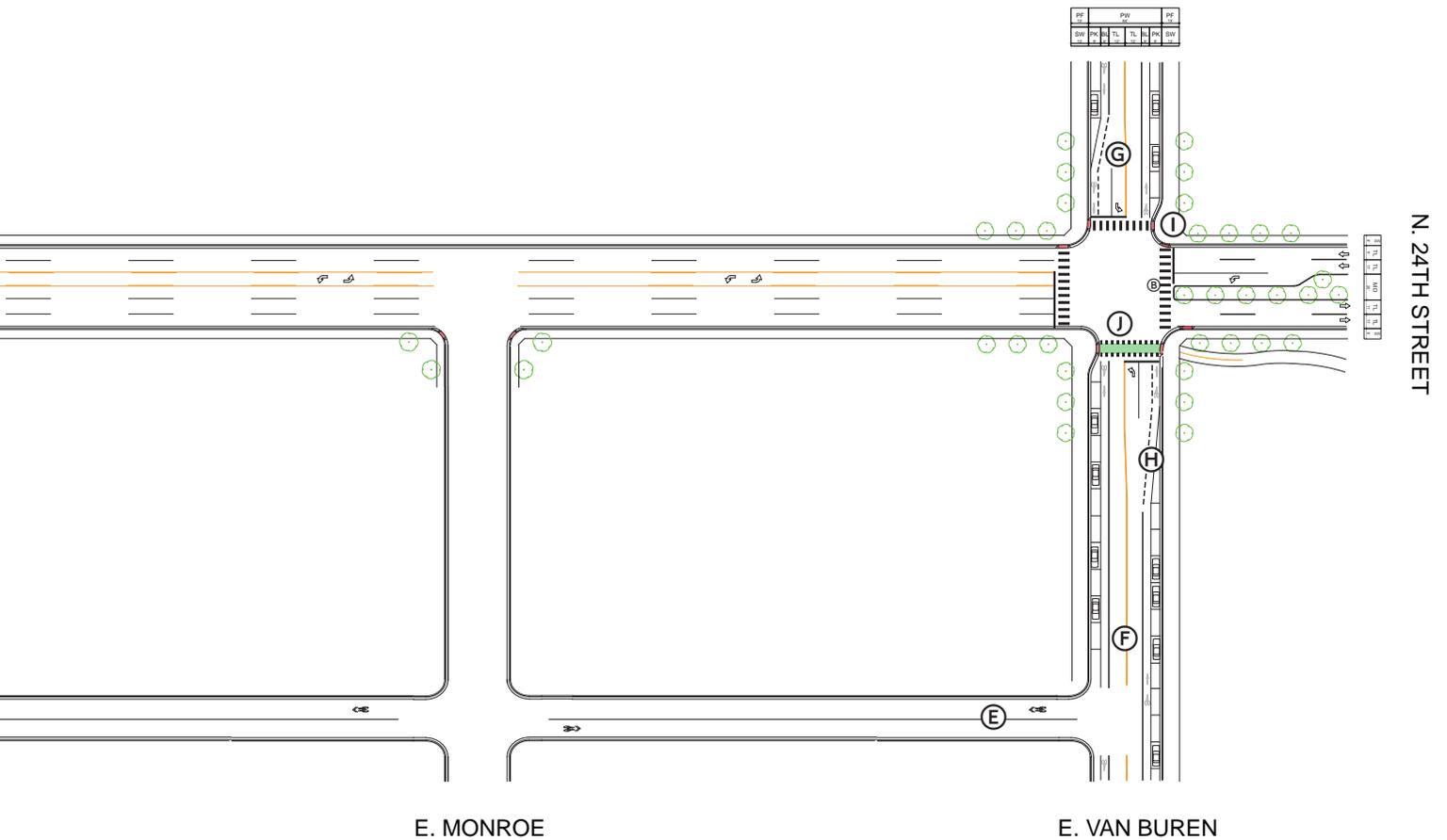
Bicycle injuries are concentrated on 24th Street between the light rail station at Washington and the largest employer in the District, the Maricopa Medical Center. The large institutional land uses on the east side of the street combined with the extra north-bound traffic lane provide an opportunity to build a cost effective bicycle safety improvement called a two-way protected Cycle Track.

The following drawings are conceptual only and are meant to test some of the key retrofit tools in the context of 24th Street. The cycle track concept is not intended to be implemented without further analysis of traffic impacts and engineering constraints. The primary goal of this exercise is to provide safer bike facilities along 24th Street from Roosevelt to the

LRT stop at Washington and Jefferson Streets and improve intersection crossings for both pedestrians and bicyclists.

Two phases are shown. The first phase proposes a diversion of bike traffic onto 24th Place. The second (following page) shows a raised two-way cycle track along the eastern edge of the street. To implement this phase, there should be a greater consolidation of driveways along 24th, and for this reason the two-phase approach is recommended.

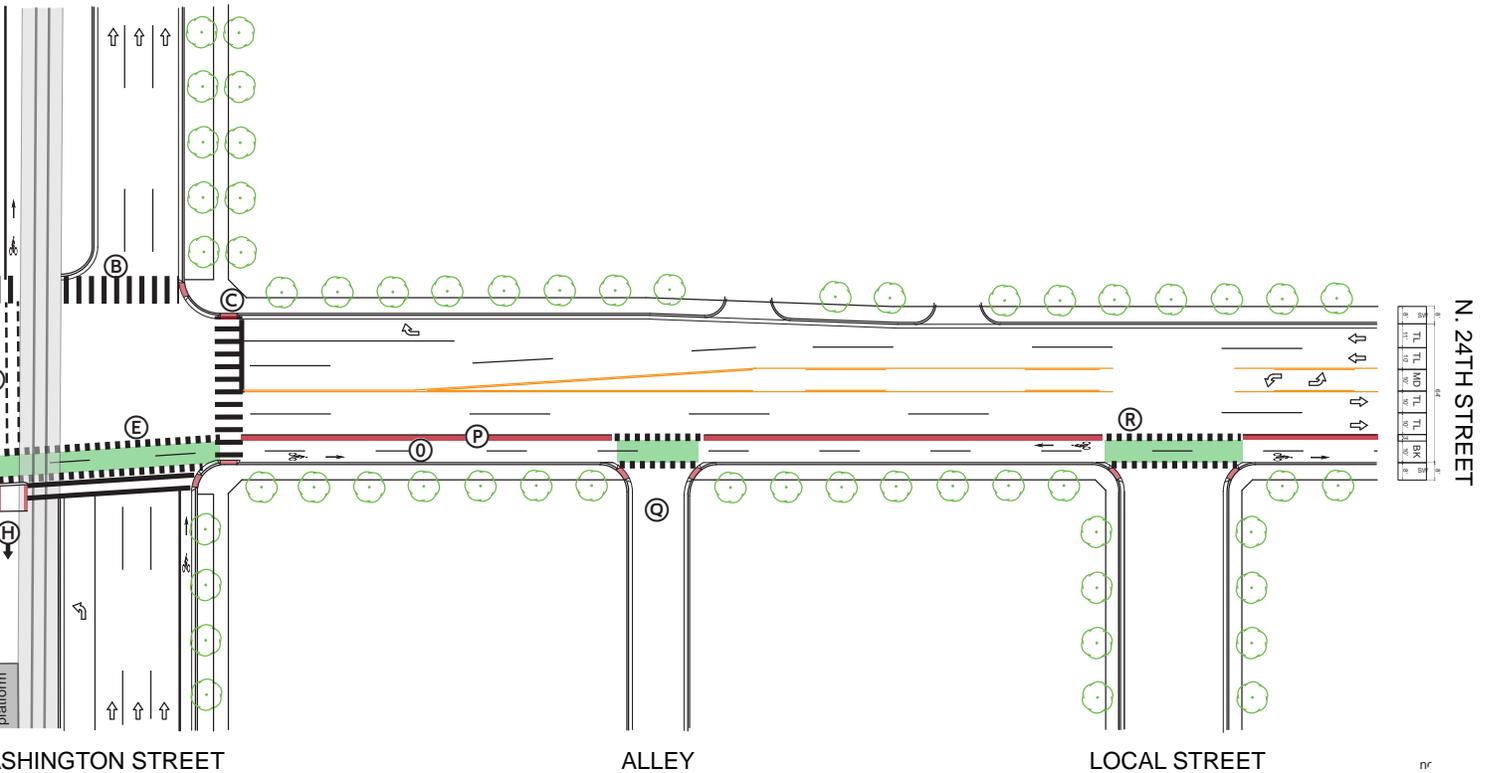
Both phases connect to a planned bikeway that is proposed for the eastern side of 24th Street along the generous frontage of the State Hospital Facility and the County Medical Center.



**Key Notes**

- A** Implement raised two-way cycle track along transit plaza between Jefferson and Washington.  
Until access management and driveway consolidation can be implemented along N. 24th Street, provide an interim detour route as follows:
- B** Westbound bicyclists to use the existing bike lane on E. Washington Street.
- C** Widen sidewalk for 1 block along Washington to accommodate eastbound bicyclists. Sign interim sidewalk facility appropriately.
- D** Provide intersection markings for a cycle track and bike lane across driveways to alert motorists to the two-way bicycle crossings along the one-way street.
- E** Designate N. 24th Place as a shared roadway bike route using sharrow pavement stencils and signing.
- F** Retrofit E. Van Buren Street to add bicycle lanes and on-street parking by reducing vehicular travel to one lane in each direction.
- G** Retain left turn lanes at N. Washington Street by restricting parking at the intersection approaches.
- H** Dash bicycle lane striping in advance of intersections.
- I** May provide a curb extension into the parking lane to reduce pedestrian crosswalk length.
- J** Use cycle track crossing treatment on eastern crosswalk to highlight transition onto the multi-use path to be provided north of Van Buren.



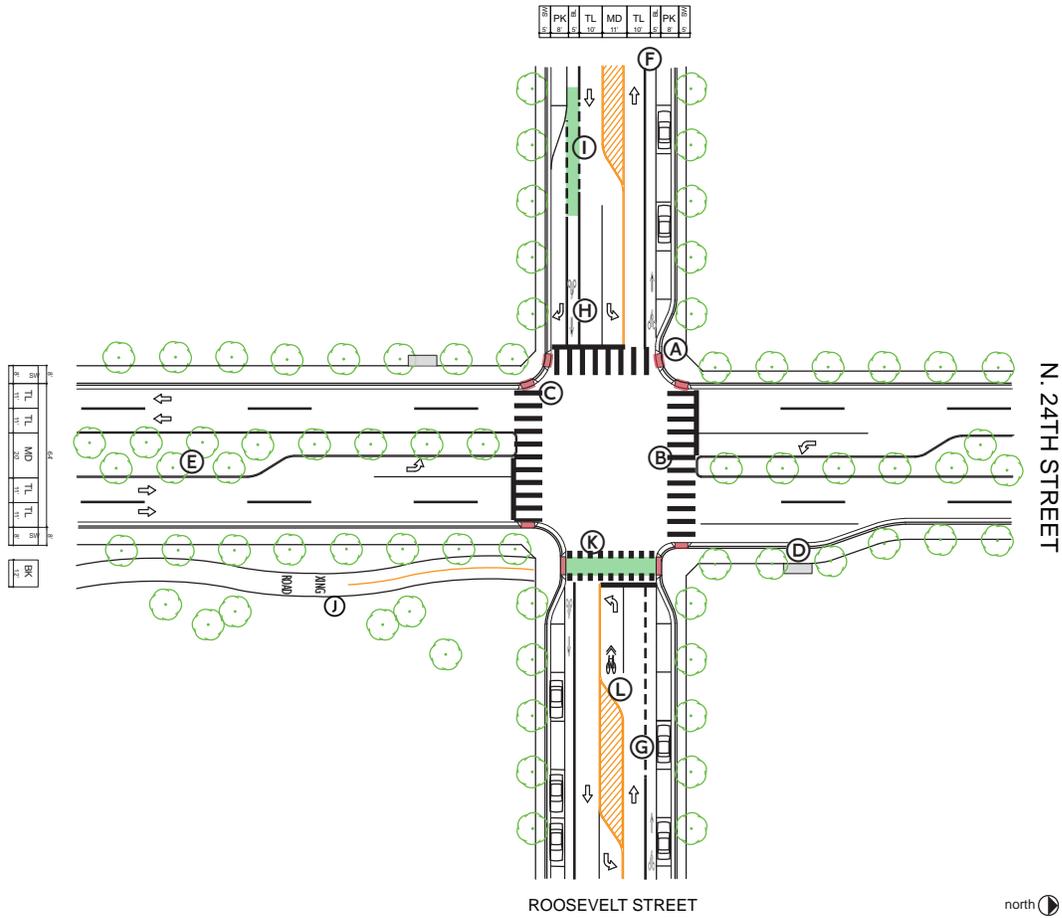


**Bicycle Intersection Details:**

- H** Maintain access to light rail platforms from the 24th Street crosswalks.
- I** Develop an urban plaza to function as a shared bike/ped space that will connect the Jefferson and Washington light rail stations.
- J** Provide a raised two-way cycle track along the eastern side of N. 24th Street, separated from the plaza by a grade-level landscape median.
- K** Provide curb ramps that will permit access to the plaza area from both pedestrian crosswalks and the cycle track.
- L** Redesign existing bus shelter to be accessible from plaza and removed from cyclist path of travel.
- M** Relocate existing utility to provide unobstructed access to plaza, sidewalk, and cycle track.
- N** Provide an adequate supply of secure and convenient bicycle parking racks to serve transit users.

**Two-Way Cycle Track Details:**

- O** Eliminate one north-bound vehicular travel lane to create space for a two-way 10' cycle track at street grade. Provide cycle track treatment for three blocks to connect with the multi-use path proposed on the east side of N. 24th Street, from Van Buren to Roosevelt.
- P** Provide a raised barrier or use tubular markers to protect cycle track from adjacent travel lane, per NACTO guidance.
- Q** Develop an access control plan to eliminate driveways and consolidate access to N. 24th Street from existing alleys - providing one access point per block.
- R** At all intersecting streets and alleys, use special NACTO intersection street crossing markings to indicate potential conflict area with the two-way cycle track crossing.



# CATALYST PROJECT: CYCLE TRACK

## 24th Street Phase 2

This test retrofit shows how the intersection of 24th Street and Roosevelt might be modified to improve pedestrian crossings and bike facilities. The drawing shows a modified roadway based on the street sections shown in the previous

section, which includes a bike trail along the eastern side of the street. In addition, this option shows a median, which is also an effective traffic calming element.

### Pedestrian Enhancements:

- (A)** At intersections, reduce curb radii and provide sidewalk curb extensions into parking lane space.
- (B)** Use highly visible ladder-style pedestrian crosswalk markings.
- (C)** Provide a pair of perpendicular ADA pedestrian curb ramps leading to crosswalks at all corners.
- (D)** Provide bus stops with shade and pedestrian amenities. Existing far-side bus bay, per Regional Public Transportation Authority.
- (E)** Retrofit N. 24th Street into a boulevard by removing one northbound lane of vehicular travel and adding a landscaped median planted with street trees.

### Bicycle Lane Details:

- (F)** Stripe bicycle lanes on E. Roosevelt Street.
- (G)** Dash bike lane striping through merge areas in advance of intersections.
- (H)** Where right-turn only lane is present, continue bicycle lane to stop bar at left of turn lane.
- (I)** Dash bike lane striping through lane merge area. Optional to use colored pavement to increase visibility of potential conflict area.

### Multi-Use Path Terminus:

- (J)** Place advance warning signs and solid centerline striping on trail in advance of path terminus at intersection.
- (K)** Use special NACTO intersection street crossing markings to indicate the potential conflict area with the two-way multi-use path crossing.
- (L)** Mark the shared left turn lane with a bike sharrow symbol for use by bicyclists accessing the multi-use path.

## LIFE NEAR 24TH STREET IN 2040

Every day, I ride the light rail to 24th Street. From there, the circulator takes me past the Salvation Army straight to work [26] at the new multi-generational center [26]. From time to time, I see folks from the center on the train, and they recognize me from the front desk. It's been nice to transition to just one job, instead of the two I had before. Now that I don't work nights, I spend evenings relaxing at home or doing little art projects at the craft shop down the street from where I live [aoc1 vision]. There are lots of trees on that walk, which make it a nice and comfortable even if the sun is still out [aoc1 vision].

When I need some exercise, I take the circulator to get to one of our new parks [22, 26, aoc1vision]. My favorite is just south of the 202. It has a lot of wide-open green space on what used to be a vacant lot. I often see neighbors playing soccer or football on the field [26]. There's also a children's playground, where I take my grandkids when they visit [aoc1vision, 20]. I've heard there are affordable places to live in the area, so I'm thinking about moving somewhere between work and the park.



# VAN BUREN CORRIDOR





Steering Committee Chair, Gaby Duran, and Sky Harbor Neighborhood Association President Hilaria Rodriguez at the Wilson School crosswalk on Van Buren Street.



# COMMUNITY VISION

## Van Buren Corridor | 32nd Street Area

### Overview

In 2040, Van Buren Street is the thriving heart of the Gateway District, harkening back to its heyday as the city’s first paved road [SE]. The street and its surrounding areas are home to diverse residents and bustling neighborhood activity that create a dynamic corridor through the District. Many residents live and work near this the corner of 32nd Street and Van Buren and benefit from Wilson School’s library and community center.

### Theme: An Active Place

In 2040, Van Buren Street fosters healthy lifestyles in Gateway. A full service grocery store provides access to healthy food [W1]. Parks, sidewalks, and bike lanes create opportunities for physical activity [18/55 Parks//VPS] and walking and biking to work and daily destinations helps create active, healthy lifestyles.

### Theme: Shelter from the Sun

In 2040, Van Buren Street is landscaped with a mix of Sonoran and oasis vegetation [20/44 Sonoran//VPS; 23/44 Hybrid//VPS]. Low-water trees shade the sidewalks and bike lanes, making walking and bicycling more comfortable under the Arizona sun.

### Theme: A Step up for Those Who Need It

In 2040, Van Buren provides various housing options for the community. There is transitional housing for the homeless, anchored by UMOM New Day Centers, and affordable housing for lower-income members of the community [FM]. The rundown buildings on the north side of the street have been replaced with new, safe places for people to call home [FM], and existing houses have slowly improved through renovations.

**Theme: Friendly for Pedestrians and Bicyclists**

In 2040, Van Buren is a safe street for pedestrians and bicyclists [FM; W2]. Wide sidewalks complement the mixed-use developments that line the street [22/42 Mixed Use Ave//VPS], allowing pedestrians to walk to local businesses from their homes and offices. Ample, well-marked bike lanes and traffic slowing measures have made this stretch of Van Buren Street even safer [W2; 20/42 Bicycle Ave//VPS].

**Theme: Providing Services for Basic Needs**

In 2040, shops on Van Buren provide most services, and economic development revolves around building social and human capital. There is a grocery store near the corner with fresh, healthy foods [W1]. A job-training center within the new store helps prepare and connect residents to employment in Gateway [F1]. Honoring Van Buren Street’s iconic history as Phoenix’s main street, popular landmarks such as the Bill Johnson’s Restaurant are preserved and well maintained [SE].

**Theme: A Place to Live, Work, Shop, and Play**

In 2040, Van Buren Street is home to mixed-use buildings featuring street-level retail with apartments and offices on the upper floors [12/19 50 percent Commercial//VPS; 5/19 Balanced Mix//VPS]. These buildings are mostly two to three stories tall. However, some four story buildings add diversity to the area’s skyline [21/39 4-5 Stories//VPS; 11/39 Stories//VPS; 8/39 6-7 Stories//VPS]. In a few places, small parks and plazas front onto the sidewalk between buildings [18/55 Parks//VPS; 31/55 Plazas//VPS].





Existing Conditions

# MASTER PLAN

## Van Buren Corridor | 32nd Street Area

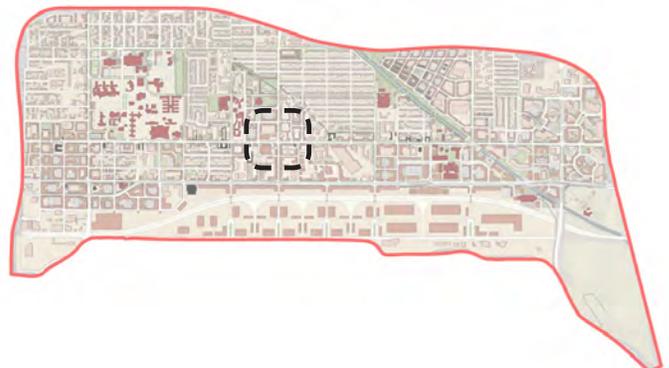
### Overview

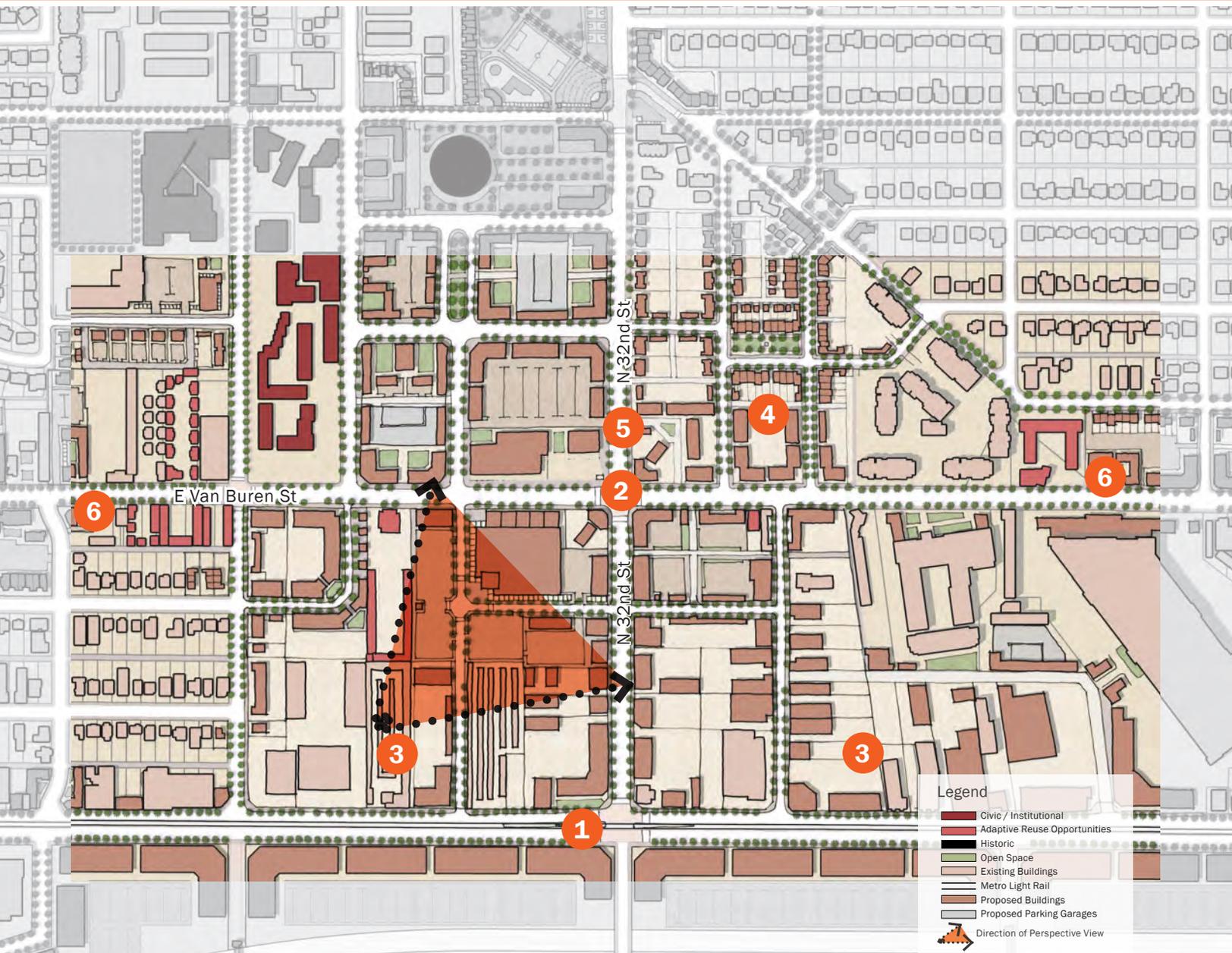
The Van Buren and 32nd Street area is situated along the central north-south axis of Gateway, and runs through the heart of Wilson and Sunbeam neighborhoods, which contain two elementary schools within their boundaries. While the neighborhoods are stable, they are lacking in some basic services and are separated by large vacant properties and an “unfriendly” thoroughfare (32nd Street) for bicyclists and pedestrians. In addition, the area is under-served by public transit.

### Main Design Elements

**32nd Street as local “Main Street”:** 32nd Street has the potential to function as a local “Main Street.” While Van Buren might seem to be a candidate for this approach, in this area, it lacks defined destinations and its length tends to dilute

the “critical mass” needed to create a vibrant pedestrian environment. On the contrary, 32nd Street, with the implementation of a community park and neighborhood center at the north end and the proposed new light-rail stop at Washington Street to the south, has the potential to become an important pedestrian and bike thoroughfare with needed community destinations along the way.



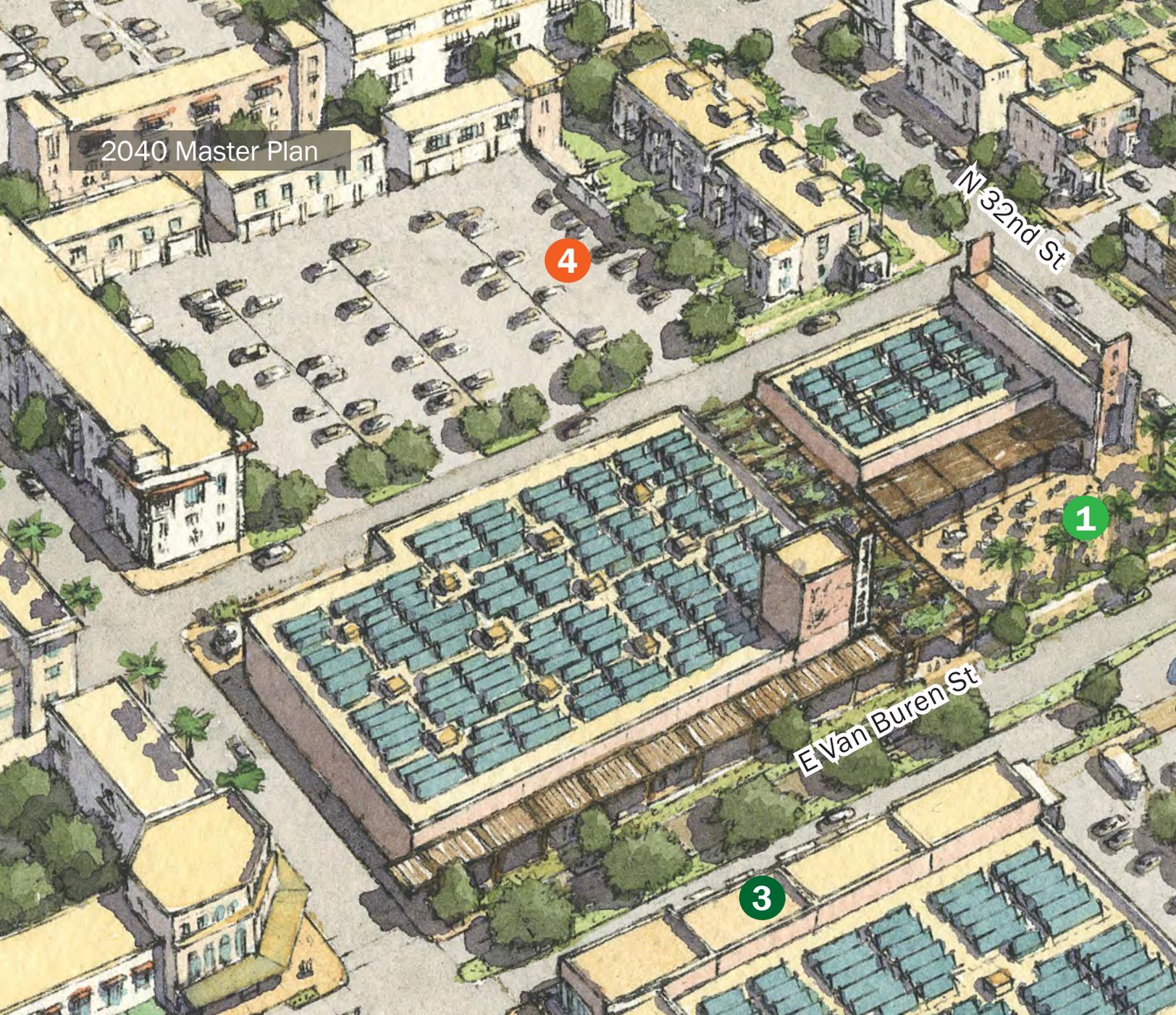


## Annotated Master Plan



### Legend

1. Proposed future 32nd Street LRT stop
2. Proposed “town center”
3. Proposed light industrial/commercial uses
4. Proposed Infill neighborhood
5. 32nd Street as neighborhood “Main Street”
6. Van Buren infill development



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### Local Main Street & Town Center

The 32nd Street area has the potential to function as a local community “Main Street” anchored at the north end by the Celebrity Theater, proposed park and neighborhood center, and at the south end by the proposed future light rail stop at Washington Street. A “town center” featuring a grocery store, drug store and neighborhood retail are envisioned for the intersection with Van Buren.

To realize this vision, additional housing is needed in the large vacant lot south of Celebrity Theater and smaller under-developed lots east of 32nd Street. In addition, it is imperative that 32nd Street be retro-fitted to include parallel parking, reduce travel lanes, and add bike lanes.

---



1

A **Green Civic Space** becomes a neighborhood gathering place in the town center

2

**Active Frontages:** Gas stations are reversed with the pumps in the back so that the retail faces the corner

3

**Neighborhood Daily Living** Amenities wrap the “big box” and brings the pedestrian around to the main entrance creating a suburban/urban hybrid “by box”

4

**Public Parking Facility** is concealed behind the building



# COMMUNITY VISION

## Van Buren Corridor | Celebrity Theatre Area

### Overview

A small plaza and neighborhood park provide public gathering spaces in what were once vacant lots surrounding the Celebrity Theatre. The area is a bridge from residential neighborhoods into entertainment options that cater to a variety of age groups.

### Theme: A Safe Place to Walk and Bike

In 2040, 32nd Street is lined with mixed-use buildings and hosts a variety of transit options [W1; 8/10 Balanced Mix//VPS; 22/49 Mixed Use Ave//VPS]. Wide sidewalks, bike lanes, parks, and small businesses sprinkled throughout the neighborhood enliven the streetscape [20/49 Bicycle Ave//VPS]. Space for pedestrians and bicyclists has improved community health and people feel safe on the streets. The smaller neighborhood streets that weave through the lot south of Celebrity Theatre are slow and safe, and promote walking [W2; 18/28 Calmed Streets/VPS].

### Theme: Quality, Affordable Housing

In 2040, housing is safe and affordable for the residents that have lived in the area for years, as well as for new residents that have joined the community [F1; F2]. There are a variety of new housing options, from four- to five-story apartment buildings, to two and three story townhomes [8/12 4-5 Stories//VPS; 4/12 2-3 Stories//VPS].

### Theme: Healthy Living

Mixed use, safe, and pedestrian friendly streets create walkable and bikeable neighborhoods [W1; W2; 22/49 Mixed Use Ave//VPS]. The grocery store on Van Buren offers fresh and healthy foods, and the new park and areas for recreation encourage exercise and enjoyment of the outdoors [F1; W2]. Improved access to healthy food, a variety of transportation options, and the availability of public recreation has helped improve the health and well-being of residents.

# LIFE NEAR VAN BUREN IN 2040

Our grocery store is doing quite well (1, 2, 18, 19, 24, SLHI). My husband and I think that our location on Van Buren Street has become a landmark in the neighborhood. We make sure that all of our employees speak Spanish, because so many of our customers do. That's helped us to hire mostly people who live nearby (1, 18, 19). Some folks live close enough to walk to our store, but many drive, take the bus, or ride the light rail (11, 17, 32).

Because business has been good, we've been able to put a down payment on a recently rehabilitated house (25, 28, 29) a short walk from the store. We've lived here a while, and we're really pleased that our store has helped bring together people in our community (4, 26, 31). Neighbors stop in for groceries, and to say hello, and to chat about how things have changed.

There are more streetlights (SLHI), better sidewalks (SLHI), and things feel much safer than years ago (13, 22, 23).

## Theme: Beautiful Shade

In 2040, landscaping offers shade and improves the neighborhood's aesthetics. Keeping true to the Arizona climate, drought-tolerant Sonoran and hybrid vegetation make up most of the green spaces [20/44 Sonoran//VPS; 23/44 Hybrid//VPS]. Trees and shade structures line the streets and dot the neighborhood parks, offering more protection from the summer sun without significantly increasing the use of water resources.

## Theme: Local Businesses and Local Jobs

In 2040, the grocery store and other services like daycare are accessible from the neighborhood, and offer employment options for local residents [F1]. Other small businesses include restaurants, coffee shops, ice cream stores, and retail [F1; W1]. Celebrity Theatre is integrated into the neighborhood with entertainment that provides a variety of options for the community [F2; FM].

## Theme: Designing a Quiet Place

In 2040, the neighborhood features a balanced mix of uses comprised of small businesses integrated into residential buildings [8/11 Balanced Mix//VPS]. Four to five-story apartment buildings with ground-floor retail and office space overlook 32nd Street to the south [W2; 8/12 4-5 Stories//VPS], and help buffer the Sunbeam and Wilson neighborhoods from traffic noise. Two and three-story residential buildings and small businesses make up the interior of the area [W1; 4/12 2-3 Stories//VPS]. People spend time at the plaza that was once Celebrity Theatre's parking lot [W2], and a new park provides soccer fields and playgrounds for activity and shaded benches for enjoying the outdoors [W2; 20/32 Plazas//VPS].





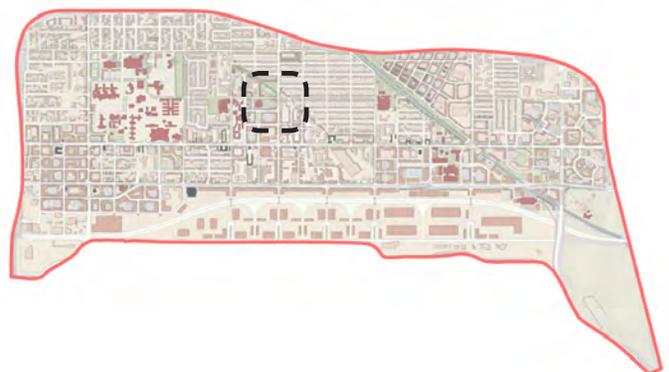
# MASTER PLAN

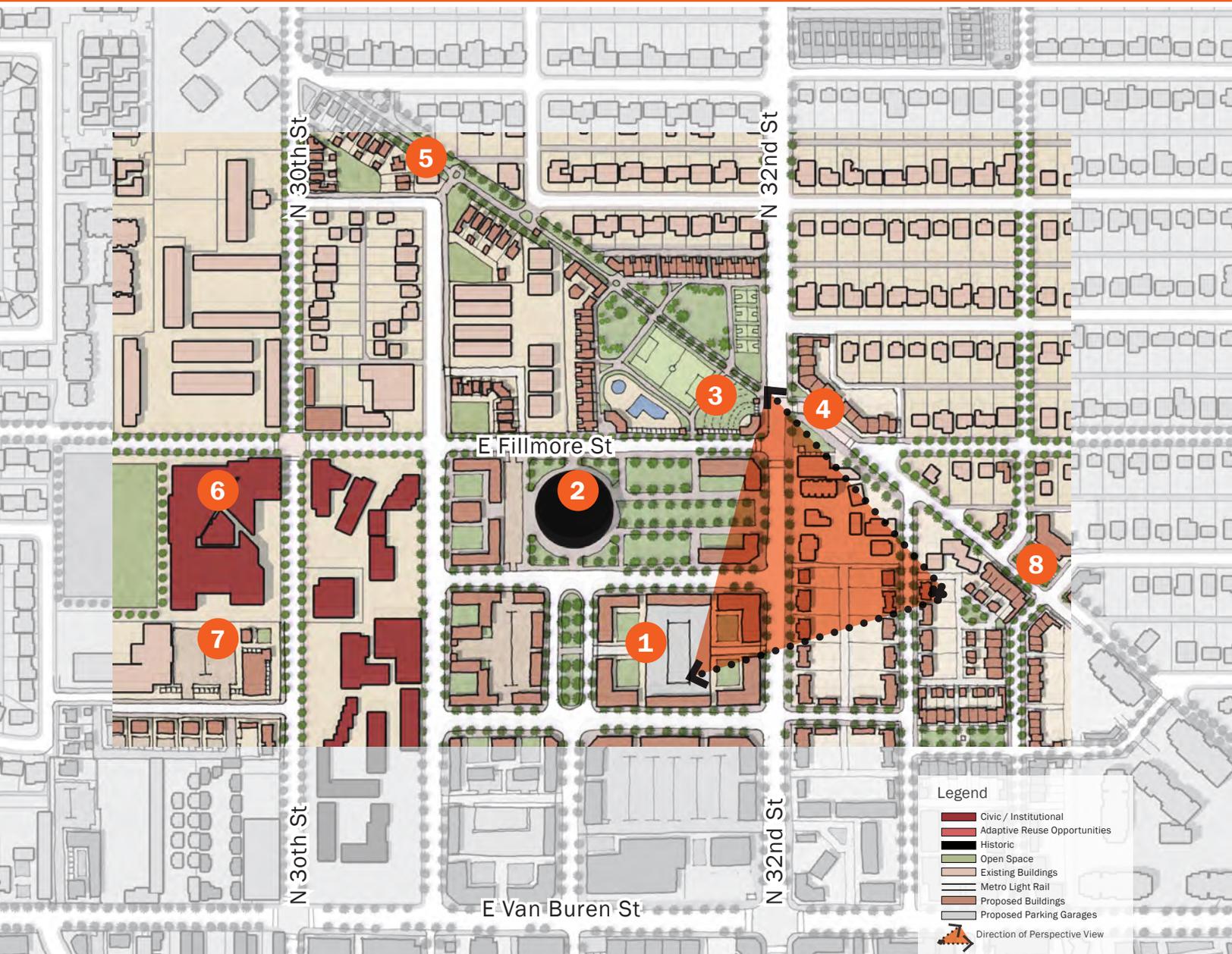
## Van Buren Corridor | Celebrity Theatre Area

### Main Design Elements

**Neighborhood Repair:** The plan proposes to “repair” the neighborhoods by infilling the vacant land in the vicinity of Celebrity Theater and a community-serving recreational park at 32nd Street and Fillmore. A neighborhood center with a small green space is proposed for the “point” where Fillmore Street is diverted by Randolph Road.

**Proposed LRT stop:** The plan proposes an additional light-rail stop at 32nd and Washington to serve the neighborhoods to the north and provide access to places of employment in the area.



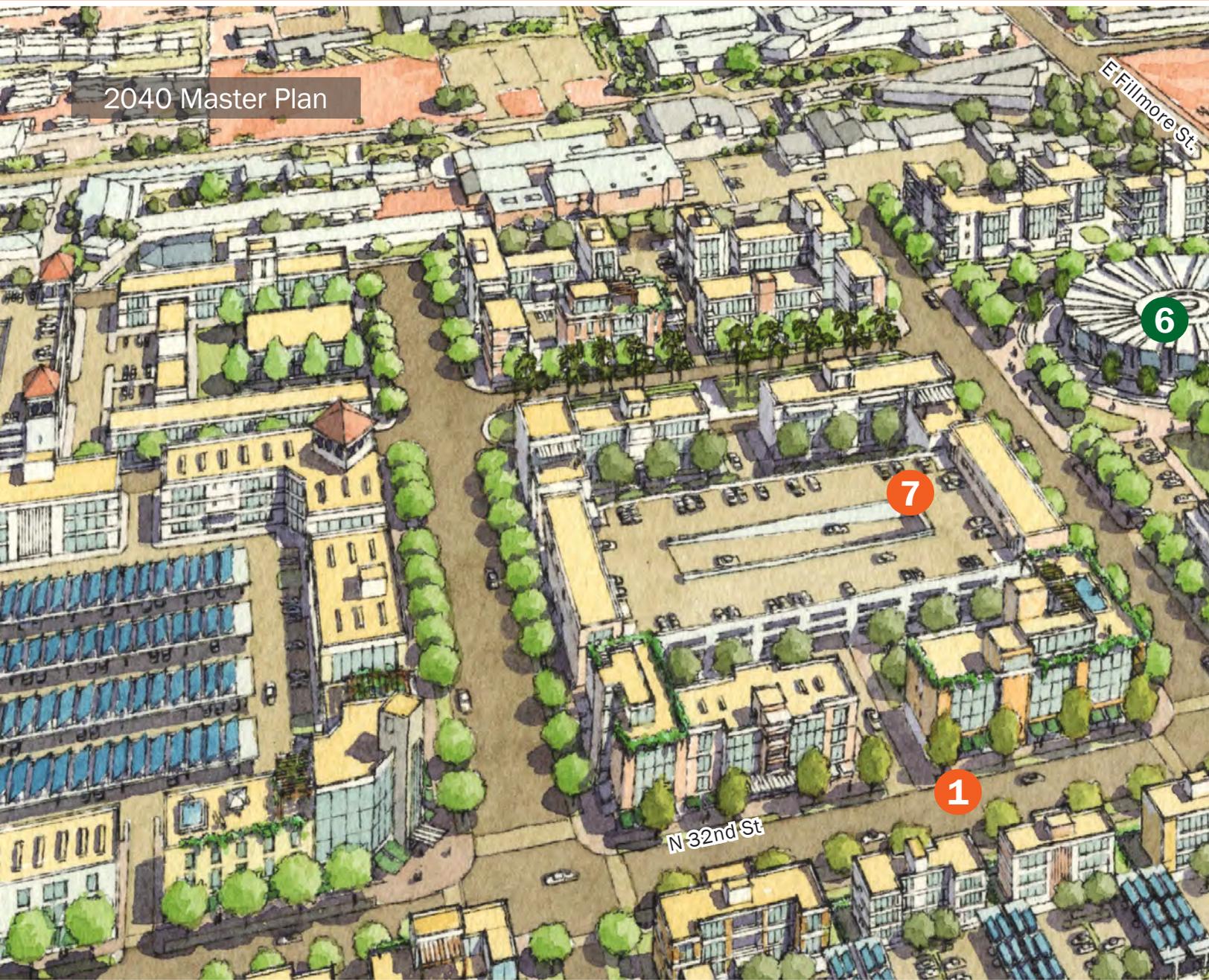


## Annotated Master Plan

### Legend

- |  |                                 |
|--|---------------------------------|
| 1. Proposed Infill neighborhood                              | 5. Proposed Randolph greenway   |
| 2. Celebrity Theater - existing                              | 6. Wilson Elementary - existing |
| 3. Proposed park, lined with new residential (Fillmore Park) | 7. St. Mark Catholic Church     |
| 4. Proposed neighborhood center                              | 8. Neighborhood pocket park     |

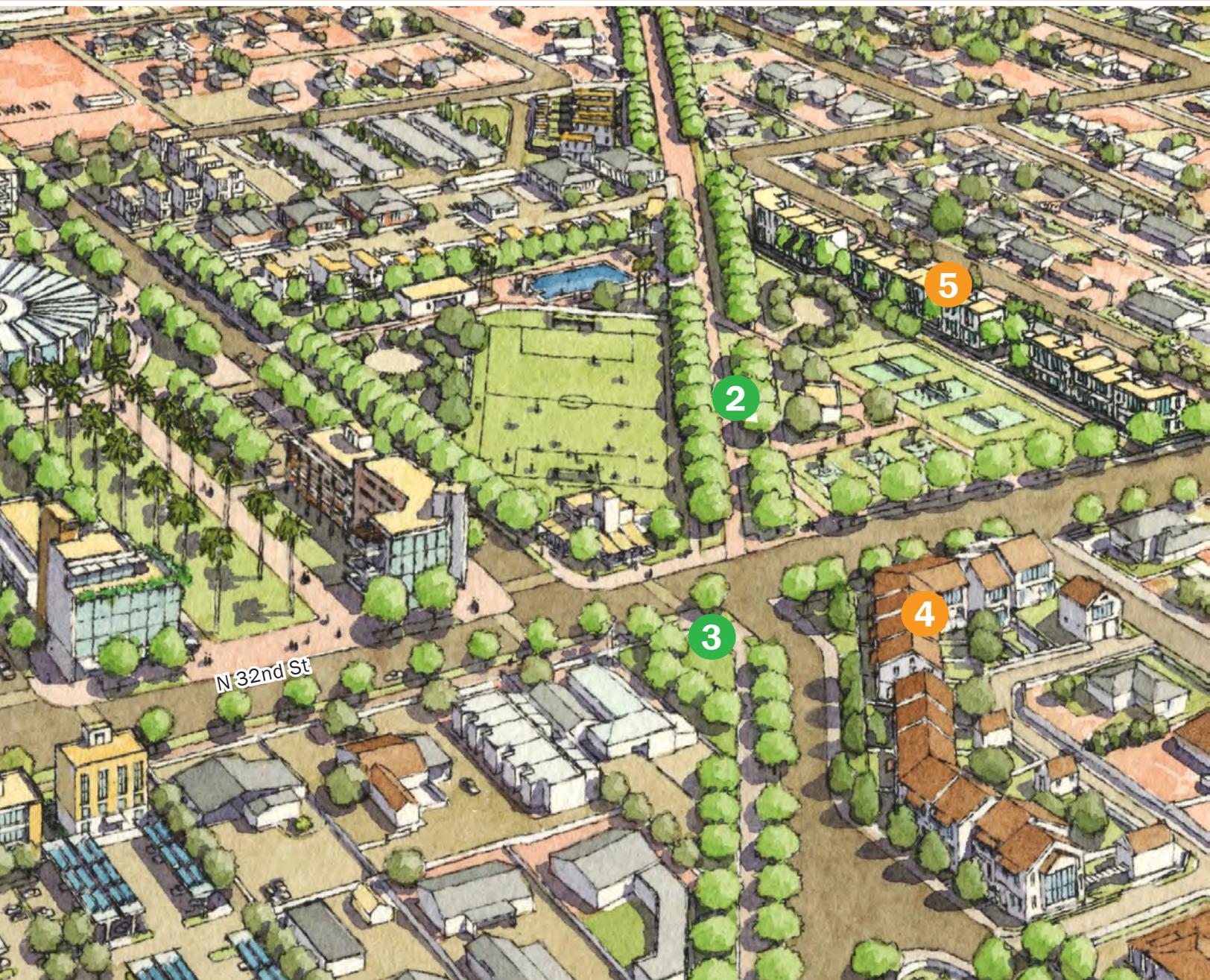
2040 Master Plan



### Neighborhood Repair

The renderings here illustrate the vision for the infill neighborhood in the vicinity of the Celebrity Theater. The development helps to “repair” the existing neighborhoods by bringing the required density needed to support missing neighborhood services. A proposed park, shared parkig facilities, and improvements to 32nd Street become the catalysts for new development.





- 1** 32nd Street as a **Main Street Corridor**

**2** The former Randolph Canal is improved as a linear **Passive Park** connecting the neighborhoods

**3** The “point” that is created by diversion of Fillmore Street becomes a small **Green Civic Space** and neighborhood center

**4** **Mixed Income Housing** types supports affordability
- 5** **Walkable Urban Low Rise** Housing line the park

**6** Existing Celebrity Theater remains as an iconic **Historic Preservation Development**

**7** **Public Parking Facility** for Celebrity Theater



Existing Conditions

## CATALYST PROJECT: ADAPTIVE REUSE

### Vintage Motel-to-Mixed Use Demonstration Project

East Van Buren Street has seen better days. Many buildings are vacant or under-utilized, and asphalt dominates the landscape. Fortunately, many of the existing buildings are good candidates for adaptive reuse. In particular, the numerous vintage motels that once defined the character of the street may be rehabilitated as affordable housing for seniors, artists or innovative co-housing communities. This, combined with additional mixed uses in the form of restaurants, retail and office space, has the potential to bring new life back to the once-thriving thoroughfare.



- 1 The existing front parking lot is transformed into **Community Gardens** while retaining some convenience parking constructed with.
- 2 A small cafe is incorporated into the redevelopment, supporting more **Active Frontages**.
- 3 The existing hotel can be converted to small apartments and studios or potentially a **Co-Housing** community.
- 4 **Green Parking** is located at the rear of the site.

## Van Buren Corridor





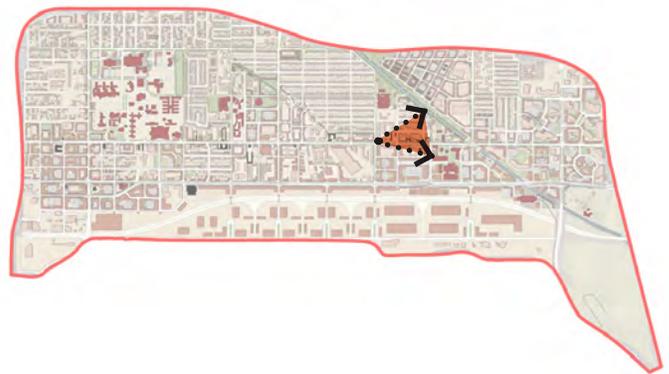
1 Existing Conditions

# CATALYST PROJECT: COMPLETE STREET

## Van Buren Transformation

### Incremental Investments

The images here illustrate an incremental transformation of East Van Buren Street. The transformation begins with roadway re-striping which proposes reducing the travel lanes from four to two, adding bike lanes and parallel parking on each side. This is followed by phases which add tree pockets and sidewalk improvements. As the streetscape improves, redevelopment follows.

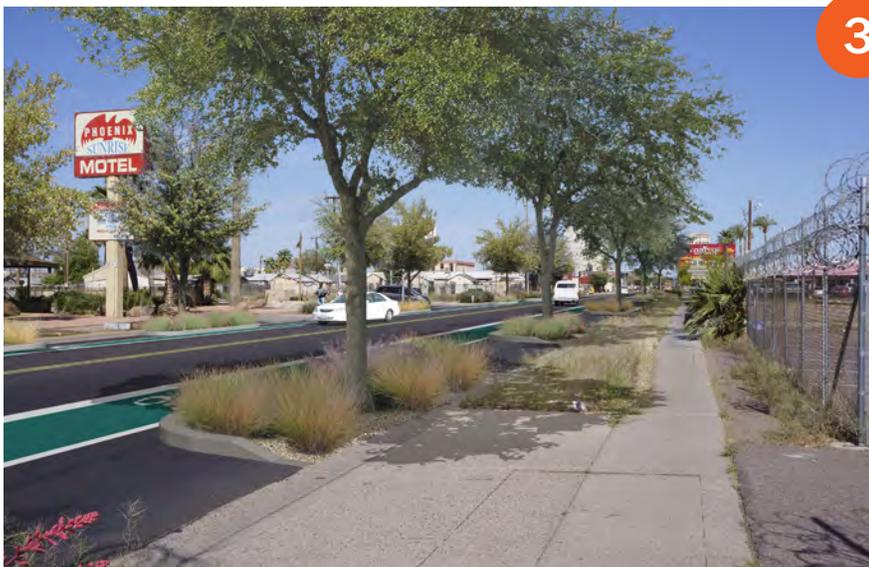


2



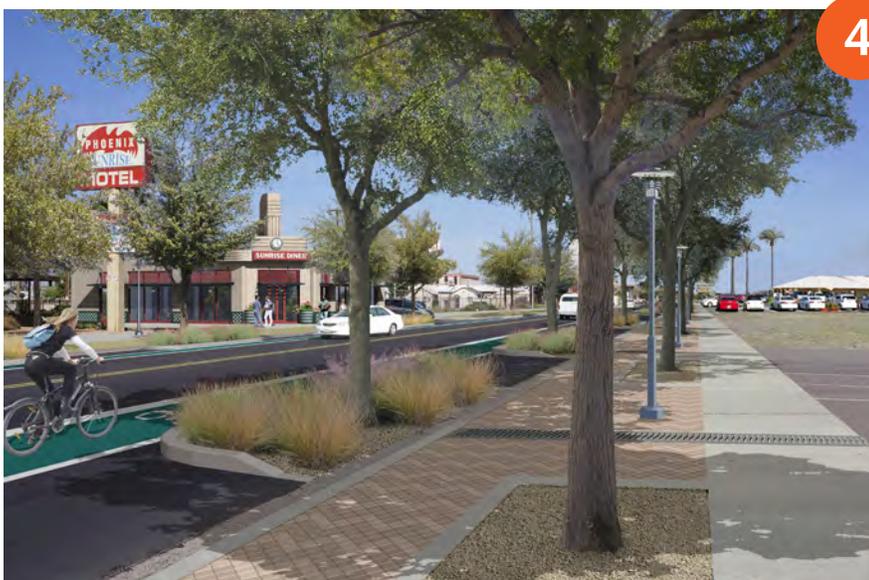
Add striping for bike lanes and parallel parking.

3



Add tree pockets for shade and improved storm water management.

4



Add pervious pavers, street trees, and pedestrian lighting. Redevelopment begins incrementally.

2040 Master Plan



### Van Buren Revitalized

Infill development continues. Having served their purpose for 15 or 20 years, but now starting to crowd the crowns of adjacent trees, the companion street trees are harvested and their root space facilitates the expansion and longevity of the legacy oaks, which should go on to thrive for 100+ years.





# GRAND CANAL CORRIDOR





Crockett Elementary  
School students on the playground along  
the Grand Canal.



# COMMUNITY VISION

## Grand Canal Corridor | State Land Parcel

### Overview

In 2040, what was once a vacant lot is now a vibrant, mixed-use community connected to the Grand Canal and nearby residential neighborhoods. The lot was an archaeological site and the results of the excavations provided inspiration for the area's future aesthetics and development [W2].

### Theme: Options to Meet Everyone's Needs

In 2040, diverse housing options allow residents of all income levels to call the area home [W2]. Affordable housing for families, and transitional housing for homeless and citizens with fewer resources gives anyone that wants to live in the area the opportunity to do so [F1; FM]. Most people live in two to three-story townhouses and single family bungalows [W2; 30/73 2-3 Stories//VPS].

### Theme: Safe Streets for a Walkable, Vibrant Community

In 2040, Complete Street designs makes it easier to walk and bicycle and wide sidewalks are busy with pedestrians [26/67 Mixed Use Ave//VPS]. Wide, well-marked bike lanes create a safe space for bicyclists, and trees shade the sidewalks [25/67 Bicycle Ave//VPS; 32/67 Green Ave//VPS]. Streets feature traffic calming measures to improve safety for pedestrians and bicyclists [24/72 Green Streets//VPS; 41/72 Calmed Streets//VPS]. Lower speed limits, detached sidewalks, separated bike lanes, and speed bumps create calmer streets [W1; W2]. Pedestrian bridges across the Grand Canal link the neighborhoods on each side to one another and allow a safe and convenient crossing for Crocket students [F1]. Parks are walking distance from residential neighborhoods and circulator buses run throughout the area [FM; W1; W2].



### Theme: Blending Phoenix Character with Urban Amenities

In 2040, the area is a mixed-use neighborhood, featuring both commercial and residential options [W1; W2; 12/32 50 percent Commercial//VPS; 11/32 50 percent Residential//VPS; 7/32 Balanced Mix//VPS]. Buildings are mostly two and three-stories, but some four and five-story buildings have been built as well. [30/73 2-3 Stories//VPS; 26/73 4-5 Stories//VPS]. Six and seven-story office buildings provide a buffer between the area's northern boundary and the Loop 202 [W1; 17/73 6-7 Stories//VPS]. There are parks and squares interspersed in the area [F1; F2; W1; W2; 40/104 Parks//VPS; 24/104 Squares//VPS; 28/104 Green//VPS] with a performance space as a focal point at the center of the neighborhood [W1; W2].

### Theme: Nutritious Food and Active Lifestyles

In 2040, what was once a vacant lot is now home to an active community. Parks provide spaces for people to play soccer and other sports, while streets are designed to promote walking and biking [F1; F2; W1; W2]. Markets and the community's garden complements lifestyles in the area by supplying fresh, locally grown produce [W2].

### Theme: Small Businesses with a Big Benefit

In 2040, small, community-oriented businesses provide jobs to Gateway residents [FM; W2] and a community center features a restaurant, ethnic corner market, small shops [W1] and a place for neighbors to gather and get to know each other [F1].

### Theme: Creating Shade in the Desert

In 2040, Sonoran landscaping creates green spaces and shade for the area [31/75 Sonoran//VPS; 30/75 Hybrid//VPS]. Oasis landscaping is an escape from the desert at the main square, but is otherwise limited to preserve water [W1; 14/75//VPS Oasis]. Streets are lined with trees to improve walkability, and parks feature shade structures to protect children from the sun as they play [W1].



# MASTER PLAN

## Canal Corridor | State Land Parcel

### Main Design Elements

The large triangular site to the northeast of the canal owned by the State Land Department is proposed to be a new walkable neighborhood which takes advantage of enhancements to the Grand Canal. The neighborhood is buffered by office and mixed use buildings to the north.

The plan proposes a new infill traditional neighborhood development featuring a street network that orients towards the mountains and the canal. The pattern is inspired from the diagonal “Spanish Grid” that facilitates additional building shade, mountain views, and efficient stormwater drainage to a linear retention basin along the canal. A mixture of housing types, from multi-family apartments to single-family courtyard houses, provide ample options for affordable living.



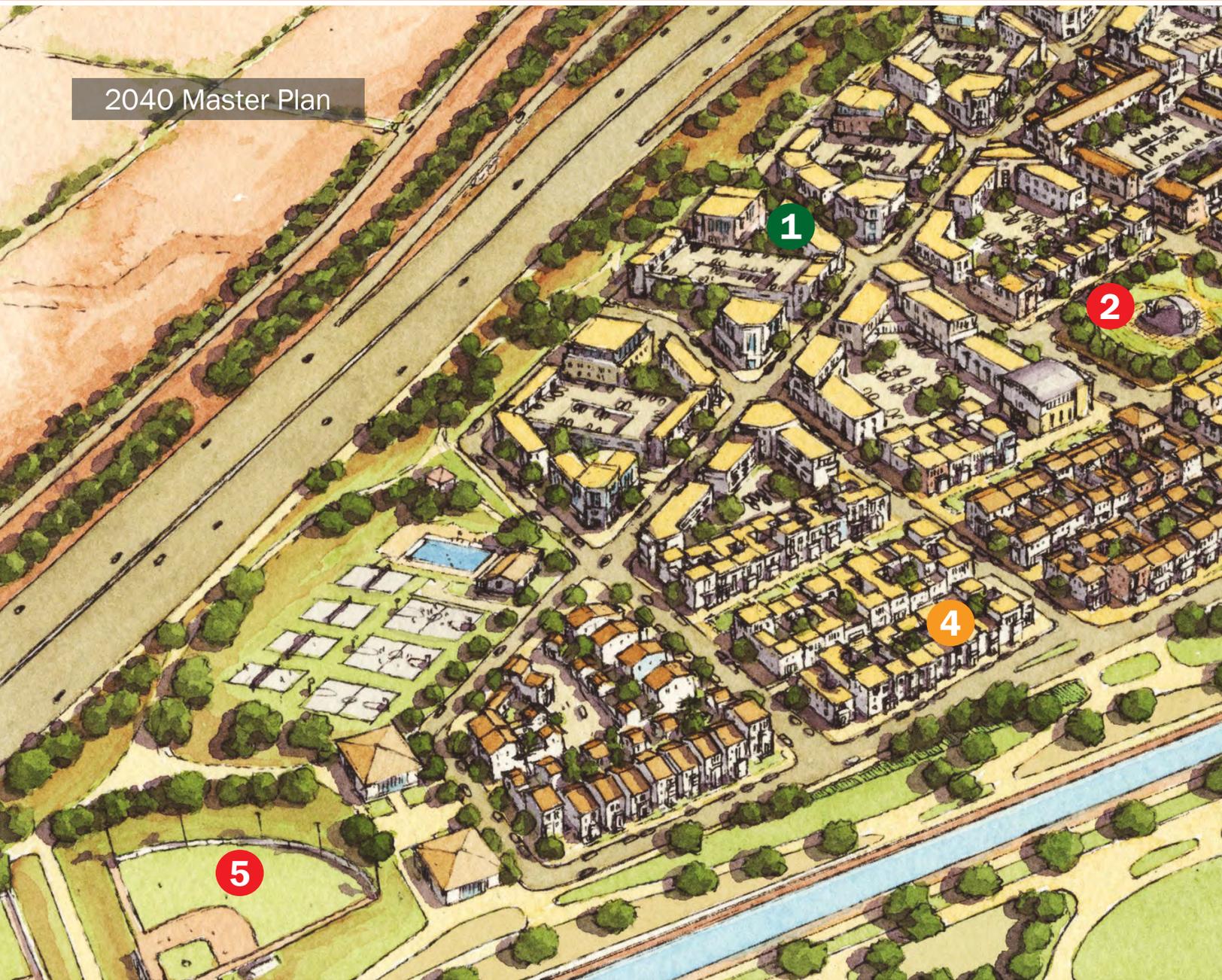


## Annotated Master Plan

### Key Plan

1. Crockett School - existing
2. Proposed canal greenway/trail
3. Proposed infill neighborhood
4. Oasis Hospital
5. Existing commercial warehouse with liner buildings
6. Proposed Recreational Park

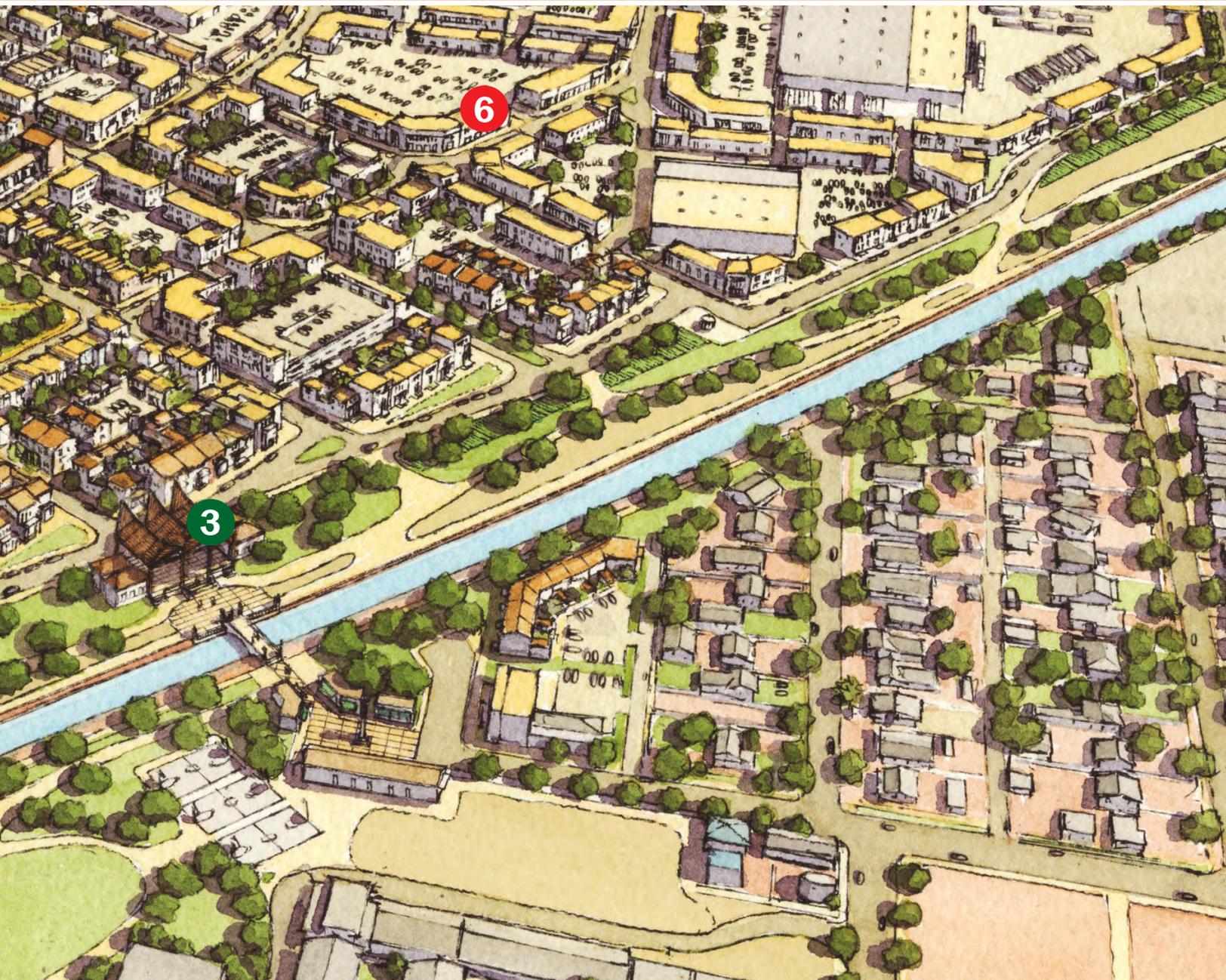
2040 Master Plan



**A New Neighborhood**

The large triangular site just south of the Red Mountain Freeway is the largest vacant property yet to be developed in Gateway. With the Grand Canal defining its southwest boundary, and views to the mountains to the northeast, it offers many amenities for potential development.

The design features a central square with a community center, amphitheater, and a recreational park at the northwest corner. Housing fronts the Canal with community gardens interspersed within the greenway. Office uses are proposed for the northernmost boundary as a buffer against the noise of the highway.



- 1** Office uses (**Business Complex**) buffer the neighborhood from the highway, providing good visibility

**2** A square (**Passive Park**) marks the center of the neighborhood

**3** A multi-function pavilion and **Public Art** mark the canal crossing

**4** **Walkable Urban Low Rise Housing** along the Grand Canal
- 5** An **Active Park** provides much needed recreation facilities

**6** Warehouses and parking lots are lined with “Liner Buildings” to maintain **Active Frontages**

**7** Existing Crockett Elementary School (**Quality Neighborhood School**)



# COMMUNITY VISION

## Canal Corridor | Gateway Community College Area

### Overview

In 2040, the Grand Canal is a major recreation corridor for the District. Bicyclists, pedestrians, and joggers enjoy it for exercise, but the canal is much more than a recreational amenity, as it provides a region-wide bicycle route that connects people from all over the city to Gateway and allows residents a safe route to places outside of the District.

### Theme: Stop and Shop

In 2040, residents and visitors to this area have access to numerous services. People frequent small shops and eat at local restaurants and food trucks set up on the Canal banks [W1]. Children particularly like to visit the ice-cream parlor [W1]. Bicyclists using the corridor can service their bikes at a repair shop [F2], and other small businesses cater to pedestrian traffic. This mini-economic engine of shop owners and family-oriented businesses has grown jobs in the District [W2].

### Theme: Interconnections for Community

In 2040, housing has a unique relationship to the Canal and nearby businesses. Connections to neighboring amenities give the greenway a neighborhood feel. The area provides numerous recreational opportunities, community gardens, shopping destinations and a diverse mix of residents including housing that supports students, homeless, and other low-income residents [W2]. A walk along the corridor displays a distinctive environment created by the interaction between housing, business, and the Grand Canal itself.

### Theme: A Walk in the Park

In 2040, land bordering the Grand Canal is a mix of residential and commercial uses [7/21 Balanced Mix//VPS; 7/21 50 percent Commercial//VPS]. Building heights are mostly four to five stories that transition to taller commercial buildings towards the 44th street light rail station [W2; VPS]. Several neighborhood parks are within a short walk of the Canal,

## LIFE NEAR THE GRAND CANAL IN 2040

providing children fun and safe places to play [W1]. Community gardens complement the parks by attracting people of all generations [W1]. Water features, pedestrian bridges, and the landscaping of neighboring properties add to the lush oasis feel of the area [W1].

### Theme: Easy Access

In 2040, calmed streets have lowered traffic speeds and have made travel much safer for pedestrians and bicyclists [W1; W2; 24/44 Calmed Streets/VPS]. Protected crossings at major cross-streets and shaded paths have also encouraged people to walk and bike to the Canal [16/44 Green Streets/VPS]. While light-rail users can access the Canal from the 38th Street station, bicyclists from throughout the city have access from a network of bike paths extending outside of the District [W1]. These paths allow bicyclists to completely avoid highways and other barriers [W2]. People of all ages use the canal throughout the day and evening.

### Theme: Recreation and Wellness

In 2040, the Grand Canal encourages active lifestyles, as the area is a venue for walking, jogging, and biking [W2]. Children use the Canal to get to nearby soccer and baseball fields [W1]. Creative public art installations take their cues from the ancient Hohokam culture and other historical features [W2]. People feel safe walking along the Grand Canal due to its pedestrian-scaled lighting and activity throughout the day and night [F2; W2] allowing children to walk home safely from playing at the park after sunset. [F2; W2].

### Theme: A Shaded Pathway

In 2040, landscaping along the Grand Canal corridor is a mix of both oasis and Sonoran vegetation [W1; W2; 15/63 Sonoran//VPS; 38/63 Hybrid//VPS]. While Sonoran landscaping fosters a regional identity and conserves water, and oasis landscaping provides extra shade for pedestrian pathways, which helps keep the Grand Canal actively used in the summer months [W1; W2]. The landscaping provides a green buffer between sidewalks and streets, which helps protect pedestrians from car traffic [W2].

“My family and I feel safe, welcome, and supported in this neighborhood. Although our culture and experiences from back home are very different, development in the neighborhood such as new businesses with job openings that do not require advanced English language skills, the Mountain Park Health Center (MPHC) Gateway clinic, and a new daycare center have helped to ease the transition.

Since MPHC opened up, I have walked there often along the shady paths on Van Buren Street and 44th Street. My children are learning how to ride bicycles after attending the community bike program. The MPHC has space reserved for community activities so a group of refugees and I have been meeting there weekly to learn English. Most times, we stick around for a while to participate in MPHC exercise and wellness programs or to try some new food from the food trucks in the parking lot.



# MASTER PLAN

## Canal Corridor | Gateway Community College Area

### Overview

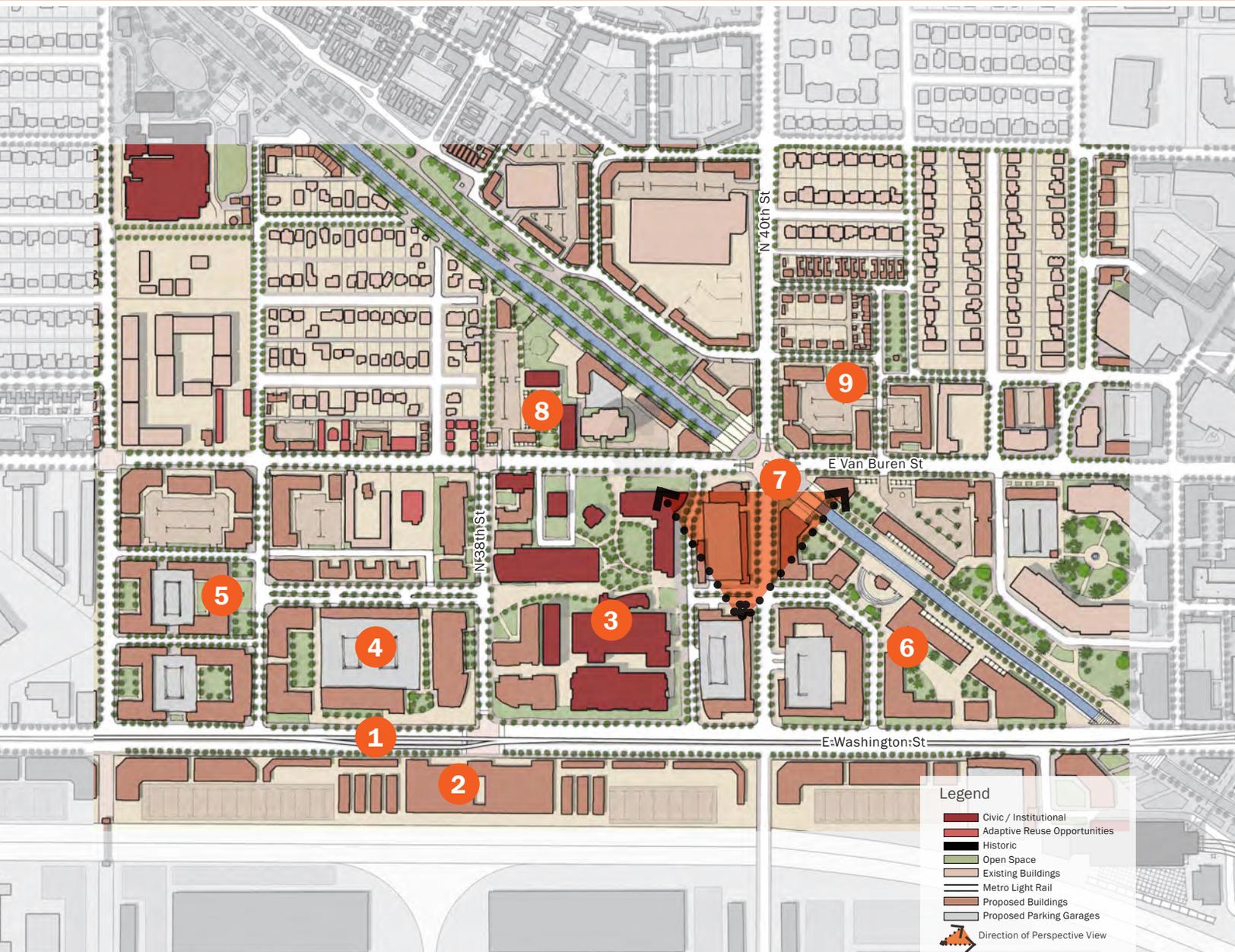
The Canal Corridor is positioned to build on its many assets, including the presence of Gateway Community College and the light rail station at 38th street. The area is also home to the existing Park 'n Swap.

### Main Design Elements

**Leverage Gateway Community College:** The plan proposes new development both east and west of the existing campus. To the west, a mixed-use urban neighborhood is envisioned with a park and ride garage as an anchor. To the east, the plan shows a potential expansion of the campus toward the Grand Canal. As an alternative, this could be the site of a complimentary educational institution, or a good location for student housing (or both).

A proposed round-about and public art installation at 40th and Van Buren celebrates the convergence of the canal with two major streets.



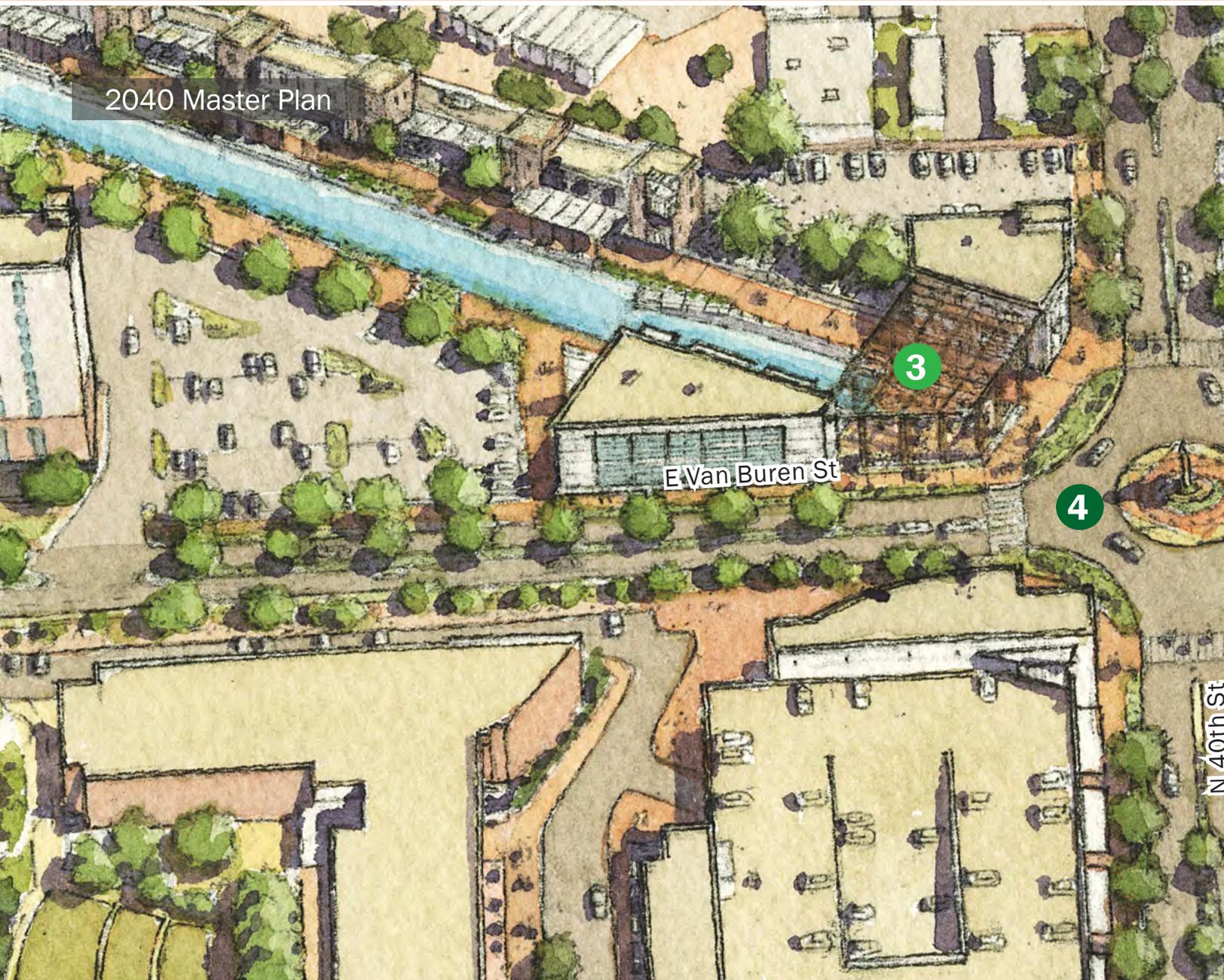


## Annotated Master Plan

### Legend

- |                                  |   |
|----------------------------------|---|
| 1. 38th Street LRT stop          | 6. Proposed campus expansion and/or student housing |
| 2. Proposed Park-n-swap          | 7. Proposed round-about                             |
| 3. Gateway Community College     | 8. Future Mountain Park Health Center               |
| 4. Proposed park and ride garage | 9. Infill housing development                       |
| 5. Infill mixed-use housing      |   |

2040 Master Plan

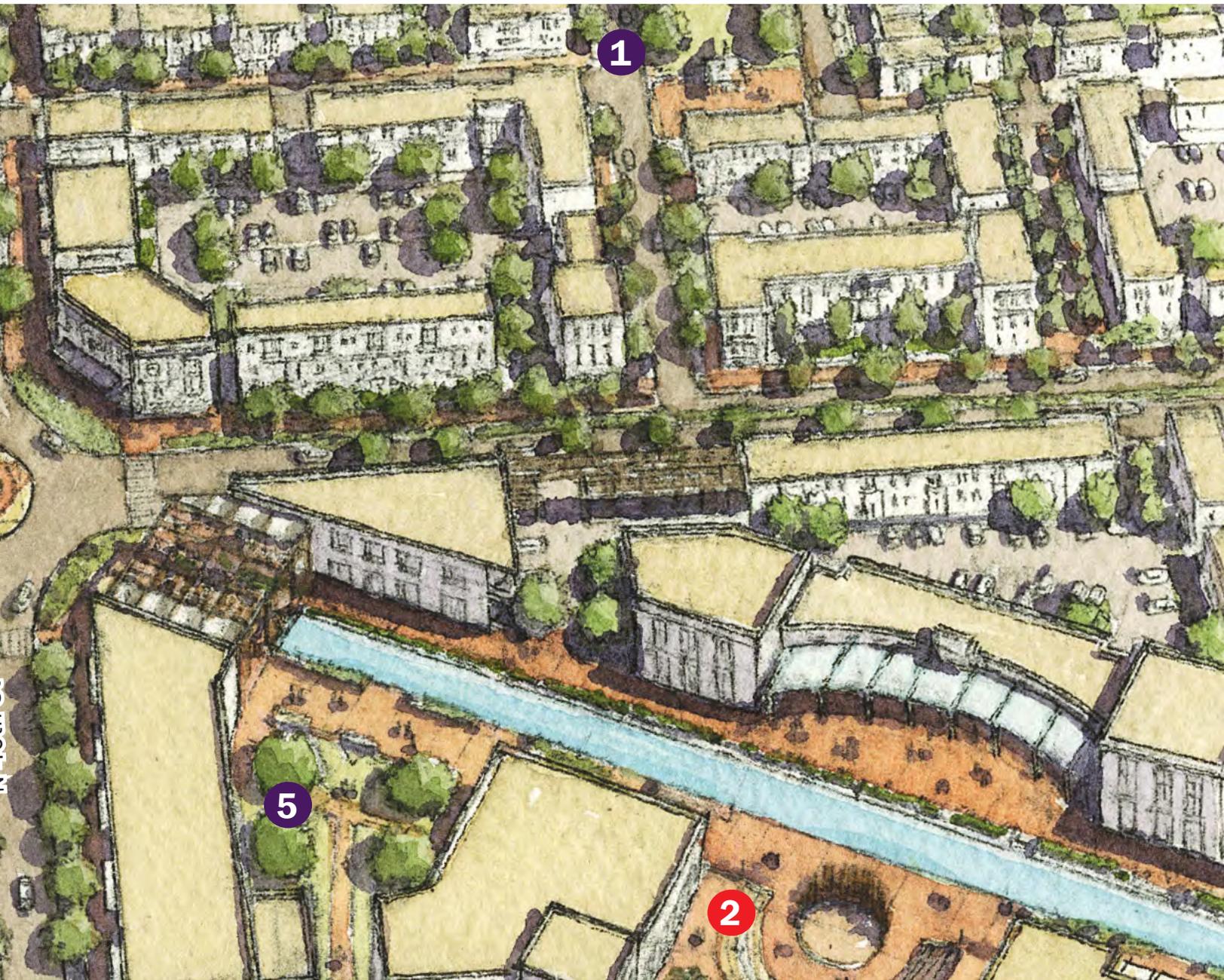


### An Important Intersection

The intersection of Van Buren and 40th street represents an important crossing of two main thoroughfares with the Grand Canal. As in many great cities, it is common to celebrate this type of radial intersection with a round-about or a monument. The proposed round-about brings attention to this important crossing, safely slows down traffic, and facilitates interaction with the surroundings. “Covered bridges” are proposed for the canal sides of the intersection which could accommodate cafe dining under a shaded structure.

The rendering also illustrates how buildings may interact with the canal banks, incorporating it into the urban landscape.





- 1** A **Walkable Urban Neighborhood** increases access to Gateway Community College and light rail.
- 2** An amphitheater **Gathering Area** engages the Grand Canal
- 3** **Engineered Shade and Cooling** mark the canal crossing
- 4** A traffic circle creates a **Safe Intersection** and provides an opportunity for **Public Art**
- 5** Proposed expansion of Gateway Community College to create an **Urban Campus**



# MASTER PLAN

## Canal Corridor | 44th Street Light Rail Station

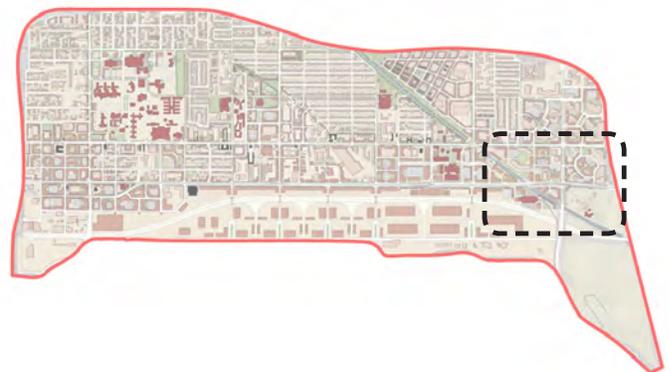
### Aerotropolis

The 44th Street station area is currently the most economically vibrant of all the areas in Gateway. Gateway Center is home to corporate offices and several hotels. The area boasts the location of two cultural destinations, the Pueblo Grande Museum (one of the most important archaeological sites in the state of Arizona), and the Chinese Cultural Center. The new Sky Train connects Sky Harbor International airport to the light rail, making this area a true “Aerotropolis.”

### Main Design Elements

**Leverage the Sky Train:** The investment of the Sky Train is anticipated to provide an economic boost to Gateway and make the immediate area a prime location for additional offices, hotels, and other travel-related businesses. In particular, the triangular site of the recently vacated bus transfer station, is a highly visible potential office or hotel site (or both) situated along the banks of the Grand Canal.

**Business Park Repair:** The existing Gateway Center area has taken the form of a typical suburban office/hotel park, with isolated buildings interspersed with big parking lots. The plan proposes a process of “sprawl repair” to transform the area into a more vibrant and walkable mixed use neighborhood that can take better advantage of its proximity to the light rail.

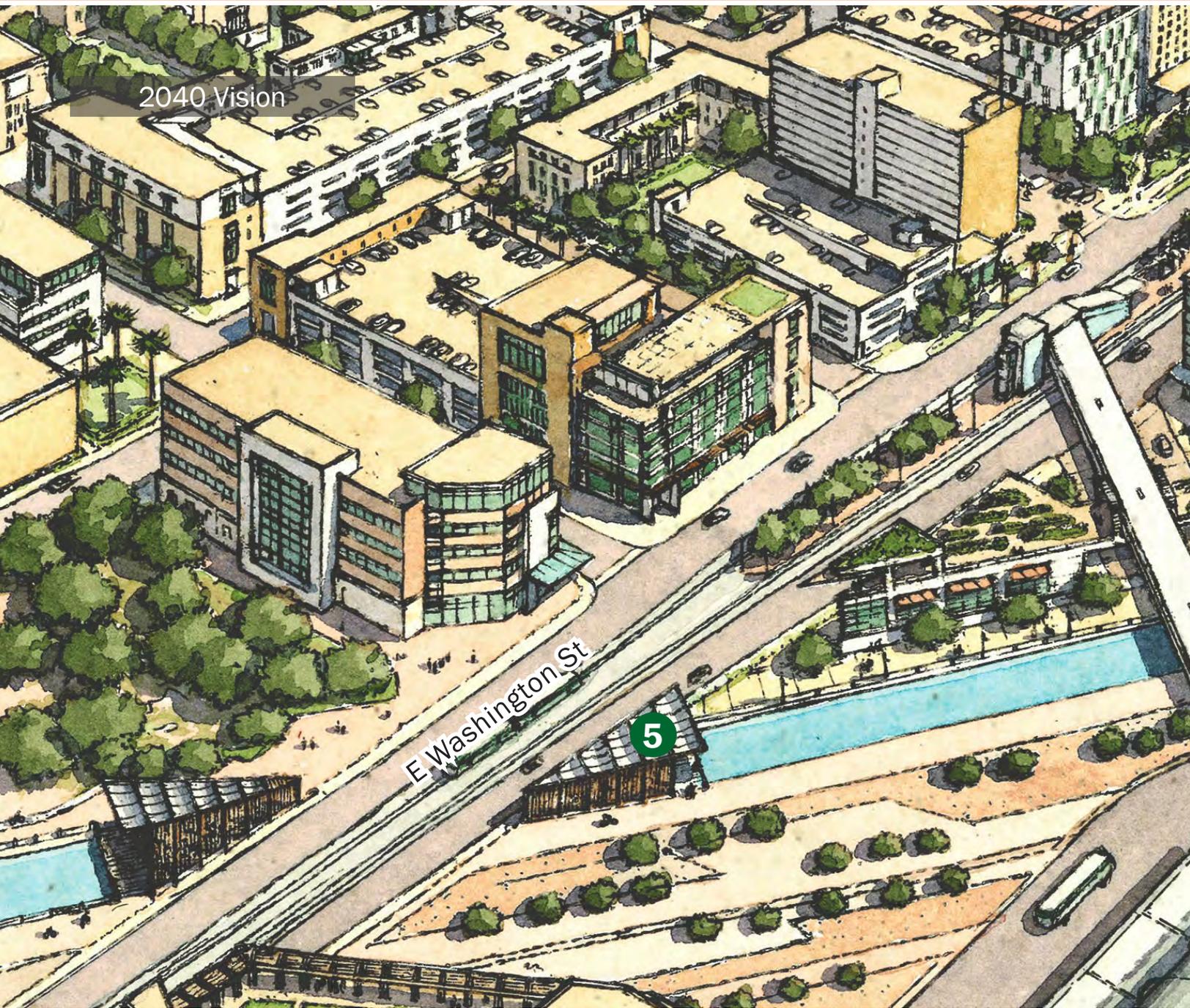




## Annotated Master Plan

### Legend

- |                                |                                     |
|--------------------------------|-------------------------------------|
| 1. 44th Street LRT stop        | 5. Proposed plaza                   |
| 2. Sky Train Station           | 6. Mixed-use infill - sprawl repair |
| 3. Proposed hotel/offices site | 7. Canal Greenway/trail             |
| 4. Pueblo Grande Museum        | 8. Chinese Cultural Center          |



2040 Vision

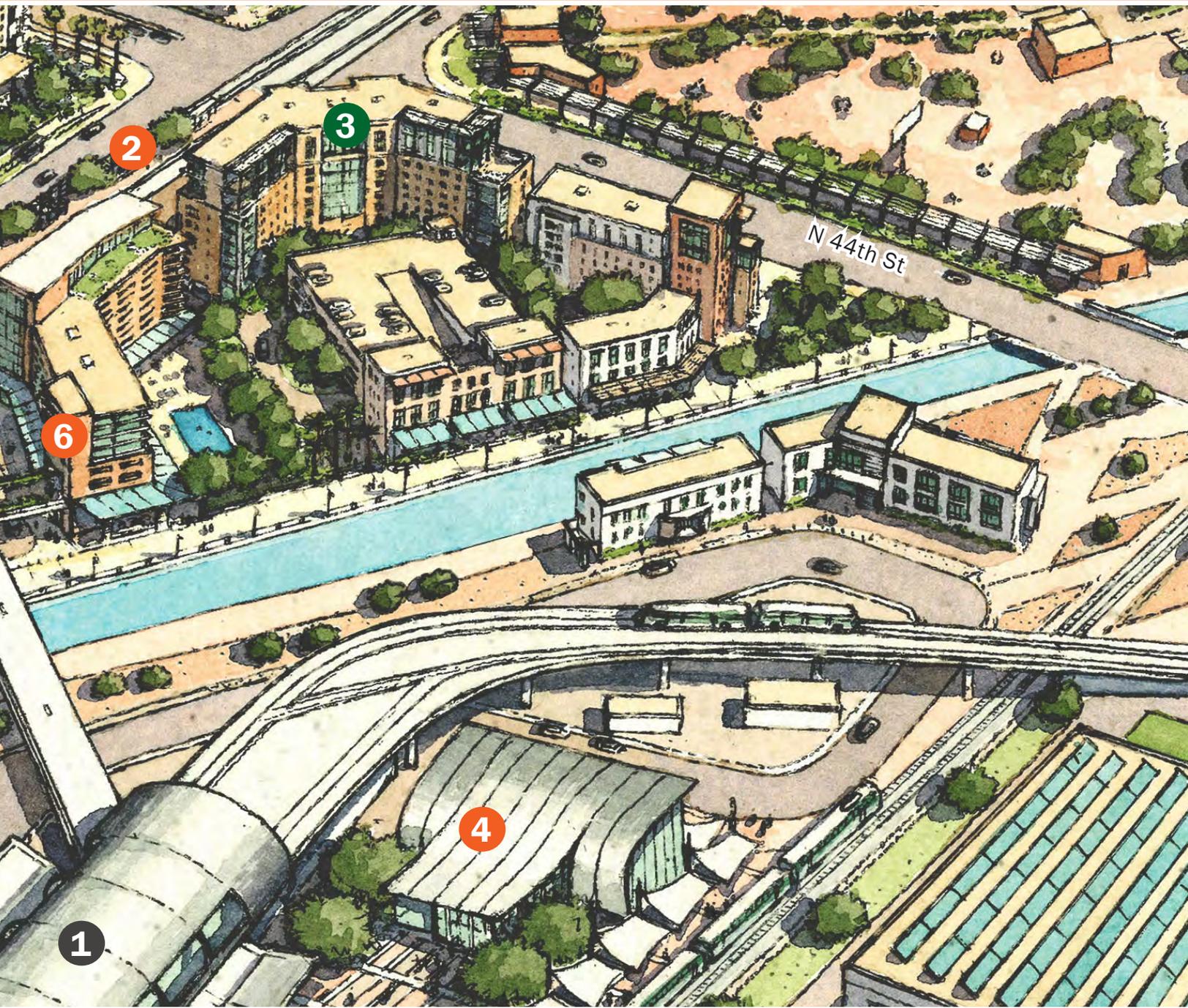
E Washington St

5

## Transportation Hub

The rendering shows a new commuter rail terminal adjacent to the Sky Train, further reinforces the area as a major transportation hub. The hub becomes a catalyst for new development including a new hotel adjacent to the Grand Canal and office buildings facing 44th Street. Other hotels and travel-related business cluster around the 44th Street stop.

Distribution centers and airport-related businesses locate south of the relocated heavy rail. The Pueblo Grande Museum has a new pedestrian entrance oriented toward the street making it more accessible to light rail passengers.



- 1** Existing Sky Train
- 2** Existing Light Rail Station
- 3** Proposed Hotel surrounded by Mixed Use Development
- 4** A new inter-city rail station provides a High Capacity Transit hub
- 5** Pavilions integrated with Public Art mark the canal crossing
- 6** A rooftop Plaza provides a direct Pedestrian Bridge connection to the Sky Train.

# CATALYST PROJECT: CANALSCAPE

## An Enhanced Grand Canal



- 1 Pedestrian Bridge connects the east side of the canal to Roosevelt Street. Proposed public art installation.
- 2 A recreational park at the point buffers the highway and doubles as a storm water retention area.
- 3 An existing green next to a school can be a community park during non-school hours.
- 4 Main Pedestrian Bridge Connects the new Balsz Triangle neighborhood with the school and neighborhood.
- 5 Residential and live/work units, front on the canal and green.
- 6 Community Gardens adjacent to the canal become neighborhood gathering places.
- 7 New connections of neighborhood streets and sidewalks to the canal trail. Currently, many streets are blocked off from access to the canal.
- 8 A children's playground and/or fitness course located next to the Mountain Park Health Center.
- 9 Public art installation celebrates the canal and creates a public gathering space.
- 10 A shaded pavilion can serve many functions, as a picnic shelter, farmer's market or band stand.

### Grand Canal Trail

The Grand Canal trail is currently an underutilized asset. The existing trail, running along the southwest side of the canal is not well-connected to the adjacent neighborhoods, and street crossings are not ideal. The plan proposes a greenway with trails on each side of the canal and connected by pedestrian/bike bridges at strategic points. The northeast side of the canal, with its wider right-of-way has the potential to function as a linear park.

### Grand Canal Detail Plan

The proposed detailed plan of the Grand Canal as it traverses the Gateway area takes inspiration from the concepts presented in "Canalscape," published in 2009. The initiative includes activating the canal edges by fronting buildings on the canal, improving access to canals and celebrating important activity nodes with public art. The plan is intended to be the basis for a more detailed set of engineering drawings to follow.

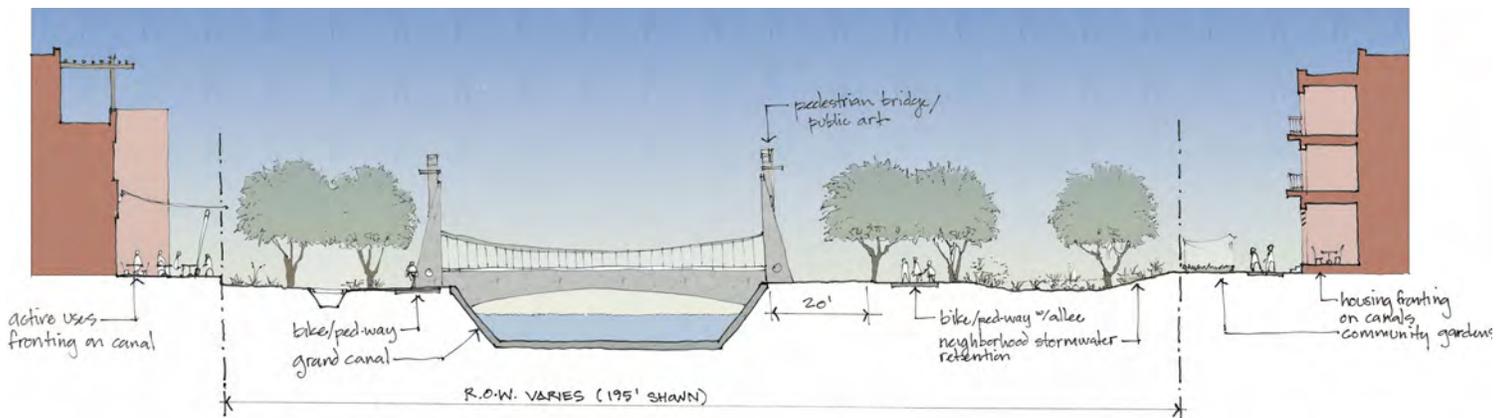




- 11 Civic canal structure is part of a vision to connect the canal to the city, this structure houses a cafe with seating overlooking the water.
- 12 Proposed round-about slows traffic and focuses attention on the canal. A public art component marks the center creating a community landmark.
- 13 An amphitheater faces the canal with the opposing building as a backdrop. Buildings may relate to each other across the canal in the same way they do along streets.
- 14 An existing office park consolidates parking in a garage, which frees up green space next to the canal. The green can also be used for stormwater retention.
- 15 A bridge structure marks the canal crossing and provides a shaded viewing platform.
- 16 The existing Sky Train station doubles as the proposed location for a commuter rail station and functions as a multi-modal transportation facility.
- 17 A proposed hotel/office engages the canal banks and creates an urban condition along the canal.
- 18 Mixed-use liner buildings provide an urban edge facing the hotel site.

### Canal Conceptual Section

The conceptual section illustrates some of the important design features that may be incorporated into the canalscape.





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# GATEWAY

## HOW WE GET THERE



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

# ACHIEVING THE VISION

## Collective Impact

The Gateway Vision is feasible but is also bold and ambitious. Implementing the plan will require focused, efficient, and organized execution that spans multiple decades. The Gateway Policy Plan is designed as a tool for facilitating collaboration, aligning policies, and coordinating action across a multi-sector coalition of public, private, and non-profit partners, including government agencies, businesses, foundations, schools, neighborhood associations, and individual residents. The data-driven analysis of the current conditions, coupled with the community-driven vision for long term sustainability, provides a guide for making strategic, collective investment decisions that maximize impact.

## Civic Leadership

Successful implementation of a long range plan requires leaders who are committed to the vision and champion strategies to achieve it. The coalition of Reinvent PHX partners, including the Gateway Steering Committee, provides a foundation for multi-sector and place-based leadership. It is essential, however, that this leadership strengthens over the coming years and persists through multiple political and economic cycles. The ongoing engagement of the Steering Committee and a concerted effort to increase its capacity, organize additional partnerships, and retain direct, meaningful representation from Gateway residents is critical for successful implementation.



## Measurable Outcomes

The first step in the strategy-building process is operationalizing the vision with measurable outcomes. Each measure has a 2040 benchmark that may not be feasible in all cases but allows for an evaluation of current conditions compared to an optimal scenario. The measures are provided to help focus implementation and serve as a learning tool for monitoring progress and informing policy adjustments over time. Periodic updates and analyses of the indicators should be done by universities, research institutions, and urban policy organizations, in collaboration with the City.

## Evidence-Based and Innovative Strategies

Twenty-nine strategies derived from best practices and input from urban development professionals and Gateway residents have been developed to transition the current conditions to the vision. Reinvent PHX community partner research provides the evidence basis for many of the strategies and are referenced in the appendix.

## Policies and Actions

Policies are included with each Strategy to guide the resource decisions needed to complete specific action steps. Five-Year Action Plans organize the action steps to provide a clear roadmap for initiating the implementation of the community's priorities, as recommended by the Gateway Steering Committee.

The Policies and Actions enhance the Gateway District Plan's effectiveness as a tool for achieving measurable outcomes; however, organizations interested in implementing the plan are highly encouraged to also refer back to the Vision for a more complete and nuanced understanding of the community's hopes for the future of Gateway.

# MEASURABLE OUTCOMES

Elements	Measures	Current	Benchmark
Land Use	<b>Outcome 1: Efficient Infrastructure and Public Services</b>		
	Development Intensity (Housing Units + Jobs per acre)	13	Over 39
	Acres of Vacant Land	300	under 10
	% of district covered in asphalt surface parking	17%	under 5%
	<b>Outcome 2: Convenient Neighborhood Amenities</b>		
	Walkscore	65	over 90
	<b>Outcome 3: High Quality Urban Development</b>		
	% of projects built in general conformance with the Master Plan after adoption of the WU Code	-	over 70%
	% of projects approved for variances after adoption of the WU Code	-	under 10%
	<b>Outcome 4: Authentic Culture and Character</b>		
Number of historic buildings	2	over 2	
Number of publicly accessible open spaces	2	over 9	
Housing	<b>Outcome 1: Access to Affordable Housing</b>		
	% of low income households with housing cost burden	87%	under 50%
	% of units affordable for moderate income households* - Owned	74%	over 67%
	% of units affordable for moderate income households* - Rented	92%	over 67%
	Overcrowding	9%	under 2%
	<b>Outcome 2: Diverse Neighborhoods</b>		
	Household Income Diversity	0.9	over 0.7
	Housing Type Diversity (bedrooms, MF, SF, etc)	0.8	over 0.7
	Household Diversity (family, single, married, etc)	0.7	over 0.7
	<b>Outcome 3: High Quality Housing</b>		
	% of housing units in disrepair	23%	under 2%
	<b>Outcome 4: Low Cost of Living</b>		
	% a household making the regional median income spends on housing in the district	29%	under 30%
% a household making the regional median spends on transportation in the district	24%	under 15%	
Health	<b>Outcome 1: Safe Walking and Bicycling Environment</b>		
	# of Pedestrian and Bicycle Injuries per 1,000 households over 5 years (2007 - 2011)	9	under 19
	# of Violent Crimes per 1,000 households over 3 years (2010 - 2012)	149	under 25
	<b>Outcome 2: Access to Recreation</b>		
	% of households within 1/4 mile walk to public recreation	10%	over 70%
	<b>Outcome 3: Access to Healthy Food</b>		
% of households within a 1/4 mile walk to healthy food	3%	over 70%	

\* Note: The City of Phoenix does not regularly track many of these indicators. Researchers and community partners should lead future evaluations in collaboration with the City.

Elements	Measures	Current	Benchmark
Economic Development	<b>Outcome 1: Strong Local Businesses</b>		
	% commercial vacancy	13%	Under 10%
	<b>Outcome 2: Access to Quality Education</b>		
	% Public Schools with "A" designation	0	100%
	% of residents with post-secondary degree	12%	Over 40%
	<b>Outcome 3: Financially Stable Residents</b>		
	% of households without checking or savings accounts	26%	under 8%
	Unemployment rate	8%	under 6%
	<b>Outcome 4: Access to Quality Careers</b>		
Jobs in key sectors (healthcare, education, construction, retail, hospitality, manufacturing, logistics)	12,364	over 20,000	
% of residents self-employed	7%	over 15%	
Mobility	<b>Outcome 1: Quality Transportation Choices</b>		
	% of residents who walk, bicycle, transit, and carpool to work	19%	over 50%
	Average hours of transit services per day	17	over 22
	Average transit frequencies (bus + light rail)	25 min.	under 11 min.
	Annual light rail ridership (boardings + deboardings)	1,433,764	over 3M
	<b>Outcome 2: Efficient and Compatible Parking</b>		
	Number of district parking facilities	1	over 3
	Arterial and collector streets with on-street parking	3	over 6
	<b>Outcome 3: Reduced Automobile Dependence</b>		
	Vehicle Miles Traveled (VMT) per Household	13,601	under 7,000
	<b>Outcome 4: Convenient and Safe Block Pattern</b>		
Intersections per square mile	62	over 90	
Green Systems	<b>Outcome 1: Clean and Efficient Stormwater Management</b>		
	% of district with pervious surface	46%	over 65%
	Number of district stormwater management facilities	0	over 3
	<b>Outcome 2: Efficient Water Use</b>		
	Properties with Installed Smart Irrigation Systems	0	over 80%
	<b>Outcome 3: Lower Outdoor Temperatures</b>		
	% Surface Temperature under 105 degrees in July	1%	over 10%
% Surface Temperature over 130 degrees in July	10%	under 5%	
Tree Coverage	5%	over 24%	

# IMPLEMENTATION STRATEGIES





Route #	Public Transit Routes	Priority
1	1000 St.	
2	1000 St.	
3	1000 St.	
4	1000 St.	
5	1000 St.	
6	1000 St.	
7	1000 St.	
8	1000 St.	
9	1000 St.	
10	1000 St.	

### PUBLIC TRANSIT ROUTE PRIORITIES PRIORIDADES RUTA DE TRANSPORTE PÚBLICO

The map shows a grid of streets with several yellow circular markers placed at various intersections, indicating areas of high priority for public transit routes. Below the map, there are two photographs: the first shows a modern blue and green bus, and the second shows a bus stop with people waiting.

PATRICK BRENNAN  
INVENTPMX

CHRIS ANDRES  
INVENTPMX

# HOW TO READ A STRATEGY

**Policies** guide the resource decisions needed to implement the Strategy.

The **Lead Partner** icon indicates the type of organization that is most suitable to lead the implementation of a Strategy.

## LAND USE



### STRATEGY 1

Lead Partner: Government

#### Adopt a Best Practice Form Based Code

Gateway's zoning regulations are outdated. The current codes were written for the conventional suburban development patterns envisioned in the 1950's and have resulted in an automobile-dependent district. Implementing the vision requires the establishment of a new code that removes unnecessary barriers and ensures quality development. In suburban neighborhoods, individual house amenities, such as number of bedrooms and lot sizes, drive demand; in urban neighborhoods, however, property values are dependent on a quality public realm, such as shaded sidewalks and plazas, and daily-living retail within a convenient walk. A code that helps ensure high quality walkable urbanism is an essential first step for attracting investment to Gateway.

POLICIES	TOOLS
L1.1 Require pedestrian oriented street frontages.	Codes
L1.2 Prohibit new parking lots to be located between the building and the sidewalk.	Codes
L1.3 Require parking garages to be wrapped with liner buildings when adjacent to street frontages.	Codes
L1.4 Limit parking as a permanent primary use.	Codes
L1.5 Minimize driveways along streets to encourage pedestrian and bicycle safety and sufficient shade.	Codes
L1.6 Encourage public space improvements, such as sidewalks, paseos, Complete Streets, and plazas in general conformance with the Conceptual Master Plan.	Codes
L1.7 Support reductions in permitted development intensity or "down zoning" to encourage preservation of historic buildings or to better align with the Conceptual Master Plan, unless the City determines that a reduction in property values would result under Prop 207.	Codes
L1.8 Require sensitive height transitions adjacent to single family neighborhoods.	Codes
L1.9 Reduce vehicular parking requirements to ensure an efficient use of land and discourage excessive vehicular traffic and surface parking.	Codes
L1.10 Require a minimum amount of bicycle parking.	Codes
L1.11 Use the Conceptual Master Plan as a guide when rezoning properties to the Walkable Urban Code, unless the City determines that a reduction in property value would result under Prop 207.	Codes
L1.12 Create incentives such as height bonuses, parking reductions, reduction in street widths, and other flexibility for projects that provide enhanced amenities or best practices, such as Green construction, Universal Design, historic preservation, affordable housing, open space, district parking, district storm water retention, or district energy.	Codes
OUTCOMES	IMPACT
1 Efficient Infrastructure and Public Services	■
2 Convenient Neighborhood Amenities	■
3 High Quality Urban Development	■
4 Authentic Culture and Character	■

### STRATEGY 2

Lead Partner: Government

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

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

POLICIES	TOOLS
L2.1 Increase development intensity and a mix of uses at a level consistent with the Conceptual Master Plan.	Codes
L2.2 Minimize approval processes that require "case-by-case" decisions and numerous negotiations.	Codes
L2.3 Utilize the city's Design Review Committee (DRC) to overcome Design Guidelines if approval is unable to be granted by staff.	Codes
L2.4 Improve the Planning Hearing Officer (PHO) process to ensure development is in general conformance with the Conceptual Master Plan.	Operations
L2.5 Engage SRP, APS, Cox, Southwest Gas and other public utilities on providing coordination services early in the development process.	Operations
L2.6 Inform the Gateway Steering Committee Chair, or designee, about all requests for rezoning, zoning adjustments, PHO hearings, DRC appeals, abandonments, and preliminary site plan meetings.	Knowledge
OUTCOMES	IMPACT
1 Efficient Infrastructure and Public Services	■
2 Convenient Neighborhood Amenities	■
3 High Quality Urban Development	■
4 Authentic Culture and Character	■

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

### STRATEGY 3

Lead Partner: Business

#### Create Standard Plans

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

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



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



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



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

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



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

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



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



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



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



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



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



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

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

## GRAND CANAL CORRIDOR Action Plan 2015-2020

Elements	Actions	TOOLS	GOVERNMENT	BUSINESS	COMMUNITY
Land Use	1 Engage the State Land Department on coordinating development with the Master Plan	Partnership	■		
	2 Hold a property owners forum on the Walkable Urban Code	Codes	■		
	3 Rezone properties to the Walkable Urban Code consistent with the Master Plan	Plans	■		
	4 Engage the Sunbeam neighborhood on Accessory Dwelling Units to determine support for code adjustments	Knowledge	■		
	5 Complete a Water / Sewer infrastructure needs assessment	Plans	■		
Housing	6 Develop a student housing project	Financing			■
	7 Identify a housing project within the corridor to add to the Consolidated Housing Plan	Financing	■		
	8 Develop a live-work accessory building demonstration project adjacent to the Grand Canal	Financing			■
	9 Build a walkable urban housing demonstration project on the State Land parcel	Financing		■	
	10 Engage Arizona Department of Environmental Quality on indoor air quality measurement and vapor intrusion mitigation assistance in the Sunbeam neighborhood	Knowledge			■
	11 Complete 3 housing rehabilitation projects in the Sunbeam Neighborhood	Financing			■
Health	12 Pursue grants and other sources to fund joint use agreements with Mountain Park Health Center and Crockett Elementary for public recreation	Partnership			■
	13 Add a HAWK at Canal Crossings at 44th Street and Washington Street to the neighborhood traffic safety program	Financing	■		
	14 Organize a walking club to provide block watch patrols at least 3 evenings per week	Partnership			■
	15 Construct a pedestrian pathway to Pueblo Grande Museum	Financing	■		
Mobility	16 Encourage parking fees and reduced price transit passes for students at Gateway Community College	Operations			■
	17 Engage Crockett School, Oasis Hospital, Gateway Community College, Mountain Park Health Center, Honeywell, and Sky Harbor Airport on providing public transit passes	Operations			■
	18 Organize a coalition to support public transit service on 40th Street, including Oasis Hospital, Gateway Community College, Mountain Park Health Center, Crockett School, and Honeywell	Partnership			■
	19 Add bike share stations near 38th and 44th Street light rail stops	Financing	■		
	20 Identify utility conflicts and cost estimates for the canal bank design in the Master Plan	Plans	■		
	21 Determine the feasibility of federal funding and NEPA environmental planning to improve the canal bank consistent with the Master Plan	Plans	■		
	22 Complete a study on the most cost effective methods for adding bus service on 40th Street, including local buses and an urban circulator	Plan	■		
	23 Fund initial canal bank improvements identified in the Master Plan	Financing	■		

Elements	Actions	TOOLS	GOVERNMENT	BUSINESS	COMMUNITY	
Economic Development	24 Issue an RFP to develop the southwest corner of 44th and Washington Streets, include consistency with the Master Plan in evaluation criteria	Operations	■			
	25 Engage Gateway Community College on a strategy to accelerate planned expansion of campus	Plans			■	
	26 Engage Gateway Community College on a strategy to increase the number of scholarships for Gateway residents, including Crockett School parents	Partnership			■	
	27 Complete Mountain Park Health Center and grow to 36,000 annual visits by 2020	Financing			■	
	28 Develop a strategy to bring an Advanced Manufacturing Incubator / Accelerator to Gateway Community College by engaging Honeywell, Sky Harbor Airport, and GPRC	Plan			■	
	29 Write a grant for enhanced school enrichment activities and community improvement projects at Crockett School	Financing			■	
	30 Add a public art installation along the canal bank	Financing	■			
	31 Create marketing materials for TOD development sites	Knowledge	■			
	32 Organize 3 graffiti and neighborhood clean ups	Partnership			■	
	33 Develop a relocation plan for small and micro businesses at the Phoenix Park and Swap / Greyhound Park	Plan	■			
	34 Sponsor an adopt a Canal bank	Partnership			■	
	35 Expand or maintain all day kindergarten and Head Start programs at Crockett School	Financing			■	
	36 Construct a medical office or healthcare facility on the State Land parcel adjacent to the 202 freeway	Financing		■		
	37 Complete 10 community events at Crockett School, such as education tax credit drives, tax return assistance, and voter registration drives	Financing			■	
	38 Pursue partnerships with workforce development agencies to provide information about training opportunities, and resume writing and interview classes at Crockett School	Partnership			■	
	39 Pursue partnerships to sponsor 2 free adult education courses at Crockett School	Partnership			■	
	40 Write a federal grant, such as the Promise Zone and Promise Neighborhood programs and partner with Crockett School	Financing	■			
	41 Pursue partnerships to provide Crockett students with free access to 3 educational destinations, such as museums and the zoo	Partnership			■	
	42 Engage Gateway Community College on a strategy to increase scholarships for Crockett School parents	Partnership			■	
	Green Sys.	43 Research the opportunity to develop a combined heat/power energy source and micro grid to serve Sky Harbor, Gateway Community College and surrounding offices and hotels	Knowledge			■
		44 Write a Green Infrastructure Grant	Financing	■		
		45 Engage State Land Department on Neighborhood Retention and Passive Park concept	Knowledge			■
		46 Hold a community tree planting event in the Sunbeam neighborhood	Partnership			■



What Type of **Tool(s)** does your organization use?

**Code Tools** are regulations, such as the zoning ordinance, that can encourage or discourage different types of investment.

**Financing Tools** are grants, loans, bonds, fees, and taxes.

**Knowledge Tools** are capacity building activities, such as professional training, workshops and seminars to improve technical skills and understanding.

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

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

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

Which Type of **Investment Partner** is your Organization?



**Business Investors** are banks, real estate developers, and other private companies, ranging from large corporations to small locally owned shops.



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



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

# LAND USE

## STRATEGY 1

LEAD PARTNER  
GOVERNMENT 

### Adopt a Best Practice Form Based Code

Gateway’s zoning regulations are outdated. The current codes were written for the conventional suburban development patterns envisioned in the 1950’s and have resulted in an automobile-dependent district. Implementing the vision requires the establishment of a new code that removes unnecessary barriers and ensures quality development. In suburban neighborhoods, individual house amenities, such as number of bedrooms and lot sizes, drive demand; in urban neighborhoods, however, property values are dependent on a quality public realm, such as shaded sidewalks and plazas, and daily-living retail within a convenient walk. A code that helps ensure high quality walkable urbanism is an essential first step for attracting investment to Gateway.

POLICIES		TOOLS 
L1.1	Require pedestrian oriented street frontages.	Codes
L1.2	Prohibit new parking lots to be located between the building and the sidewalk.	Codes
L1.3	Require parking garages to be wrapped with liner buildings when adjacent to street frontages.	Codes
L1.4	Limit parking as a permanent primary use.	Codes
L1.5	Minimize driveways along streets to encourage pedestrian and bicycle safety and sufficient shade.	Codes
L1.6	Encourage public space improvements, such as sidewalks, paseos, Complete Streets, and plazas in general conformance with the Conceptual Master Plan.	Codes
L1.7	Support reductions in permitted development intensity or “down zoning” to encourage preservation of historic buildings or to better align with the Conceptual Master Plan, unless the City determines that a reduction in property values would result under Prop 207.	Codes
L1.8	Require sensitive height transitions adjacent to single family neighborhoods.	Codes
L1.9	Reduce vehicular parking requirements to ensure an efficient use of land and discourage excessive vehicular traffic and surface parking.	Codes
L1.10	Require a minimum amount of bicycle parking.	Codes
L1.11	Use the Conceptual Master Plan as a guide when rezoning properties to the Walkable Urban Code, unless the City determines that a reduction in property value would result under Prop 207.	Codes
L1.12	Create incentives such as height bonuses, parking reductions, reduction in street widths, and other flexibility for projects that provide enhanced amenities or best practices, such as Green construction, Universal Design, historic preservation, affordable housing, open space, district parking, district storm water retention, or district energy.	Codes
OUTCOMES		IMPACT 
1	Efficient Infrastructure and Public Services	■
2	Convenient Neighborhood Amenities	■
3	High Quality Urban Development	■
4	Authentic Culture and Character	■



## STRATEGY 2

LEAD PARTNER  
GOVERNMENT 

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

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

POLICIES		TOOLS 
L2.1	Increase development intensity and a mix of uses at a level consistent with the Conceptual Master Plan.	Codes
L2.2	Minimize approval processes that require “case-by-case” decisions and numerous negotiations.	Codes
L2.3	Utilize the city’s Design Review Committee (DRC) to overcome Design Guidelines if approval is unable to be granted by staff.	Codes
L2.4	Improve the Planning Hearing Officer (PHO) process to ensure development is in general conformance with the Conceptual Master Plan.	Operations
L2.5	Engage SRP, APS, Cox, Southwest Gas and other public utilities on providing coordination services early in the development process.	Operations
L2.6	Inform the Gateway Steering Committee Chair, or designee, about all requests for rezoning, zoning adjustments, PHO hearings, DRC appeals, abandonments, and preliminary site plan meetings.	Knowledge
OUTCOMES		IMPACT 
1	Efficient Infrastructure and Public Services	■
2	Convenient Neighborhood Amenities	
3	High Quality Urban Development	■
4	Authentic Culture and Character	

## STRATEGY 3

LEAD PARTNER  
BUSINESS 

### Create Standard Plans

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

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

## STRATEGY 4

LEAD PARTNER  
GOVERNMENT 

### Facilitate Walkable Urban Demonstration Projects

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

POLICIES		TOOLS 
L4.1	Continue providing technical and financial assistance to adaptive reuse projects.	Knowledge
L4.2	Support creative place-making projects such as street festivals and public art.	Partnership
L4.3	Pursue grants and low-interest loans to help finance pre-development expenses.	Financing
L4.4	Evaluate suitable City-owned land to rezone to the Walkable Urban Code and issue Requests For Proposals (RFP).	Codes
L4.5	Include general conformance with the Conceptual Master Plan in applicable RFP evaluation criteria.	Operations
L4.6	Invite multiple departments and the Gateway Steering Committee chair, or designee, to serve on RFP evaluation panels for projects located in the district.	Operations
OUTCOMES		IMPACT 
1	Efficient Infrastructure and Public Services	■
2	Convenient Neighborhood Amenities	■
3	High Quality Urban Development	■
4	Authentic Culture and Character	■

## STRATEGY 5

LEAD PARTNER  
COMMUNITY 

### Develop an Innovative Infrastructure Financing Tool

The Gateway plan envisions major investments in new infrastructure. There is currently an opportunity to finance these projects by taking advantage of historically low interest rates and growing market demand. Tax Increment Financing (TIF), an important tool that nearly every city in the United States uses to finance urban redevelopment, is prohibited by Arizona state law. While this lack of authority is a considerable disadvantage, TIF alone would be insufficient to fully fund the infrastructure needs of the plan. An innovative tool that efficiently integrates funds from the public, private, and non-profit sectors and provides “one stop shop” access for developers would accelerate implementation.

POLICIES		TOOLS 
L5.1	Research the development of an innovative infrastructure fund that combines multiple sources of financing from governments, utilities, foundations, banks, pension funds, insurance companies, and other investors.	Plan
L5.2	Encourage the utilization of creative financing mechanisms, such as Improvement Districts, Impact Fees, In-lieu Fees, Repayment Agreements, and sales tax revenue value capturing.	Financing
L5.3	Research Eco-Districts and other emerging innovative infrastructure delivery practices to efficiently manage the financing, development, and operations of enhanced infrastructure.	Plan
L5.4	Build the capacity of government officials, developers, anchor institutions, the financial industry, and property owners on structured funds, improvement districts, Eco-Districts and innovative infrastructure financing and management practices.	Knowledge
OUTCOMES		IMPACT 
1	Efficient Infrastructure and Public Services	■
2	Convenient Neighborhood Amenities	■
3	High Quality Urban Development	■
4	Authentic Culture and Character	■

# STRATEGY 6



## Provide Master Developer Services

Master Developers accelerate the implementation of Master Plans by engaging contiguous property owners to coordinate mutually beneficial infrastructure and bring properties from conceptual planning to pre-development. The Gateway district has several large vacant properties that provide major redevelopment opportunities. An experienced real estate development company should be brought on as an intermediary to help complete engineering studies, cost estimates, property assembly, master platting, and utility coordination services.

POLICIES		TOOLS 
<b>L6.1</b>	Build the Capacity of local government officials, developers, and property owners on Master Developer Services.	Knowledge
<b>L6.2</b>	Support funding Master Developer services through Improvement Districts, grants, and other mechanisms.	Financing
<b>L6.3</b>	Engage Anchor Institutions, including Gateway Community College, Sky Harbor International Airport, Maricopa Medical Center, and the State Hospital on partnership opportunities to develop mutually beneficial infrastructure.	Partnership
OUTCOMES		IMPACT 
<b>1</b>	Efficient Infrastructure and Public Services	■
<b>2</b>	Convenient Neighborhood Amenities	
<b>3</b>	High Quality Urban Development	■
<b>4</b>	Authentic Culture and Character	

# HOUSING

## STRATEGY 7

LEAD PARTNER  
BUSINESS 

### Encourage Innovative Housing Demonstration Projects

Innovative housing projects, such as mixed-income, adaptive reuse and historic preservation, are important for maintaining diversity and increasing economic vitality in Gateway. These projects are often more expensive and complicated due to small, irregular lots, aging utilities, unique regulatory constraints, and the suburban-oriented industry practices that have been established over the past several decades. Demonstration projects provide additional local case studies that can help reform the standardized development process and build the capacity of local developers, financiers, government officials, and design professionals.

#### POLICIES

#### TOOLS

<b>H7.1</b>	Add mixed income, mixed use, historic preservation, adaptive reuse, green construction, and Universal Design to RFP selection criteria for applicable City-supported housing projects.	Financing
<b>H7.2</b>	Encourage creative adaptive reuse of commercial and industrial buildings by providing technical assistance.	Knowledge
<b>H7.3</b>	Identify incentives such as height bonuses, parking reductions, reduction in street widths, expedited plan review, development fee reductions, and other incentives for affordable housing projects that incorporate a mix of incomes, a mix of uses, green construction, canal-orientation, adaptive reuse, universal design, or historic preservation.	Codes
<b>H7.4</b>	Create a recognition program for developers of innovative housing demonstration projects.	Knowledge
<b>H7.5</b>	Research creative financing mechanisms such as Trust funds, Community Land Trusts, structured funds, and the inclusion of affordable housing in Infrastructure Financing Tools, such as impact fees and in-lieu fees.	Plans

#### OUTCOMES

#### IMPACT

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



## STRATEGY 8

LEAD PARTNER  
GOVERNMENT 

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

The Consolidated Planning process and coordination with HUD and the Arizona Department of Housing’s Qualified Allocation Plan should use the Gateway plan as a tool to guide investment decisions. Integrating affordable housing within areas targeted for major redevelopment and neighborhood improvement will improve efforts to mitigate the risk of gentrification and displacement, while remaining consistent with the community’s overall vision for growth.

POLICIES		TOOLS 
H8.1	Identify opportunities to coordinate the Consolidated Plan with the Conceptual Master Plan.	Operations
H8.2	Encourage the coordination of the State’s Qualified Allocation Plan with the Conceptual Master Plan.	Operations
H8.4	Encourage the creation of a Community Development Corporation to increase affordable housing.	Financing
H8.5	Identify methods for prioritizing Gateway affordable housing for Gateway residents who are at risk of displacement.	Plans
H8.6	Explore partnerships with Anchor Institutions, such as Gateway Community College and Maricopa Medical Center, on providing student and workforce housing.	Partnership
OUTCOMES		IMPACT 
1	Access to Affordable Housing	■
2	Diverse Neighborhoods	
3	High Quality Housing	
4	Low Cost of Living	■

## STRATEGY 9

LEAD PARTNER  
GOVERNMENT 

### Encourage Live-Work and Accessory Dwelling Units

Live-work units are designed to facilitate residential and commercial uses for a single user within the same space. This concept reduces work commutes and the need for separate lease payments for businesses and housing. Accessory Dwelling Units (ADU) are small living spaces located in the back yards of single family properties. ADU's can help alleviate overcrowded households, improve affordability, facilitate multi-generation living, and provide additional income for property owners.

POLICIES		TOOLS 
H9.1	Identify methods for funding alley improvements, such as lighting and paving.	Financing
H9.2	Deny alley abandonments that eliminate the opportunity for ADU's unless a private access way is provided.	Operations
H9.3	Develop ADU design standards to ensure quality.	Codes
H9.4	Support standard plans for quality pre-manufactured ADU's.	Plans
H9.5	Use the Conceptual Master Plan as a guide to rezone property to allow live-work and ADUs.	Codes
H9.6	Encourage developers to create flexible building designs that can be used for both housing and commercial uses.	Plans

OUTCOMES		IMPACT 
1	Access to Affordable Housing	■
2	Diverse Neighborhoods	■
3	High Quality Housing	■
4	Low Cost of Living	■

## STRATEGY 10

LEAD PARTNER  
COMMUNITY 

### Enhance the Efficiency and Quality of Existing Housing

Improvements to existing residences can help lower utility bills, improve health, increase neighborhood vitality, and establish greater pride of ownership. The Gateway district suffers from properties that have fallen into disrepair and vacancy. All residents in Gateway should have the opportunity to live in safe and dignified housing.

POLICIES		TOOLS 
H10.1	Pursue grants to fund energy efficiency retrofits, indoor air quality improvements, water capture and reuse, and solar energy panels.	Financing
H10.2	Work with neighborhood associations on code compliance and neighborhood clean ups.	Partnership
H10.3	Encourage the creation of a Community Land Trust to preserve housing affordability and increase homeownership.	Financing
H10.4	Identify zoning adjustments that allow additional compatible home-based businesses within neighborhoods.	Codes
H10.5	Match Gateway residents with existing free and low cost tree resources, including those sponsored by the City, Arizona Public Service and Salt River Project.	Partnership

OUTCOMES		IMPACT 
1	Access to Affordable Housing	■
2	Diverse Neighborhoods	■
3	High Quality Housing	■
4	Low Cost of Living	■

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# ECONOMIC DEVELOPMENT

## STRATEGY 11



### Revitalize Unique and Historic Commercial Buildings

Gateway’s stock of vintage motels, retail shops, offices, and industrial buildings is an asset that should be used to the District’s advantage. Many of these buildings are vacant and some are in poor condition; however, with targeted financial assistance, quality restoration, and entrepreneurial innovation, they have the potential to become unique place-making catalysts for additional investment.

POLICIES		TOOLS
<b>ED11.1</b>	Identify opportunities to use Community Development Block Grants (CDBG), fee reductions, grants, and other tools for storefront improvements on historic and adaptive reuse opportunities identified in the Conceptual Master Plan.	Financing
<b>ED11.2</b>	Pursue green building retrofit, solar energy, and historic preservation grant programs.	Financing
<b>ED11.3</b>	Partner with small business support organizations and incubators to market creative leasing opportunities to entrepreneurs.	Partnership
<b>ED11.4</b>	Conduct outreach to the real estate development industry on unique vacant buildings, the adaptive reuse and historic preservation programs, and availability of incentives.	Knowledge
<b>ED11.5</b>	Prioritize technical assistance on adaptive reuse opportunities and historic commercial buildings identified in the Conceptual Master Plan.	Knowledge
<b>ED11.6</b>	Identify amendments to the zoning ordinance to encourage the preservation of vintage signs.	Codes
OUTCOMES		IMPACT
<b>1</b>	Strong Local Businesses	■
<b>2</b>	Access to Quality Education	
<b>3</b>	Financially Stable Residents	
<b>4</b>	Access to Quality Careers	■



## STRATEGY 12



### Transform Public Schools into Neighborhood Opportunity Hubs

Public schools and community revitalization are interdependently linked. Poorly performing schools discourage investment and strain the tax base that helps fund education. Low income communities also have fewer resources available to provide supplemental support for neighborhood schools, making pathways to quality careers even more difficult. Gateway public schools have been leading with innovative, community-based school models that focus not just on student test scores, but on addressing poverty and its impact on children within surrounding neighborhoods. Their continued progress is essential for the long term success of the Gateway District.

POLICIES		TOOLS 
<b>ED12.1</b>	Support partnerships to develop Community Learning Centers at public schools with programming geared towards family enrichment, adult learning, language classes, job preparation, general education diplomas, public libraries, internet access, workforce connection resources, income tax return assistance, financial education, tutoring, and mentoring.	Partnership
<b>ED12.2</b>	Support tax credit drives to help supplement funding for Gateway public schools.	Financing
<b>ED12.3</b>	Encourage Head Start and all day kindergarten at Gateway public schools.	Financing
<b>ED12.4</b>	Support “cradle-to-career” programs such as the U.S. Department of Education Promise Neighborhoods program at Gateway public schools.	Financing
<b>ED12.5</b>	Support partnerships with colleges, employers, foundations, civic groups and governments to provide job and workforce development resources at Gateway public schools.	Partnership
OUTCOMES		IMPACT 
<b>1</b>	Strong Local Businesses	
<b>2</b>	Access to Quality Education	■
<b>3</b>	Financially Stable Residents	■
<b>4</b>	Access to Quality Careers	

## STRATEGY 13



### Develop a District Hiring and Purchasing Program

The Gateway district offers a variety of quality jobs and provides convenient access to Sky Harbor International Airport, one of the city’s largest employment centers. Forming partnerships between employers and neighborhoods to encourage hiring Gateway residents and purchasing products and services from businesses within the district will accelerate the revitalization of the district.

POLICIES		TOOLS
<b>ED13.1</b>	Add hiring of Gateway District residents into RFP criteria for applicable projects located in the district.	Operations
<b>ED13.2</b>	Support the creation of a “Buy Gateway” marketing campaign.	Knowledge
<b>ED13.3</b>	Encourage the creation of a jobs and skills information sharing network between employers and neighborhood schools.	Partnership
<b>ED13.4</b>	Support partnerships with Anchor Institutions, including Gateway Community College, Sky Harbor International Airport, and hospitals, to recruit mutually beneficial businesses to the district through a preferred purchasing policy.	Partnership
OUTCOMES		IMPACT
<b>1</b>	Strong Local Businesses	■
<b>2</b>	Access to Quality Education	
<b>3</b>	Financially Stable Residents	■
<b>4</b>	Access to Quality Careers	

## STRATEGY 14



### Grow the Number of Jobs in Key Gateway Industries

Gateway’s unique assets position the district for job growth in several key industries, including healthcare, education, advanced manufacturing, transportation, logistics, construction, retail, restaurant and hospitality. The continued development of businesses in these sectors is important for the revitalization of the district.

POLICIES		TOOLS
<b>ED14.1</b>	Market economic development tools and real estate opportunities to key industries	Knowledge
<b>ED14.2</b>	Support the expansion of existing employers within key industries.	Partnership
<b>ED14.3</b>	Encourage the accelerated build out of the Conceptual Master Plan to increase construction jobs.	Financing
<b>ED14.4</b>	Include job growth in key industries within evaluation criteria of RFP’s for city owned properties where applicable.	Operations
<b>ED14.5</b>	Research methods to support micro-businesses such as mobile retailers, urban farming, and outdoor markets with targeted regulatory relief, technical assistance, and low interest loans.	Plans
OUTCOMES		IMPACT
<b>1</b>	Strong Local Businesses	■
<b>2</b>	Access to Quality Education	
<b>3</b>	Financially Stable Residents	■
<b>4</b>	Access to Quality Careers	■

# STRATEGY 15



## Develop Residents' Skills in Key Gateway Industries

Workforce development programs should be aligned with key industries and targeted to district residents in order to help provide residents the opportunity to benefit from job growth in their community.

POLICIES		TOOLS
<b>ED15.1</b>	Support the development of a middle-skill incubator for daily living retail businesses such as corner grocery markets, clothing stores, day care centers, and restaurants.	Financing
<b>ED15.2</b>	Support skilled trade programs by encouraging additional partnerships between construction firms, neighborhood schools, and labor unions located within the district.	Partnership
<b>ED15.3</b>	Provide outreach to district residents on the availability of training programs at Gateway Community College and trade schools within the district.	Knowledge
<b>ED15.4</b>	Encourage small business support organizations to locate within the district to support the development of a Gateway resource and information sharing network between small businesses, government, neighborhoods, and schools.	Knowledge
<b>ED15.5</b>	Monitor and apply for strategic grants to enhance workforce development programs.	Financing
<b>ED15.6</b>	Encourage Gateway Community College's scholarship program for Gateway residents.	Partnership
<b>ED15.7</b>	Support the continued development of the Center for Entrepreneurial Innovation and identify opportunities to increase access for Gateway residents.	Partnership
<b>ED15.8</b>	Pursue advanced manufacturing and logistics programs at Gateway Community College.	Financing
OUTCOMES		IMPACT
<b>1</b>	Strong Local Businesses	
<b>2</b>	Access to Quality Education	■
<b>3</b>	Financially Stable Residents	■
<b>4</b>	Access to Quality Careers	

# HEALTH

## STRATEGY 16



### Develop a Healthy Corner Store Program

Small markets that carry fresh produce can be a more feasible investment in areas without a sufficient demand or customer base for a full service supermarket. These stores can be added not just by developing new businesses but by converting existing retail establishments. The Gateway district has several convenience stores and produce warehouses that provide an opportunity to engage with business owners on methods for better serving the food access needs of the community.

POLICIES		TOOLS
<b>HE16.1</b>	Support the development of healthy corner stores with New Markets Tax Credits, Community Development Block grants, low interest loans, and other financial tools and encourage the acceptance of the Women Infant Children (WIC), and Supplemental Nutrition Assistance Programs (SNAP) for low income residents.	Financing
<b>HE16.2</b>	Provide technical assistance for existing convenience stores, warehouses, and entrepreneurs who are interested in opening corner grocery stores.	Knowledge
<b>HE16.3</b>	Encourage a neighborhood grocery store support coalition including schools, hospitals, and residents, to provide collective purchasing power to support a healthy food retailer.	Partnership
<b>HE16.4</b>	Partner with the Arizona Department of Health Services to improve WIC access in Gateway.	Partnership
OUTCOMES		IMPACT
<b>1</b>	Safe Walking and Bicycling Environment	
<b>2</b>	Access to Recreation	
<b>3</b>	Access to Healthy Food	■
<b>4</b>	Reduce Obesity Related Diseases	■

## STRATEGY 17



### Attract a Supermarket to Gateway

Gateway has several large assemblages of vacant land that could be used for a supermarket. The current market conditions for retail in Gateway are challenging; however, there are a variety of financial tools and housing development opportunities that could create the conditions for a successful store. Full service grocery stores not only increase access to a full range of low cost healthy foods, but provide job opportunities for residents, and stimulate additional real estate development.

POLICIES		TOOLS
<b>HE17.1</b>	Encourage the development of a low interest loan fund to help finance grocery stores.	Financing
<b>HE17.2</b>	Support including a supermarket within mixed use development to boost the customer base and provide a shared parking facility to reduce development costs.	Financing
<b>HE17.3</b>	Support incentives, such as reduced fees, for full service grocery stores.	Financing
<b>HE17.4</b>	Market opportunity sites to grocery store companies.	Knowledge
<b>HE17.5</b>	Add a grocery store to RFP selection criteria for suitable City-owned redevelopment projects.	Operations
OUTCOMES		IMPACT
<b>1</b>	Safe Walking and Bicycling Environment	
<b>2</b>	Access to Recreation	
<b>3</b>	Access to Healthy Food	■
<b>4</b>	Reduce Obesity Related Diseases	■



## STRATEGY 18

LEAD PARTNER  
COMMUNITY 

### Encourage Community-Based Healthy Food Sources

The Gateway district’s supply of vacant land provides numerous opportunities for community-driven healthy food projects such as urban agriculture, farmers’ markets and produce stands that could supplement access to healthy produce. There are several institutions in Gateway that could sponsor these projects by donating un-used land, providing maintenance, and encouraging employee support.

POLICIES		TOOLS 
<b>HE18.1</b>	Support partnerships with district institutions to develop Community Gardens and other food projects on their properties.	Partnership
<b>HE18.2</b>	Pursue grants and partnerships for Farmers’ Markets and Urban Agriculture projects.	Financing
<b>HE18.3</b>	Identify ways to reduce water costs for Urban Agriculture, such as fee reductions or grants.	Knowledge
<b>HE18.4</b>	Identify ways to reduce regulatory barriers and permitting fees for produce stands and healthy food trucks.	Codes
<b>HE18.5</b>	Partner with existing technical assistance providers to increase the capacity of residents to grow food through backyard gardening, community gardens, and school gardens.	Knowledge
<b>HE18.6</b>	Develop a process for evaluating the suitability of using City-owned vacant land for urban agriculture and share maps of city owned land with the public.	Operations
OUTCOMES		IMPACT 
<b>1</b>	Safe Walking and Bicycling Environment	
<b>2</b>	Access to Recreation	
<b>3</b>	Access to Healthy Food	■
<b>4</b>	Reduce Obesity Related Diseases	■

## STRATEGY 19

LEAD PARTNER  
GOVERNMENT 

### Enhance Existing Recreation Facilities

The Gateway district has one small public park, Hilaria Rodriguez, a nice but underutilized facility within the Sky Harbor neighborhood. The Grand Canal is also located in the district and has the potential to become a major recreation asset. Providing additional amenities at these two open spaces, such as shade, drinking fountains, restrooms, and other enhancements would help residents benefit from these amenities. Programming activities, such as pre-school field trips, canal bicycle rides, and organized family activities could also help increase their use.

POLICIES		TOOLS 
<b>HE19.1</b>	Support partnerships with the Sky Harbor neighborhood, Gateway schools, and other organizations for activating Hilaria Rodriguez park and the Grand Canal with events.	Partnership
<b>HE19.2</b>	Engage the Salvation Army on a possible partnership to provide public restrooms and drinking fountains as part of their redevelopment plans adjacent to Hilaria Rodriguez Park.	Partnership
<b>HE19.3</b>	Pursue funding for improvements to the Grand Canal Bank such as pathways, lighting, drinking fountains, and shade.	Financing
OUTCOMES		IMPACT 
<b>1</b>	Safe Walking and Bicycling Environment	
<b>2</b>	Access to Recreation	■
<b>3</b>	Access to Healthy Food	
<b>4</b>	Reduce Obesity Related Diseases	

## STRATEGY 20

LEAD PARTNER  
COMMUNITY 

### Provide Recreation and Community Health Services at Public Schools

High quality public schools serve as neighborhood anchors that can help foster a healthy community. Providing residents with recreation opportunities and health-related services at schools can improve access to resources and help lower the overall cost of healthcare.

POLICIES		TOOLS 
<b>HE20.1</b>	Support joint use agreements with public schools to create Community Recreation Centers with playgrounds, gymnasiums, sports fields, after-school programs, and sports leagues.	Partnership
<b>HE20.2</b>	Support partnerships to develop health services programs at public schools such as free health screenings, referrals, nutritious foods, and cooking and wellness classes.	Partnership
OUTCOMES		IMPACT 
<b>1</b>	Safe Walking and Bicycling Environment	
<b>2</b>	Access to Recreation	■
<b>3</b>	Access to Healthy Food	
<b>4</b>	Reduce Obesity Related Diseases	

# STRATEGY 21

LEAD PARTNER  
GOVERNMENT 

## Develop New Open Spaces in the District

The Gateway district needs additional free and safe recreation facilities that accommodate a variety of age groups. Temporary uses, such as small “pop-up” parks on vacant parcels, could provide a low cost and more near term opportunity to enhance recreation. However, with Gateway’s low access to open space, a large population of children, and plans for adding over 10,000 housing units, there is a strong justification for investing in additional open space.

POLICIES		TOOLS 
<b>HE21.1</b>	Encourage a linear open space to be constructed adjacent to the canal with the redevelopment of the State Land parcel.	Codes
<b>HE21.2</b>	Pursue creating financing such as EPA stormwater grants and stormwater impact fees to develop a new centrally-located active park and use the Conceptual Master Plan for guidance on location and design.	Financing
<b>HE21.3</b>	Encourage vacant land owners to allow temporary pop-up parks on their properties.	Partnership
OUTCOMES		IMPACT 
<b>1</b>	Safe Walking and Bicycling Environment	
<b>2</b>	Access to Recreation	■
<b>3</b>	Access to Healthy Food	
<b>4</b>	Reduce Obesity Related Diseases	■

# STRATEGY 22

LEAD PARTNER  
COMMUNITY 

## Improve Safety in Public Spaces

The physical and social environment in Gateway discourages walking, bicycling, and transit use. Some streets lack sidewalks, including routes to school. Other sidewalks are too narrow, lack shade, have insufficient lighting, and are lined with walls and parking lots that limit public surveillance. Major intersections are wide and crosswalks are generally not well demarcated. In addition, while crime has lessened over the past 10 years, rates are still high - a problem complicated by the fact that many residents report a distrust of police due to concerns about racial profiling as Arizona immigration laws are implemented. Addressing the safety issues in Gateway is a fundamental pre-requisite to becoming a healthy community.

POLICIES		TOOLS 
<b>HE22.1</b>	Encourage active street frontages such as storefronts, patios, and porches.	Codes
<b>HE22.2</b>	Evaluate and install safe crosswalks on routes to schools, transit, parks, and other destinations where appropriate, in general conformance with the Conceptual Master Plan.	Financing
<b>HE22.3</b>	Organize walking clubs and block watches to help patrol streets and report non-functioning street lights to APS.	Partnership
<b>HE22.4</b>	Increase resident participation within existing neighborhood associations or establish new neighborhood associations in order to provide an intermediary between residents and the Police Department.	Partnership
<b>HE22.5</b>	Engage residents on stray animal issues to determine the causes and solutions to problems with loose pets.	Plan
<b>HE22.6</b>	Support the creation of a pedestrian and bicycle safety coalition including residents, schools, healthcare institutions, and the Police, Fire, and Street Transportation Departments, to develop strategies to reduce traffic-related injuries.	Partnership
OUTCOMES		IMPACT 
<b>1</b>	Safe Walking and Bicycling Environment	■
<b>2</b>	Access to Recreation	
<b>3</b>	Access to Healthy Food	
<b>4</b>	Reduce Obesity Related Diseases	

# MOBILITY

## STRATEGY 23

LEAD PARTNER  
GOVERNMENT 

### Adopt Best Practice Complete Street and Subdivision Standards

Complete Streets are designed to be safe, convenient, comfortable, and accessible for all users. Street and subdivision designs should be “context sensitive”, meaning that those located in existing or planned walkable urban places should be designed with a higher priority for pedestrians and bicyclists compared to streets within suburban contexts that are planned for greater vehicular use. The Gateway district should be considered a “pedestrian and bicycle zone” with streets that are designed for slower driving speeds compared to other areas of the city that are planned primarily for driving.

POLICIES		TOOLS 
M23.1	Prepare new design standards for streets identified in the Conceptual Master Plan and use the Conceptual Street Sections for guidance.	Codes
M23.2	Prepare a new subdivision standard that require short urban blocks in order to enable convenient walking and bicycling routes, dispersed vehicular traffic, and additional street parking, consistent with the Conceptual Master Plan.	Codes
M23.3	Identify adjustments to the 8 foot public utility easement requirement along street frontages to encourage the installation of shade trees and structures.	Codes
M23.4	Eliminate or streamline the revocable permit requirement for shade structures over the right of way.	Codes
M23.5	Prepare soil volume standards that allow street trees to grow sufficiently and provide effective shade.	Codes
M23.6	Identify adjustments to underground utility spacing standards to allow cost effective shade tree planting with adequate soil volumes.	Codes
M23.7	Research the feasibility of adjusting stormwater codes to allow on site stormwater retention requirements to be provided in the right of way using retention basins and bioswales.	Plans
M23.8	Allow on-street parking on arterial and collector streets where appropriate and feasible.	Codes
M23.9	Establish best practices for raised crosswalks and develop guidelines to encourage installation.	Codes
OUTCOMES		IMPACT 
1	Quality Transportation Choices	■
2	Efficient and Compatible Parking	■
3	Reduced Automobile Dependence	■
4	Convenient and Safe Block Pattern	■



## STRATEGY 24

LEAD PARTNER  
GOVERNMENT 

### Coordinate Transportation Programs with the Conceptual Master Plan

Projects selected for the Capital Improvement Program (CIP) and coordination with the Maricopa Association of Governments and Arizona Department of Transportation should include transportation priorities within the Conceptual Master Plan. In order to respond to shifting consumer preferences and growing demand for walkable urban communities, a greater emphasis should be placed on transportation projects that stimulate infill growth, as opposed to those on the periphery of the city. According to the Federal Highway Administration, virtually every federal transportation funding program can be used to build pedestrian and bicycle projects.

POLICIES		TOOLS 
M24.1	Coordinate street and transit improvements identified in the Conceptual Master Plan with the Capital Improvement Program.	Operations
M24.2	Add Gateway Steering Committee Chair, or designee, to notification list for CIP committee presentations	Operations
M24.3	Pursue transportation formula funding programs to fund street and transit priorities identified in the Conceptual Master Plan.	Financing
M24.4	Identify and apply for discretionary funding programs to implement street and transit priorities identified in the Conceptual Master Plan.	Financing
M24.5	Research the most cost effective and convenient methods for increasing transit service, such as route adjustments, circulators and public/private partnerships, on transit routes identified in the Conceptual Master Plan.	Plans
M24.6	Research measures to increase the quality of public transit services for special needs residents, including specialized training, and technology improvements.	Plans
M24.7	Pursue partnerships for clusters of mobility enhancements around transit stations identified in the Conceptual Master Plan, such as secure bike parking, wayfinding, public parking, taxi stands, on-demand air conditioning, car and bike share, and digital information kiosks.	Partnership

OUTCOMES		IMPACT 
1	Quality Transportation Choices	■
2	Efficient and Compatible Parking	■
3	Reduced Automobile Dependence	
4	Convenient and Safe Block Pattern	

## STRATEGY 25

LEAD PARTNER  
BUSINESS 

### Provide District Parking Services

District Parking allows multiple property owners to provide parking within a shared lot or garage. These facilities allow a more efficient use of land, incentivize investment by lowering development costs, and improve vehicular traffic management.

POLICIES		TOOLS 
M25.1	Add District Parking to RFP selection criteria for suitable City-owned redevelopment projects.	Operations
M25.2	Support funding District Parking with Improvement Districts and other financial tools.	Financing
M25.3	Engage Anchor Institutions, such as Gateway Community College on the development of district parking facilities.	Financing

OUTCOMES		IMPACT 
1	Quality Transportation Choices	
2	Efficient and Compatible Parking	
3	Reduced Automobile Dependence	■
4	Convenient and Safe Block Pattern	

# GREEN SYSTEMS

## STRATEGY 26

LEAD PARTNER  
GOVERNMENT 

### Develop Best Practice Green Standards

Improving codes will help encourage clean and efficient management of water and energy. These regulatory updates can also help lower the cost of development by providing more flexible stormwater requirements and improved standardization of green infrastructure and building practices.

POLICIES		TOOLS 
GS26.1	Research practices for amending stormwater codes to create “context sensitive” regulations that are consistent with the intensity of development.	Codes
GS26.2	Research practices for amending building codes to remove barriers to plumbing and irrigation systems for water capture and reuse.	Codes
GS26.3	Pursue opportunities to create standard details for green infrastructure approaches, including tree pockets, bioswales, permeable paving, and neighborhood retention basins.	Plans
GS26.4	Identify methods for Improving the City’s Green Construction Code by providing a tiered performance system, such as gold, silver, bronze.	Operations
GS26.5	Identify incentives, such as fee reductions or fee reduction grants, intensity bonuses, and parking reductions for green construction, green infrastructure and water capture and reuse projects.	Codes
OUTCOMES		IMPACT 
1	Clean and Efficient Stormwater Management	■
2	Efficient Water Use	■
3	Lower Outdoor Temperatures	■
4	Clean and Efficient Energy Use	■

## STRATEGY 27

LEAD PARTNER  
COMMUNITY 

### Encourage Green Demonstration Projects

Green Systems demonstration projects can provide “proof of concept” for emerging practices and cutting edge development techniques. Evidence that projects can be implemented cost-effectively and achieve environmental benefits helps facilitate regulatory reforms and encourages the development of additional Green development.

POLICIES		TOOLS 
GS27.1	Pursue funding opportunities, such as the Water Infrastructure Financing Authority (WIFA) and EPA grant programs to supplement street and open space projects with green infrastructure improvements, in general conformance with the Conceptual Master Plan.	Financing
GS27.2	Support partnerships to implement community-based projects, such as bioswales, tree groves, and retention basins, on public school properties.	Partnership
GS27.3	Pursue research and development grants to fund planning, engineering, and implementation of demonstration projects.	Financing
GS27.4	Add Green Infrastructure and construction to RFP selection criteria for suitable City-owned redevelopment projects.	Operations
OUTCOMES		IMPACT 
1	Clean and Efficient Stormwater Management	■
2	Efficient Water Use	■
3	Lower Outdoor Temperatures	■
4	Clean and Efficient Energy Use	■



## STRATEGY 28

LEAD PARTNER BUSINESS 

### Create a District Green Energy System

A district approach to energy can provide savings for both utility providers and customers. Locally generated and distributed electricity improves efficiency by reducing energy losses from long distance transmission lines. District-scale energy infrastructure can also provide less polluting alternatives to centralized power plants, create more robust back-up systems for critical institutions, such as hospitals, fire stations and airports, and significantly reduce electricity bills.

POLICIES		TOOLS 
<b>GS28.1</b>	Engage utility providers, large commercial and industrial building owners, and institutions on the mutual benefits of combined heat/power, microgrids, and chiller systems.	Knowledge
<b>GS28.2</b>	Encourage the installation of solar panels on rooftops and shade structures for commercial and residential properties.	Knowledge
<b>GS28.3</b>	Add district energy to RFP selection criteria for suitable City-owned redevelopment projects.	Operations
OUTCOMES		IMPACT 
<b>1</b>	Clean and Efficient Stormwater Management	■
<b>2</b>	Efficient Water Use	■
<b>3</b>	Lower Outdoor Temperatures	■
<b>4</b>	Clean and Efficient Energy Use	■

## STRATEGY 29

LEAD PARTNER BUSINESS 

### Provide District Green Stormwater Management

A district approach to stormwater management can provide benefits for businesses, residents and the city. Locally captured and distributed stormwater improves efficiency by reducing potable water consumption and waste. A district-scale stormwater approach can also minimize pollutant discharge into our local waterways, increase stormwater uptake by trees and vegetation, and promote quality shade and cooling to reduce the urban heat island effect. These facilities allow a more efficient use of land, incentivize investment by lowering development costs, and improve stormwater management.

POLICIES		TOOLS 
<b>GS29.1</b>	Support funding District Stormwater Management services through an Improvement District or other financial tool, such as EPA stormwater loans and grants, impact fees or in-lieu fees.	Financing
<b>GS29.2</b>	Add District Stormwater management to RFP selection criteria for suitable City-owned redevelopment projects.	Operations
<b>GS29.3</b>	Engage anchor institutions, such as Gateway Community College, the State Hospital, Sky Harbor Airport, Wilson and Crockett Elementary Schools, and Maricopa Medical Center, on opportunities to provide district stormwater management	Partnership
OUTCOMES		IMPACT 
<b>1</b>	Clean and Efficient Stormwater Management	■
<b>2</b>	Efficient Water Use	■
<b>3</b>	Lower Outdoor Temperatures	■
<b>4</b>	Clean and Efficient Energy Use	■

# PRIORITY AREA ACTION PLANS



## COMMUNITY PRIORITIES

### Action Plan 2015-2020

Action Plans outline short term tasks that are designed to jump-start the implementation of District Plan Policies. Each Priority Investment Area includes a 5-Year Action Plan that has been developed with input from the Gateway Steering Committee and consultation with urban development professionals in the public, private and nonprofit sectors. The action steps are linked to one of three partner categories - Government, Community or Business - that is most suited to lead the task. To facilitate implementation, the type of implementation tool that is used for implementing each action step including Codes, Financing, Knowledge, Plans, Operations and Partnerships, is also provided in the plan.

Action Plans are intended to be regularly reviewed, updated and evaluated in order to create a “living document” that avoids being placed on a shelf or forgotten.

A primary role of the Gateway Steering Committee will be identifying, engaging and recruiting lead partners for each action step and monitoring progress going forward.

**Policy AP 1:** Support a bi-annual meeting of the Gateway Steering Committee to monitor progress and update the Action Plans.

**Policy AP 2:** Encourage additional property owner and business owner representatives and equal neighborhood representation on the Gateway Steering committee

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



### Government

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



### Community

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



### Business

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



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

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

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

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

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

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



# 24TH STREET CORRIDOR Action Plan 2015-2020

Elements	Actions		 Tools	 Government	 Business	 Community
Land Use	1	Hold a community forum, including property owners, on the Walkable Urban Code.	Knowledge	■		
	2	Use the Conceptual Master Plan as a guide when rezoning to the Walkable Urban Code.	Codes	■		
	3	Complete a Water / Sewer infrastructure needs assessment.	Plan	■		
Housing	4	Complete 2 housing rehabilitation projects in the Fillmore Gardens and El Molino neighborhoods.	Financing			■
	5	Identify an affordable housing project within the corridor.	Financing	■		
	6	Develop a Mixed Income TOD demonstration project.	Financing			■
Economic Development	7	Sponsor an Adopt-a-Street for 24th Street.	Partnership		■	
	8	Work with neighborhoods to identify code violations and issue notices to property owners.	Codes	■		
	9	Create marketing materials for TOD development sites.	Knowledge	■		
	10	Adaptively reuse City-owned former bank branch as a small business support organization.	Financing	■		
	11	Organize 3 neighborhood clean ups.	Partnership			■
Health	12	Engage with the Arizona State Hospital, the Parks Department and the Police Department on the Open Space and Community Facility identified in the Conceptual Master Plan.	Partnership			■
	13	Evaluate and install enhanced crosswalks at Van Buren Street, Roosevelt Street and Washington Street if appropriate..	Financing	■		
	14	Organize a walking club to provide block watch patrols at least 3 evenings per week.	Partnership			■
	15	Engage Sona Market on opportunities to convert to a Corner Grocery Store.	Knowledge			■
	16	Increase participation of Fillmore Gardens and El Molino neighborhood residents in an existing Neighborhood Association or encourage a new Neighborhood Association.	Partnership			■
Mobility	17	Complete a study on the most cost effective methods for adding bus service on 24th Street, including increased bus frequency and an urban circulator.	Plan	■		
	18	Engage with Maricopa Medical Center and the Arizona State Hospital on the Complete Street improvement concept in the Conceptual Master Plan.	Knowledge	■		
	19	Organize a coalition to support enhanced public transit service on 24th Street, including the Maricopa Medical Center and the Arizona State Hospital.	Partnership			■
	20	Provide transit passes for purchase at the Maricopa Medical Center and the Arizona State Hospital.	Operations	■		
Green Systems	21	Hold a community tree planting event in the Fillmore Gardens and El Molino neighborhoods.	Partnership			■
	22	Research the opportunity to develop a combined heat/cooling/power energy source and micro grid to serve the Maricopa Medical Center, the Arizona State Hospital, and Fillmore Gardens public housing.	Plan			■

# GRAND CANAL CORRIDOR Action Plan 2015-2020

Elements	Actions		 Tools	 Government	 Business	 Community
Land Use	1	Engage the State Land Department on coordinating development with the Conceptual Master Plan.	Partnership	■		
	2	Hold a property owners forum on the Walkable Urban Code.	Codes	■		
	3	Use the Conceptual Master Plan as a guide when rezoning to the Walkable Urban Code.	Plans	■		
	4	Engage the Sunbeam neighborhood on Accessory Dwelling Units to determine support for code adjustments.	Knowledge	■		
	5	Complete a Water / Sewer infrastructure needs assessment.	Plans	■		
Housing	6	Develop a student housing project.	Financing			■
	7	Identify an affordable housing project within the corridor.	Financing	■		
	8	Develop a live-work accessory building demonstration project adjacent to the Grand Canal.	Financing			■
	9	Build a walkable urban housing demonstration project on the State Land parcel.	Financing		■	
	10	Engage Arizona Department of Environmental Quality and the EPA on indoor air quality measurement and vapor intrusion mitigation assistance in the Sunbeam neighborhood.	Knowledge			■
	11	Complete 3 housing rehabilitation projects in the Sunbeam Neighborhood.	Financing			■
Health	12	Pursue grants and other sources to fund joint use agreements with Mountain Park Health Center and Crockett Elementary for public recreation.	Partnership			■
	13	Evaluate and install a signalized crossing at the Grand Canal and 44th Street and the Grand Canal and Washington Street if appropriate.	Financing	■		
	14	Organize a walking club to provide block watch patrols at least 3 evenings per week.	Partnership			■
Mobility	15	Construct a pedestrian pathway to Pueblo Grande Museum.	Financing	■		
	16	Encourage parking fees and reduced price transit passes for students at Gateway Community College.	Operations			■
	17	Engage Crockett Elementary, Oasis Hospital, Gateway Community College, Mountain Park Health Center, Honeywell, and Sky Harbor International Airport on providing for sale public transit passes.	Operations			■
	18	Organize a coalition to support public transit service on 40th Street, including Oasis Hospital, Gateway Community College, Mountain Park Health Center, Crockett Elementary, and Honeywell.	Partnership			■
	19	Add bike share stations near 38th Street and 44th Street light rail stops.	Financing		■	
	20	Identify utility conflicts and cost estimates for the canal bank design in the Conceptual Master Plan.	Plans	■		
	21	Determine the feasibility of federal funding to improve the canal bank consistent with the Conceptual Master Plan.	Plans	■		
	22	Complete a study on the most cost effective methods for adding bus service on 40th Street, including local buses and an urban circulator.	Plan	■		
	23	Fund initial canal bank improvements identified in the Conceptual Master Plan.	Financing	■		

Elements	Actions		 Tools	 Government	 Business	 Community
<b>Economic Development</b>	24	Write an RFP to redevelop the southwest corner of 44th and Washington Streets, include consistency with the Gateway Plan in evaluation criteria.	Operations	■		
	25	Engage Gateway Community College on a strategy to accelerate planned campus expansion.	Plans			■
	26	Engage Gateway Community College on a strategy to increase the number of scholarships for Gateway residents, including Crockett Elementary parents.	Partnership			■
	27	Complete Mountain Park Health Center and grow to 36,000 annual visits by 2020.	Financing			■
	28	Develop a strategy to bring an Advanced Manufacturing Incubator / Accelerator to Gateway Community College by engaging Honeywell and Sky Harbor International Airport.	Plan			■
	29	Write a grant for enhanced school enrichment activities and community improvement projects at Crockett Elementary.	Financing			■
	30	Add a public art installation along the canal bank.	Financing	■		
	31	Create marketing materials for TOD development sites.	Knowledge	■		
	32	Organize 3 neighborhood clean ups.	Partnership			■
	33	Notify small and micro businesses at the Phoenix Park and Swap /Greyhound Park about lease expiration and provide relocation assistance.	Plan			■
	34	Sponsor an Adopt-a-Canal bank.	Partnership		■	
	35	Expand or maintain all day kindergarten and Head Start programs at Crockett Elementary.	Financing			■
	36	Construct a medical office or healthcare facility on the State Land parcel adjacent to the 202 freeway.	Financing		■	
	37	Complete 10 community events at Crockett Elementary, such as education tax credit drives, tax return assistance, and voter registration drives.	Financing			■
	38	Pursue partnerships with workforce development agencies to provide information about training opportunities, and resume writing and interview classes at Crockett Elementary.	Partnership			■
	39	Pursue partnerships to sponsor 2 free adult education courses at Crockett Elementary.	Partnership			■
	<b>Green Systems</b>	40	Write a federal grant, such as the Promise Zone and Promise Neighborhood programs and partner with Crockett Elementary.	Financing	■	
41		Pursue partnerships to provide Crockett Elementary students with free access to 3 educational destinations, such as museums and the zoo.	Partnership			■
42		Research the opportunity and benefits of developing a combined heat/power energy source and/or micro grid to serve Sky Harbor International Airport, Gateway Community College and surrounding offices and hotels.	Plan			■
43		Write a Green Infrastructure Grant.	Financing	■		
44		Engage State Land Department on Neighborhood Retention and Passive Park concept.	Knowledge	■		
45		Hold a community tree planting event in the Sunbeam neighborhood.	Partnership			■

# VAN BUREN CORRIDOR Action Plan 2015-2020

Elements	Actions		 Tools	 Government	 Business	 Community
Land Use	1	Hold a property owner forum on the Walkable Urban Code and the Infill Development Area.	Knowledge	■		
	2	Use the Conceptual Master Plan as a guide when rezoning to the Walkable Urban Code.	Plan	■		
	3	Expand Infill Development Area to rezoned properties.	Plan	■		
	4	Write a grant for historic US 60 markers.	Financing	■		
	5	Amend the Zoning Ordinance to encourage the preservation of vintage signs.	Codes	■		
	6	Engage the Wilson neighborhood on accessory dwelling units to determine support for code adjustments.	Knowledge	■		
	7	Identify code violations and issue notices to commercial property owners along Van Buren Street.	Codes	■		
	8	Add Gateway Steering Committee Chair, or designee, to the zoning notification system.	Operations	■		
	9	Encourage the Steering Committee to monitor all zoning hearings.	Partnership			■
	10	Create a fact sheet and procedural guide on establishing Improvement Districts.	Knowledge	■		
	11	Hold a property owner workshop on Improvement Districts for financing enhanced infrastructure and services.	Knowledge	■		
	12	Hold a public festival, such as a Cyclovia.	Partnership			■
	13	Complete 3 beautification projects, such as murals, colorful building repainting and tree plantings.	Partnership			■
	14	Complete a Water / Sewer infrastructure needs assessment.	Plans	■		
	15	Create marketing materials for development sites.	Knowledge	■		
Housing	16	Identify an affordable housing project within the corridor.	Financing	■		
	17	Develop a high quality motel-to-housing adaptive reuse demonstration project.	Financing		■	
	18	Develop a Mixed Income housing demonstration project.	Financing			■
	19	Develop a Mixed Use housing demonstration project.	Financing		■	
	20	Hold a capacity building workshop on Community Development Corporations and identify a possible non-profit within the Gateway district.	Knowledge			■
	21	Engage the Arizona Department of Environmental Quality on indoor air quality measurement and vapor intrusion mitigation assistance.	Knowledge			■
	22	Renovate 3 houses in the Wilson and Sky Harbor neighborhoods.	Financing			■
Health	23	Organize a walking club to provide block watch patrols at least 3 evenings per week.	Partnership			■
	24	Write a grant application for a community-based food source, such as the USDA Community Food Projects Competitive Grants Program.	Financing			■
	25	Hold a professional training forum on Healthy Corner store programs and identify a lead non-profit to develop a program in Gateway.	Knowledge			■
	26	Engage the R&D Market on 30th Street on opportunities to convert to a Corner Grocery Store.	Knowledge			■
	27	Write a grant to fund a joint use agreement with Wilson School for year round public recreation.	Partnership			■
	28	Write a grant to enhance and add recreation equipment at Wilson School.	Operations			■
	29	Provide a stop for the Fresh Express mobile grocery at Wilson School.	Operations			■
	30	Evaluate and install enhanced crosswalks at 24th Street, 30th Street, Gateway Drive and at 32nd Street and Fillmore Street if appropriate.	Financing	■		
	31	Write a grant for community gardens and healthy eating education programs at Wilson School.	Financing			■
	32	Pursue partnerships with Gateway Community College, Mountain Park Health Center, Dignity Health, and the Maricopa Medical Center to provide free health screenings at Wilson School.	Partnership			■

Elements	Actions		 Tools	 Government	 Business	 Community
<b>Economic Development</b>	33	Provide overview of Government Property Lease Excise Tax and impacts as related to possible expansion of Central Business District to Steering Committee.	Knowledge	■		
	34	Sponsor an Adopt-a-Street for Van Buren Street.	Financing		■	
	35	Write a grant for enhanced school enrichment activities and community improvement projects at Wilson School.	Financing			■
	36	Pursue partnerships with banks, credit unions, and non-profits on financial education classes for parents at Wilson Community Center.	Partnership			■
	37	Organize 3 graffiti and neighborhood clean ups.	Partnership			■
	38	Research zoning and licensing barriers for temporary and mobile retailers and restaurants to identify potential to activate Van Buren Street.	Codes	■		
	39	Engage UMOM and other non-profits on a strategy to develop a middle-skill business incubator accessible to Gateway residents.	Partnership			■
	40	Complete 10 community events at Wilson Community Center, such as education tax credit drives, tax return assistance, and voter registration drives.	Partnership			■
	41	Pursue partnerships with district employers to provide information about jobs, internships, and apprenticeships at Wilson Community Center.	Partnership			■
	42	Pursue partnerships with workforce development agencies to provide information about training opportunities, and resume writing and interview classes at Wilson Community Center.	Partnership			■
	43	Write a federal grant, such as the Promise Zone and Promise Neighborhood programs.	Financing	■		
	44	Pursue partnerships to provide Wilson students with free access to three educational destinations, such as museums and the zoo.	Partnership			■
	45	Engage Gateway Community College on a strategy to increase scholarships for members of the Wilson Community Center.	Partnership			■
	<b>Mobility</b>	46	Provide for sale transit passes at Wilson School, UMOM, the Salvation Army and other employers.	Operations		
47		Complete preliminary engineering that identifies utility conflicts and cost estimates for the Complete Street concept.	Plan	■		
48		Create a fact sheet about the Complete Street Concept for property owners.	Knowledge	■		
49		Hold a property owner workshop on the Van Buren Complete Street concept.	Knowledge	■		
50		Identify planning needs to make Van Buren Complete Street eligible for federal funds.	Plans	■		
51		Pursue federal funding for the Van Buren Complete Street concept.	Financing	■		
52		Identify a funding source for a study to assess the potential of a light rail stop in the vicinity of 32nd and Washington Streets .	Financing	■		
53		Complete a study on the most efficient methods for increasing bus service on 32nd Street, Roosevelt Street, and Van Buren Street, including local buses and urban circulators.	Plan		■	
54		Organize a coalition to support public transit service on 32nd Street, Roosevelt Street and Van Buren Street, including residents, Wilson School, Celebrity Theatre and other employers.	Partnership			■
55		Present transportation recommendations to the Committee on the Future of Transportation in Phoenix.	Knowledge	■		
<b>Green Systems</b>	56	Research utility spacing standards to identify the potential to improve the ability to plant shade trees that grow to full size.	Codes	■		
	57	Research stormwater regulations to identify the potential to allow on-site retention to be provided within adjacent right of way.	Codes	■		
	58	Create standard construction details for Tree Pocket concept.	Plans			■
	59	Determine feasibility of eliminating the need for a revocable permit for structural shade over sidewalks in the right of way.	Codes	■		
	60	Hold a professional training forum on financing methods for Green Infrastructure, including the Water Infrastructure Financing Authority.	Financing	■		
	61	Write a Green Infrastructure grant.	Financing	■		
	62	Hold a community tree planting event in the Wilson Neighborhood and the Sky Harbor Neighborhood.	Partnership			■



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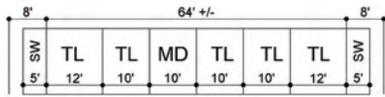
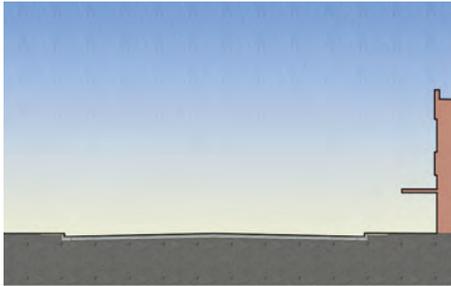
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**GATEWAY**  
**APPENDICES**

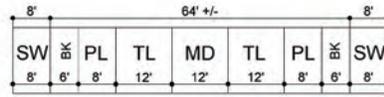
# CONCEPTUAL STREET SECTIONS

## A - N. 32nd / N. 40th Streets

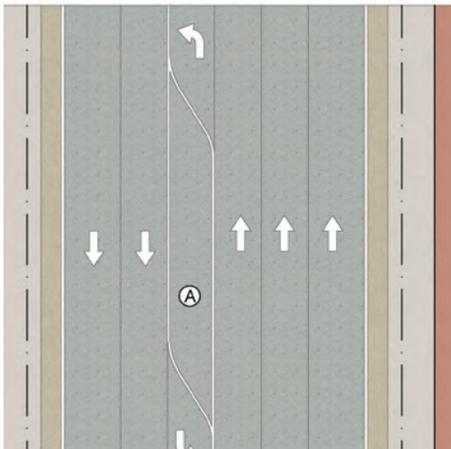
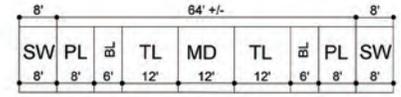
Typical Existing Condition - ST-80-64



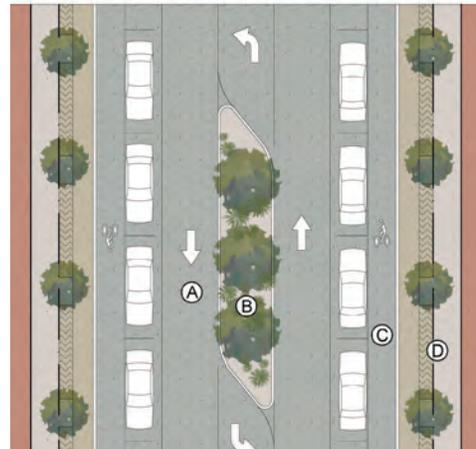
Retrofit Pattern 1 - ST-80-64



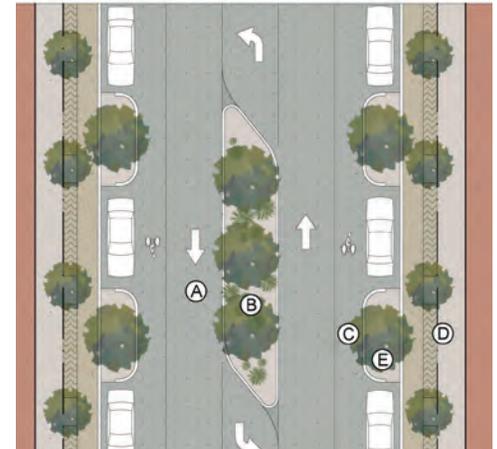
Retrofit Pattern 2 - ST-80-64



A. Existing 2x3 with turn lane



- A. Reduce travel lanes from 3x2 to 1x1
- B. Landscape median
- C. Add bike lanes between curb and parking
- D. Extend sidewalk with pervious pavers

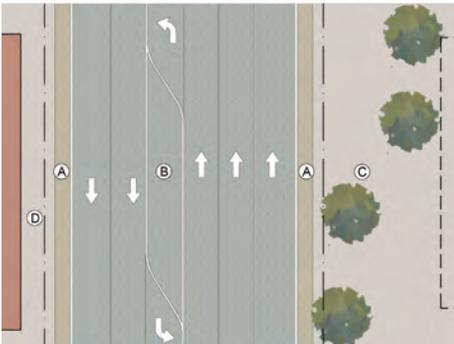
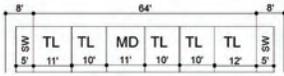


- A. Reduce travel lanes from 3x2 to 1x1
- B. Landscape median
- C. Add bike lanes
- D. Extend sidewalk with pervious pavers
- E. Add tree pockets

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

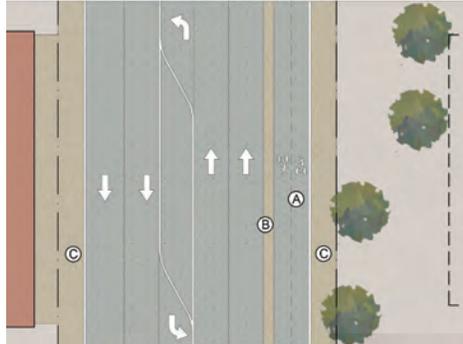
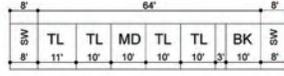
B - N. 24th Street

Typical Existing Condition - ST-80-64



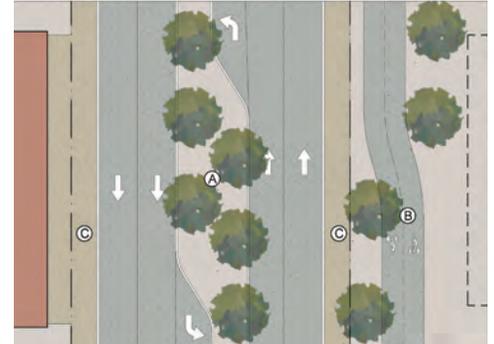
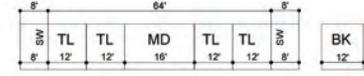
- A. Sidewalk width varies
- B. Painted Median/Turn lane
- C. Property on east side between Van Buren and Roosevelt is publicly owned with wide landscape verge
- D. Existing building setbacks vary

Retrofit Pattern 1 - ST-80-64



- A. Protected 2-way cycle track
- B. Raised curb
- C. Expand sidewalks where possible

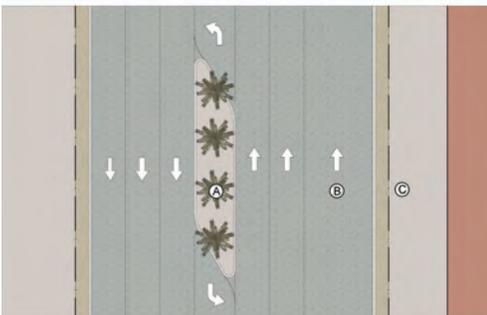
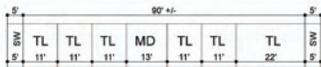
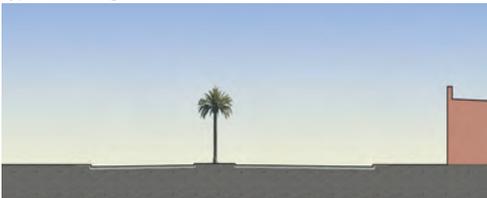
Retrofit Pattern 2 - BLVD-80-64



- A. Raised landscape median
- B. Parallel 2-way bikeway utilizing publicly-owned property
- C. Expand sidewalks where possible

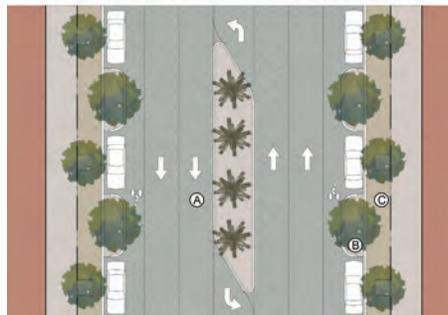
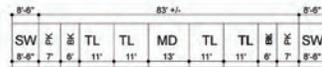
C - N. 44th Street

Typical Existing Condition - ST-104-82



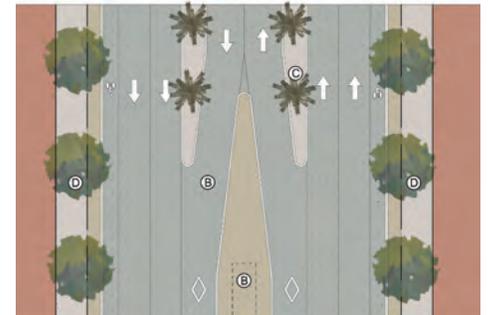
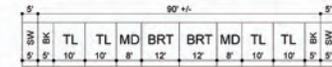
- A. Existing landscape median
- B. Excessively wide north-bound lane
- C. Right-of-way varies

Retrofit Pattern 1 - ST-104-82



- A. Reduce travel lanes from 3x3 to 2x2
- B. Add tree pockets
- C. Widen sidewalk

Retrofit Pattern 2 - ST-104-90

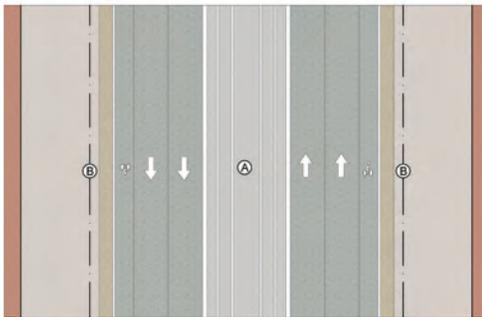
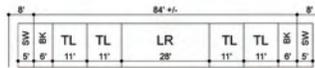
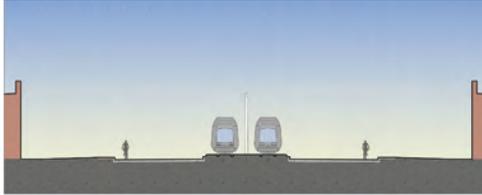


- A. Dedicated BRT lanes
- B. Station median
- C. Medians to protect bus lanes and facilitate pedestrian crossing
- D. Encourage tree planting or other shading device in private frontage

# CONCEPTUAL STREET SECTIONS

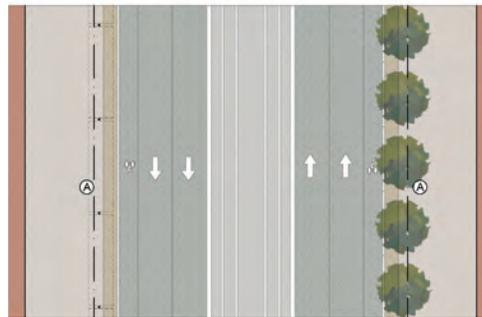
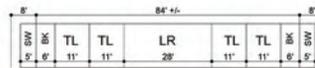
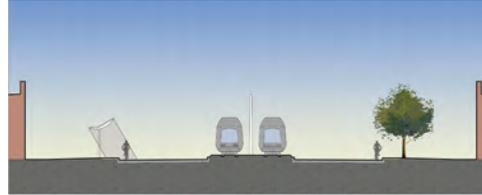
## D - E. Washington Street

Typical Existing Condition - ST-100-84



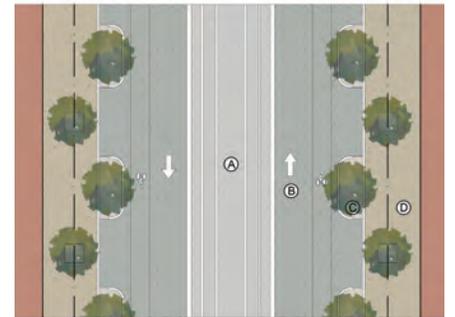
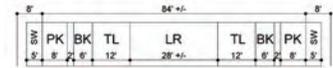
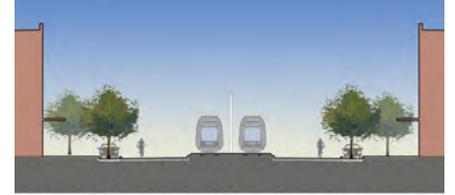
- A. Existing light rail corridor
- B. R.O.W. and lane configuration varies according to proximity to station

Retrofit Pattern 1 - ST-100-84



- A. Add shade structures or trees along sidewalks

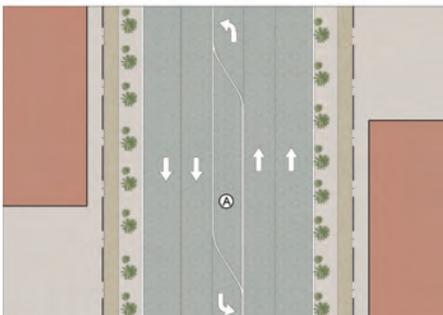
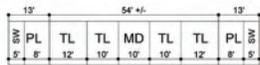
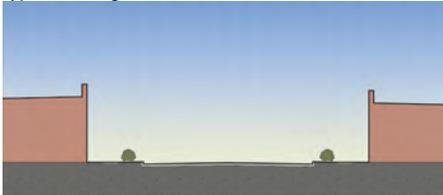
Retrofit Pattern 2 - ST-100-84



- A. Existing light rail corridor
- B. Reduce travel lanes from 2x2 to 1x1
- C. Add tree pockets and parking
- D. Extend sidewalk to engage new buildings

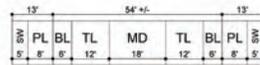
## E - E. Van Buren Street

Typical Existing Condition - ST-80-54



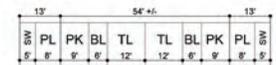
- A. Existing 2x2 with turn lane

Retrofit Pattern 1 - ST-80-54



- A. Reduce travel lanes from 2x2 to 1x1 with bike lanes
- B. Pervious pavers between existing curb and sidewalk
- C. Raised median
- D. Screened parking

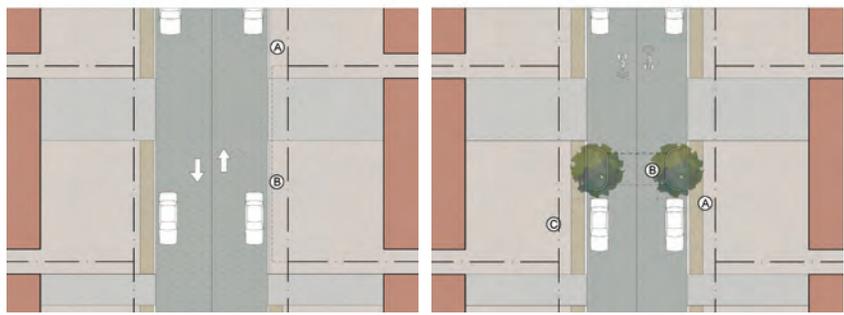
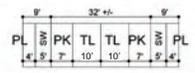
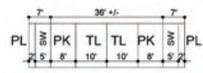
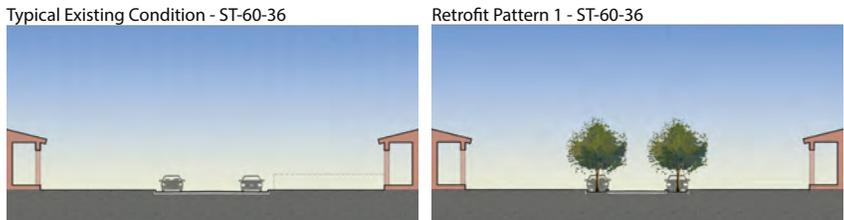
Retrofit Pattern 2 - ST-80-54



- A. Reduce travel lanes from 2x2 to 1x1 with bike lanes
- B. Pervious pavers between existing curb and sidewalk
- C. Add tree pockets
- D. Screened parking

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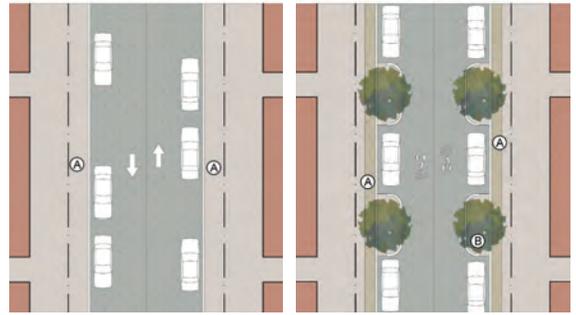
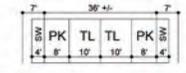
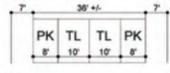
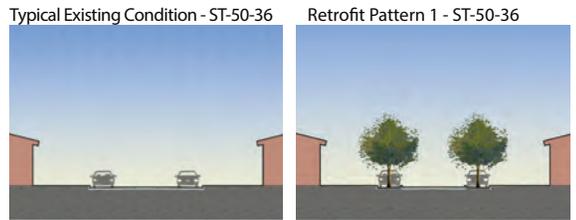
**F - E Fillmore Street**



- A. Existing sidewalk is inconsistent
- B. Some right-of-way has been fenced off by property owners

- A. Provide consistent sidewalk
- B. Add tree pockets with speed bump (1-2 per block)
- C. Add trees in planting strip where possible

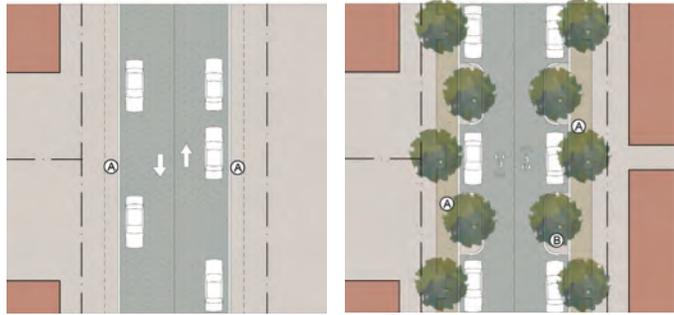
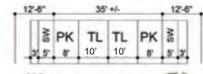
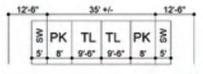
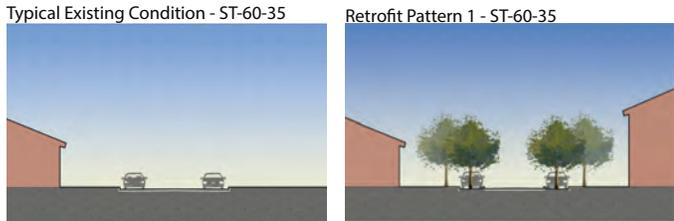
**G - E Melvin Street**



- A. Sidewalk missing in most areas

- A. Provide sidewalks
- B. Add tree pockets

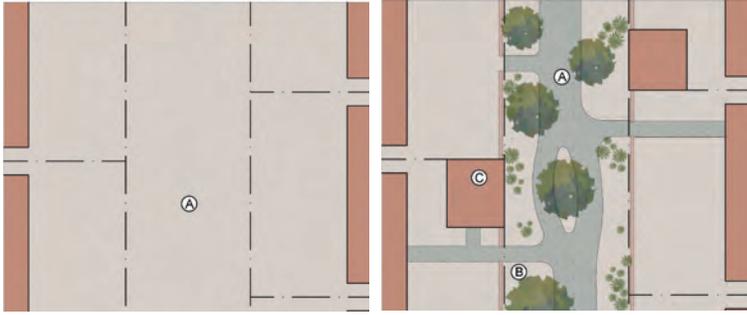
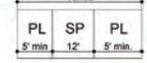
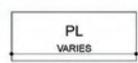
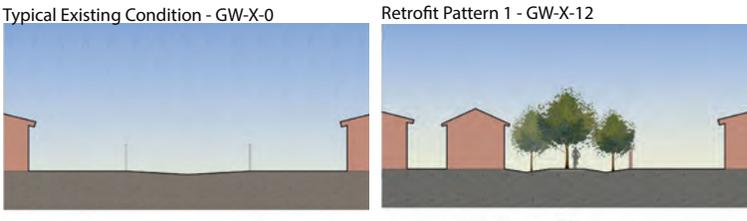
**H - N. 30th Street**



- A. Sidewalk missing south of Van Buren (and parts north)

- A. Provide sidewalks (shown with tree slots)
- B. Add tree pockets

**I - Randolph Greenway**



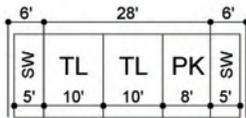
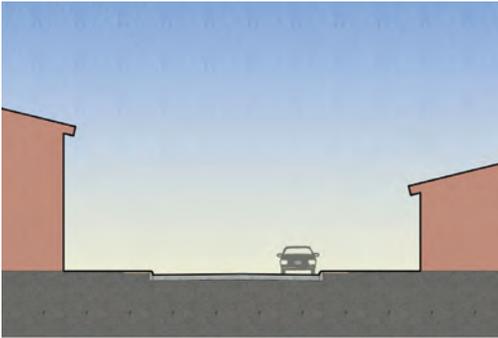
- A. Underutilized right-of-way

- A. Add shared path and shade elements
- B. Connect rear yards to path
- C. Encourage accessory units facing path

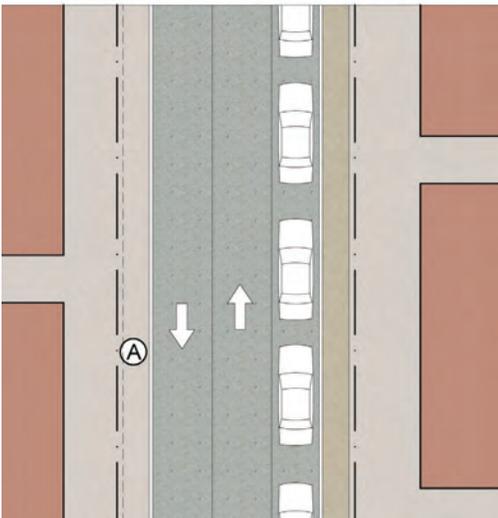
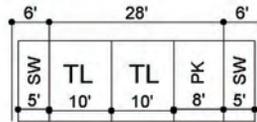
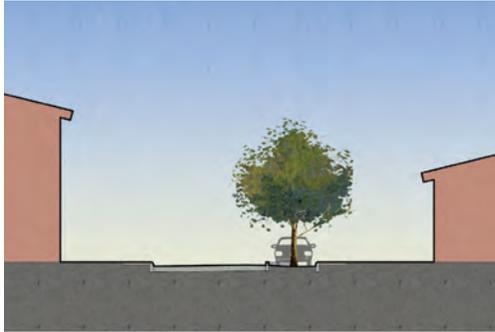
# CONCEPTUAL STREET SECTIONS

## J - E Randolph Road

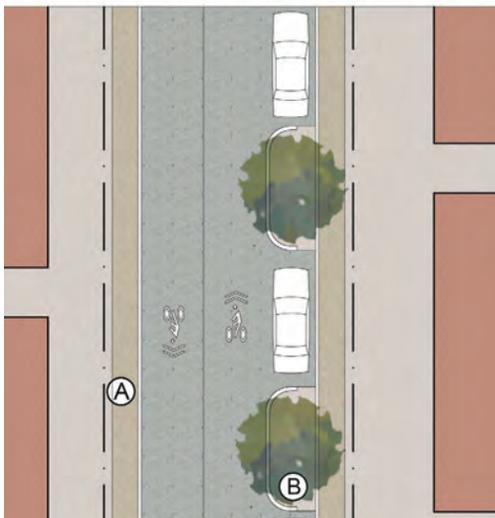
Typical Existing Condition - ST-40-28



Retrofit Pattern 1 - ST-40-28



A. Sidewalk missing in some areas on southwest side

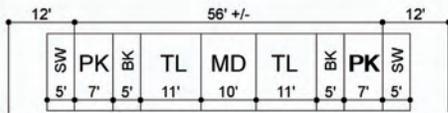
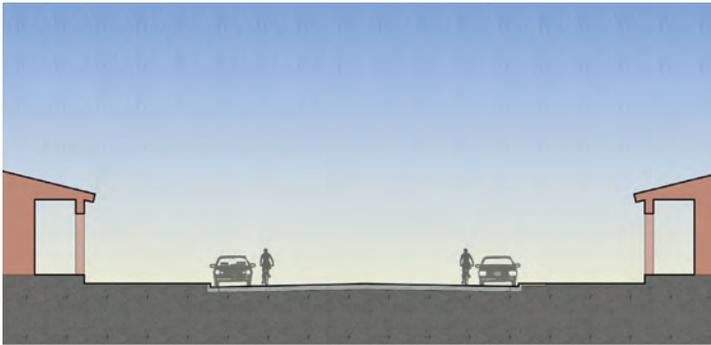


A. Provide consistent sidewalk  
B. Add tree pockets

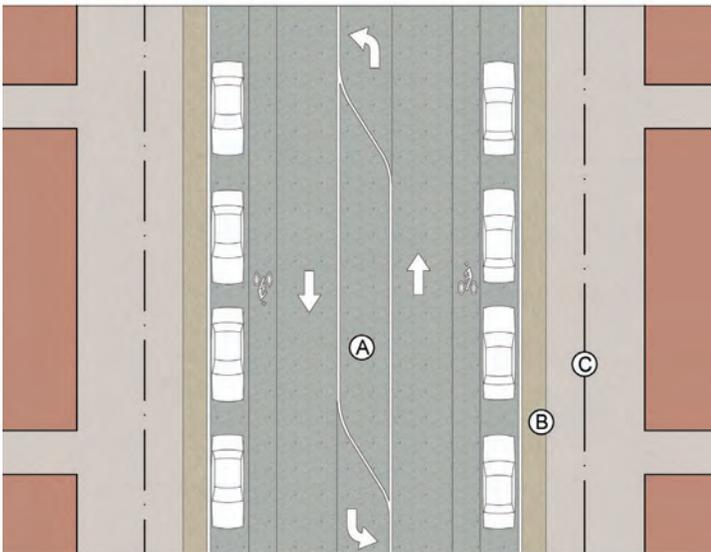
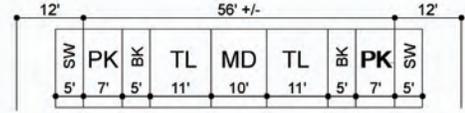
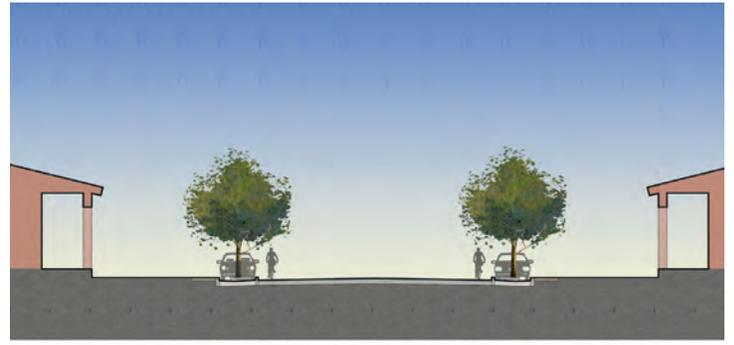
The Conceptual Street Sections provide a general design concept for adding bicycle and pedestrian improvements without requiring significant acquisition of new right of way. The sections are illustrative only and are not intended to specify exactly how streets should be improved, but to provide an input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

## K - E Roosevelt - 27th PL to 32nd ST

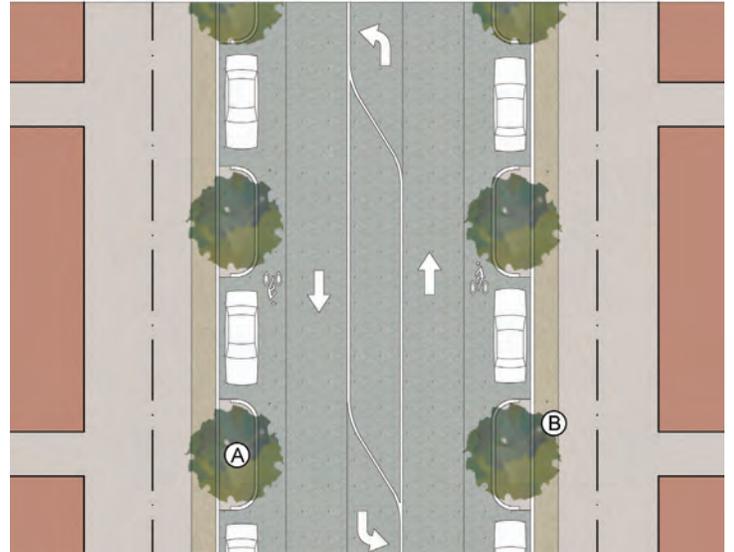
Typical Existing Condition - ST-X-54



Retrofit Pattern - ST-X-54



- A. Existing 1x1 with turn lane (from 27th Pl to 32nd St)
- B. Sidewalks are inconsistent
- C. Right-of-way varies

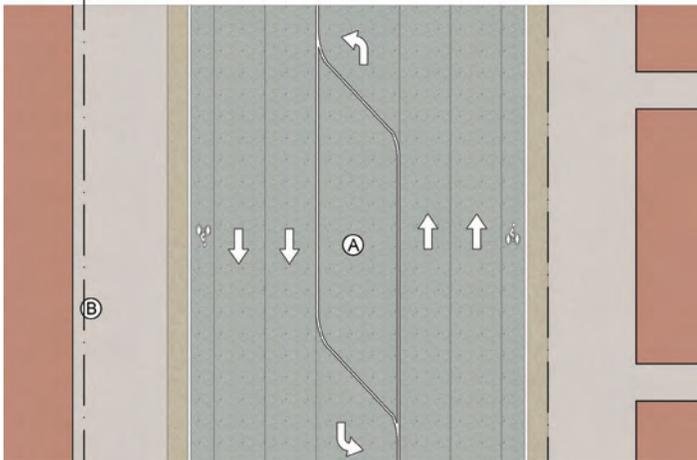
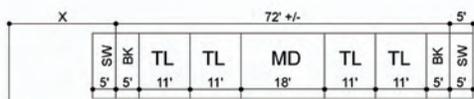
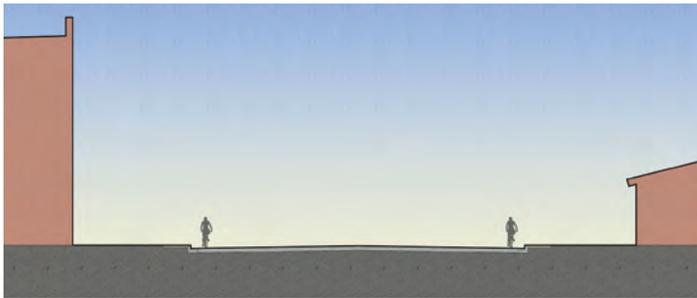


- A. Add tree pockets.
- B. Provide continuous sidewalks

# CONCEPTUAL STREET SECTIONS

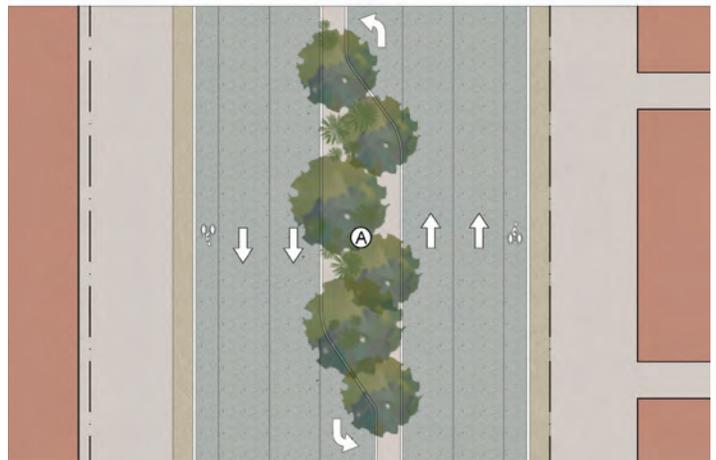
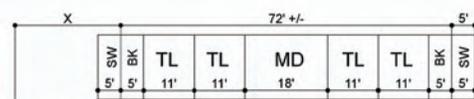
## L - E Roosevelt - N. 24th ST to N. 27th PL

Typical Existing Condition - ST-X-72



- A. Existing 2x2 with turn lane
- B. Right-of-way varies

Retrofit Pattern - ST-X-72

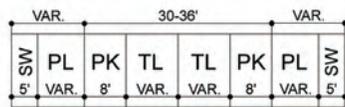
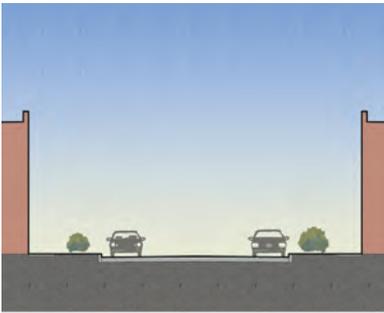


- A. Add landscape median

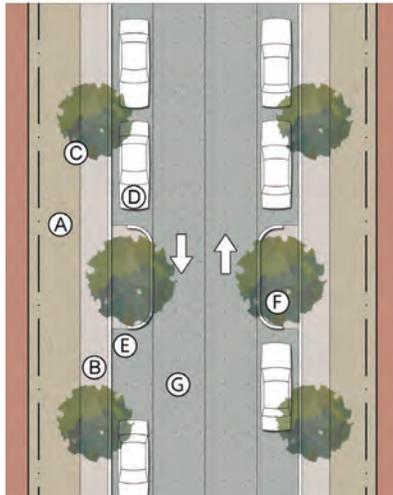
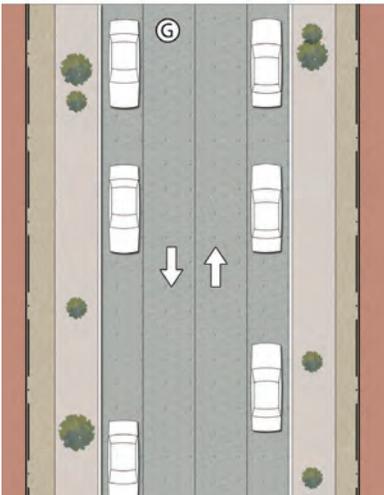
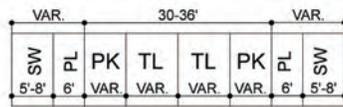
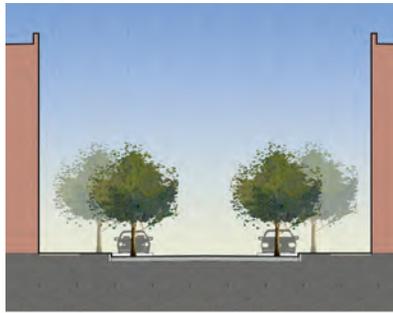
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### Typical TOD Retrofit

Typical Existing Condition - ST-Varies



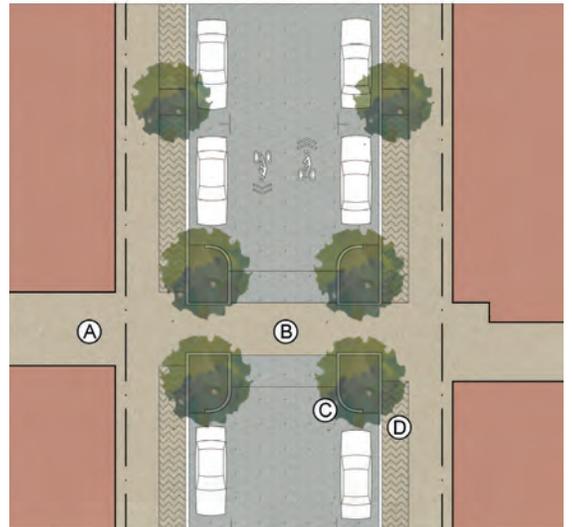
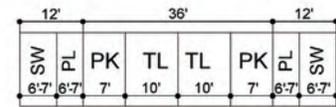
Retrofit Pattern 1 - ST-Varies



- A. Provide continuous min. 5' sidewalk.
- B. Pervious Pavers or other pervious material between curb and sidewalk
- C. Provide consistent tree canopy at 20'-30' on center
- D. Parallel parking on both sides of street
- E. Where feasible, provide slotted curb to divert stormwater to tree wells
- F. On wider streets, tree pockets may be used at the ends of each block as a traffic calming tool
- G. Travel lanes 10' max. except in T5/ T6 zones

### New T.O.D. Street

Proposed Street - ST-60-36



- A. Paseo
- B. Raised paseo crossing
- C. Tree pockets
- D. Pervious pavers at furnishing strip