



South Central TOD Steering Committee



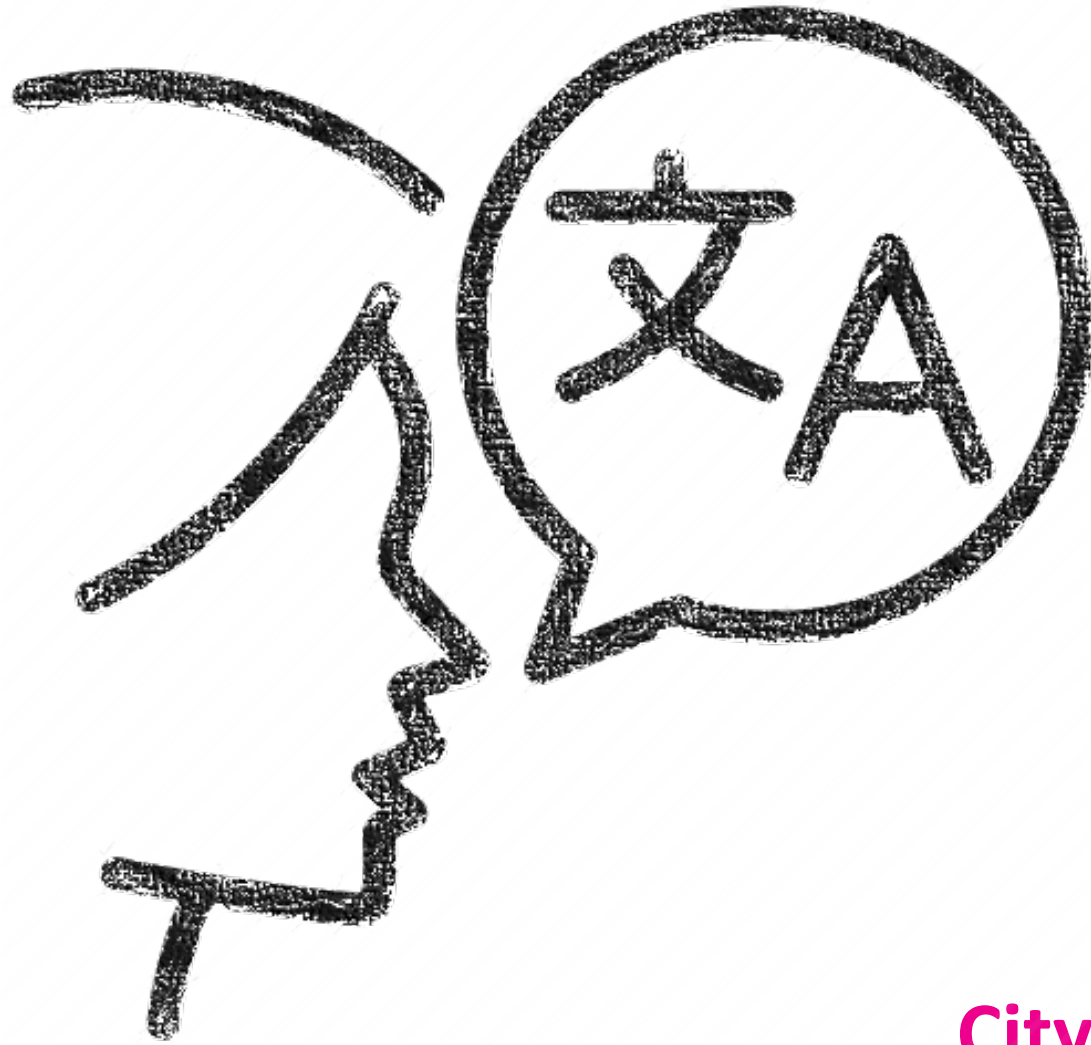
January 16, 2020



Today's Itinerary

- Welcome + Announcements
- ASU Presentation
- Measurable Outcomes Activity
- Public Comment





Kind reminders:

- Be mindful of the interpreter.
- When discussing issues raise your hand and wait to be called by the Chair.
- Pace your statements, fast talk is very difficult to follow and repeat simultaneously.

City of Phoenix

South Central Website:

<https://www.phoenix.gov/pdd/tod/south-central>

<https://www.phoenix.gov/pdd/tod/south-central-spanish>



SOUTH CENTRAL TRANSIT ORIENTED DEVELOPMENT (TOD) STEERING COMMITTEE

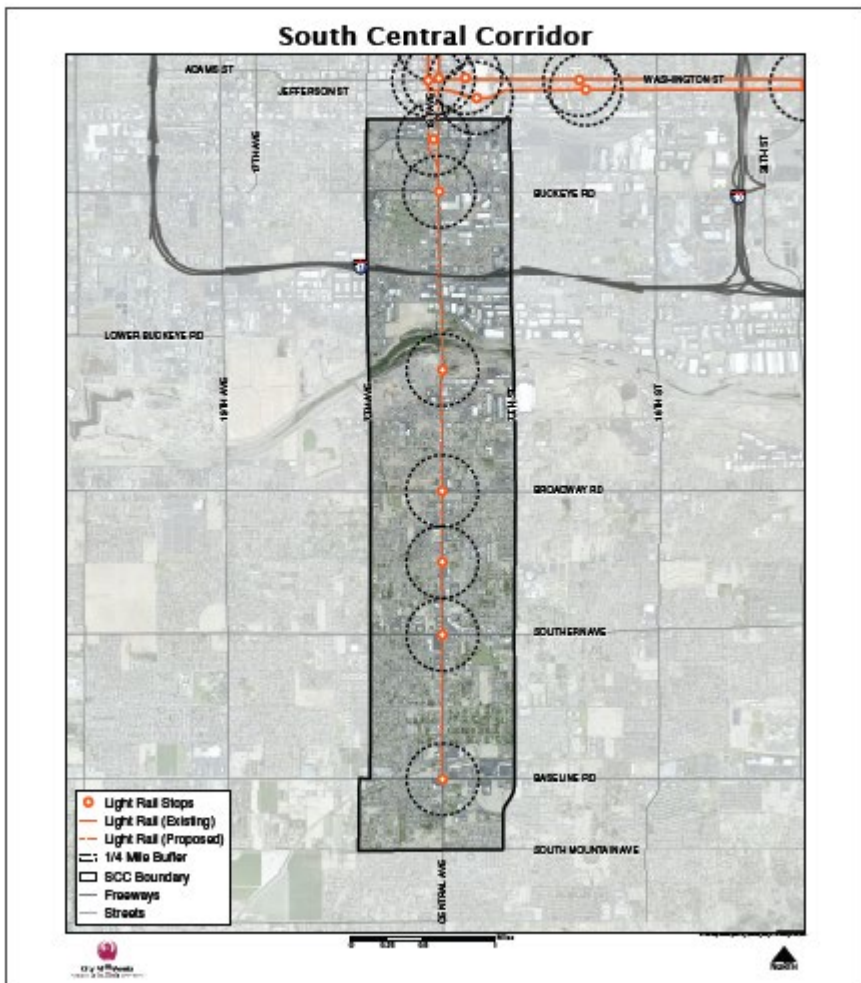


(eTOD)

1 What area are we talking about? ¿De qué área estamos hablando?

The "Planning" project boundary is from 7th Avenue to 7th Street (West and East), and the Railroad tracks just south of Jefferson Street to South Mountain Avenue (North and South)

El límite del proyecto de "planificación". Los límites del área son de 7 avenida a calle 7 (de este a oeste), y las vías del ferrocarril al sur de la calle Jefferson a la avenida South Mountain (de norte a sur)





SOUTH CENTRAL CORRIDOR EQUITABLE TRANSIT ORIENTED DEVELOPMENT (eTOD)



2 What are we here to do?

- The Steering Committee will **develop a TOD policy plan** specific to the South Central corridor.
- The Plan will serve to **attract, guide, and prioritize strategic investments to realize a shared community vision** for the future of the corridor.
- Steering Committee members **guide in developing a community vision and implementation strategies**.
- Steering Committee members also **advocate for and play a direct role in implementing the plan**.

¿Qué estamos aquí para hacer?

- El Comité Directivo desarrollará un plan de políticas específico para el corredor del TOD Sur Central.
- El Plan servirá para atraer, guiar y priorizar inversiones estratégicas para lograr una visión comunitaria compartida para el futuro de la area
- Los miembros del Comité Directivo guían el desarrollamiento de una visión comunitaria y estrategias de implementación.
- Los miembros del Comité Directivo también abogan por y desempeñan un rol directo en implementación del plan.

** Committee's tasks DO NOT involve discussions or decision making regarding the design and construction of the light rail extension.*

** Las tareas del comité **NO** involucran discusiones o toma de decisiones con respecto al diseño y construcción de la extensión del tren ligero.*

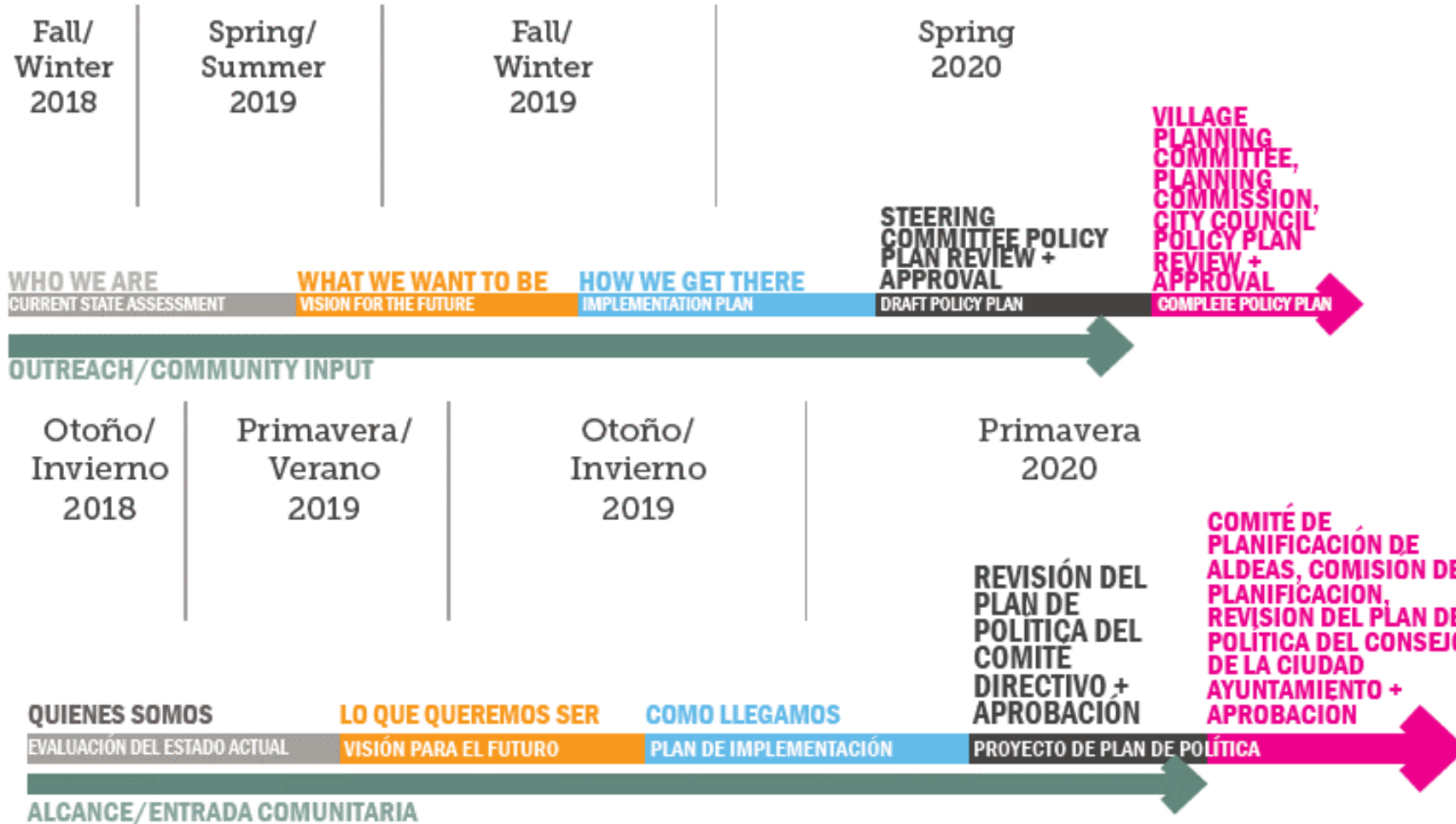


SOUTH CENTRAL CORRIDOR EQUITABLE TRANSIT ORIENTED DEVELOPMENT (eTOD)



3

Where are we at in the process? ¿Dónde estamos en el proceso?



We have dedicated the Summer months to discuss the “Where we want to be” and the Winter/Spring months to discuss “How we get there”

Hemos dedicado los meses de verano para discutir "Donde queremos estar" y los meses de invierno y primavera para discutir "Como llegamos allí"



Meeting Agenda



Introduction + Announcements



Meeting Agenda



Review and approval of
December 17, 2019
Minutes

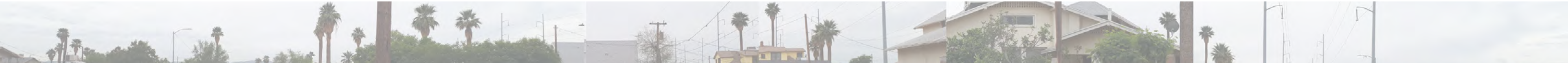


Meeting Agenda



ASU Student Presentation





Systemic discrimination has created neighborhoods of neglect in our cities.



“Government and policy have played a key role in creating these patterns by directing public and private capital in ways that advantage some and disadvantage other neighborhoods.”

“Gentrification, Displacement, and the Role of Public Investment,” Journal of Planning Literature, 2017

CENTRAL CITY SOUTH

YOU ARE HERE

I-10

GRANT AVE

BUCKEYE ROAD

I-17/I-10

CENTRAL AVE

BROADWAY

NEIGHBORHOODS



- 1: SHERMAN PARK
- 2: IG HOMES
- 3: MATTHEW HENSON
- 4: GRANT PARK
- 5: CENTRAL PARK
- 6: CUATRO MILPAS
- 7: COFFELT-LAMOREAUX
- 8: NEW HOMES

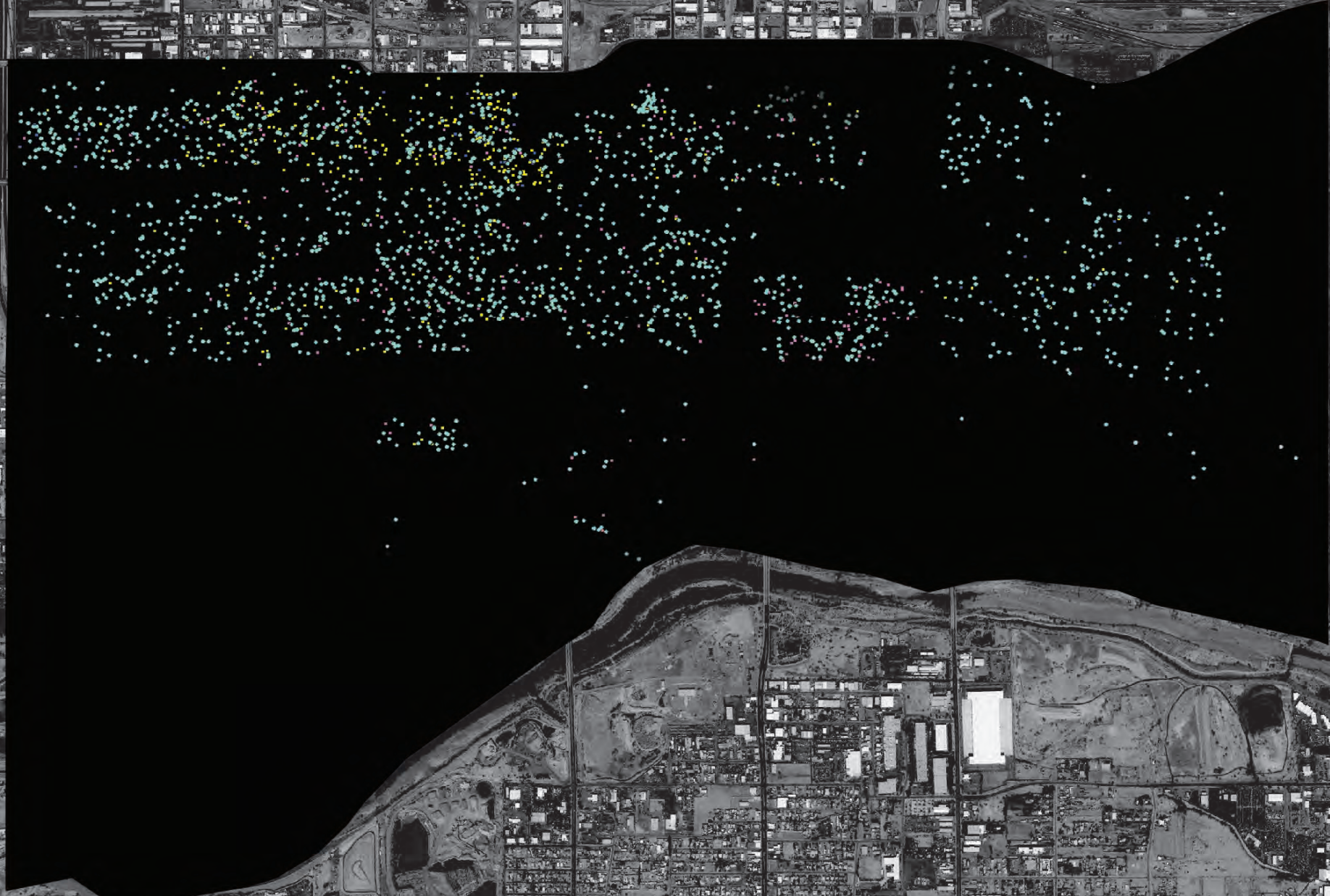
- 9: 7-11
- 10: MARCOS DE NIZA
- 11: SI SE PUEDE
- 12: NUESTRO BARRIO
- 13: RIO SALADO WEST
- 14: RIO SALADO CENTRAL
- 15: GREEN VALLEY
- 16: GOLDEN GATE (NOT PICTURED; DEMOLISHED)

CENSUS DEMOGRAPHICS

I-10

GRANT AVE

I-17/I-10



CENSUS DEMOGRAPHICS

MEDIAN HOUSEHOLD INCOME **\$17,463**

TOTAL RESIDENTS **12,345**

HISPANIC **76%**

AFRICAN AMERICAN **17%**

MEDIAN AGE **25.6**

**does not account for underreporting due to immigration status, etc.*

MEDIAN HOUSEHOLD INCOME **\$17,463**

~60% RENTERS

TOTAL RESIDENTS **12,345**

TOXIC ENTERPRISES

HISPANIC **76%**

HIGH AIR + GROUND POLLUTION

AFRICAN AMERICAN **17%**

AVERAGE EDUCATION LEVEL: 9TH GRADE

MEDIAN AGE **25.6**

HISTORY OF SEGREGATED PUBLIC HOUSING

**does not account for underreporting due to immigration status, etc.*

PHOENIX HAS *CONSISTENTLY DISCRIMINATED*
AGAINST ITS MINORITY AND LOW-INCOME
COMMUNITIES, PERPETUATING CYCLES OF
DISINVESTMENT,
NEGLECT, &
DISPOSSESSION



1937



1953



1969



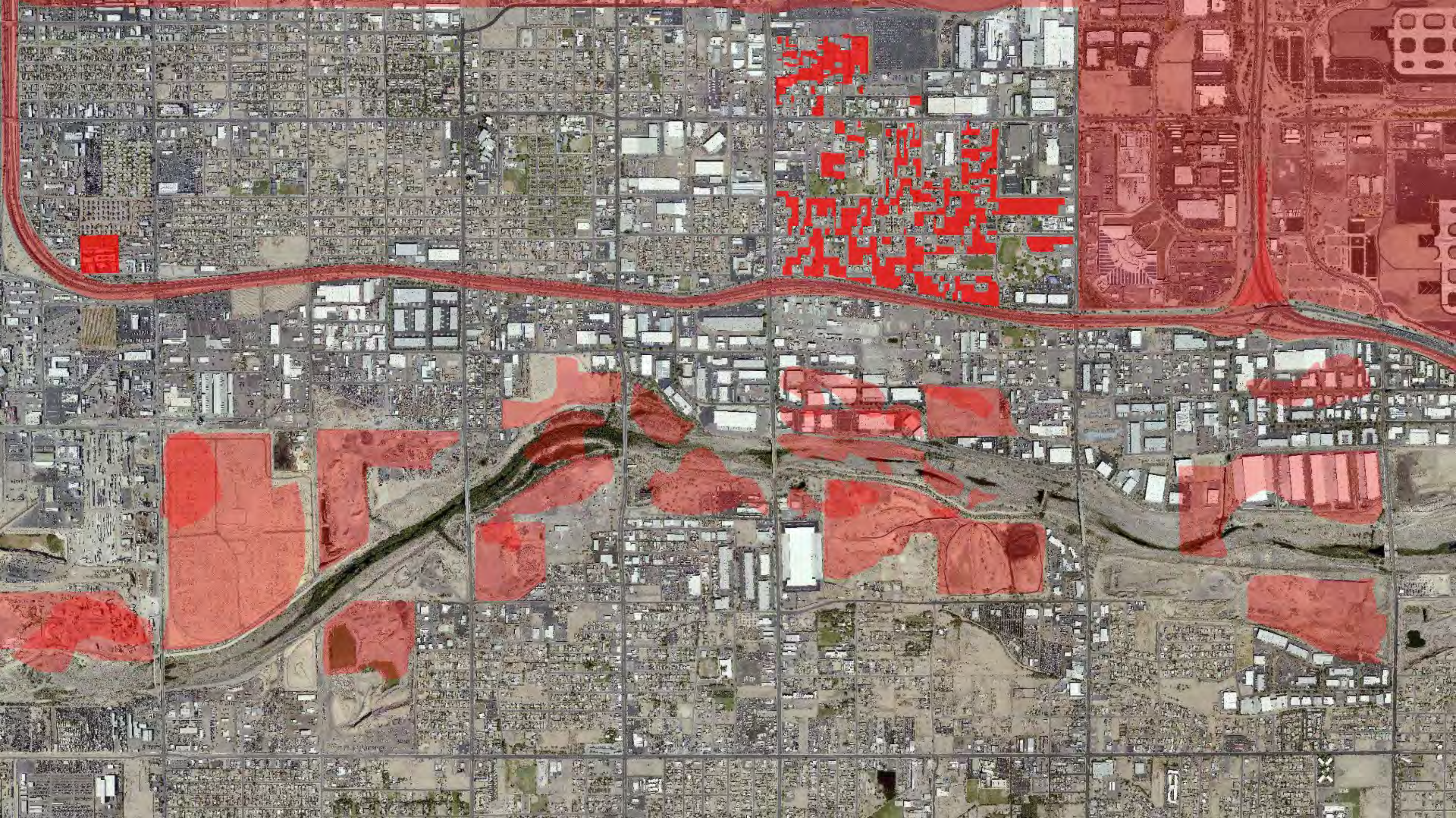
1982



1996



2016



2016

***With the new light rail extension,
what kinds of development will
come to Central City South,
and who will it benefit?***

“Walk to downtown. Near light rail!
Don’t miss this opportunity to purchase in the
most up and coming area of the Phoenix Valley!”

“This property is... an area that is currently
experiencing a resurgence and rapid appreciation.
**Investors only please, will not be sold to
owner/occupant**”

“This is a mile from downtown...
Home values have come up at an accelerated rate
and are poised for more growth as
people invest in the area.”

“Attention all investors and developers,
this is your chance to take advantage of the rapid growth
happening in Downtown Phoenix!”

***What will happen to the
existing residents?***

TYPES OF DISPLACEMENT

TYPES OF DISPLACEMENT



PHYSICAL

Literal displacement; being evicted or otherwise forced from your home or place of business



CULTURAL

Related to cultural traditions of a minority group that begin to fade or be replaced to the extent that they no longer exist within a neighborhood



ECONOMIC

When you are no longer able to afford to live, shop or spend time in your neighborhood because you cannot afford rent, amenities, etc.

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HOUSING

Affordable housing to enable residents to stay in the neighborhood and ensure they are integrated with new development

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IDENTITY

Formation and maintenance of social cohesion and community identity; continuation of neighborhood cultural traditions



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OPPORTUNITY

Continuation of affordable and relevant shopping and services; creation of suitable, well-paying jobs

INTERVENTIONS & ACCUMULATIONS

our approach to anti-displacement-design:

we identify & amplify existing positive conditions (patterns)
to generate **small interventions** for the built environment
that can be implemented by non-corporate urban actors.

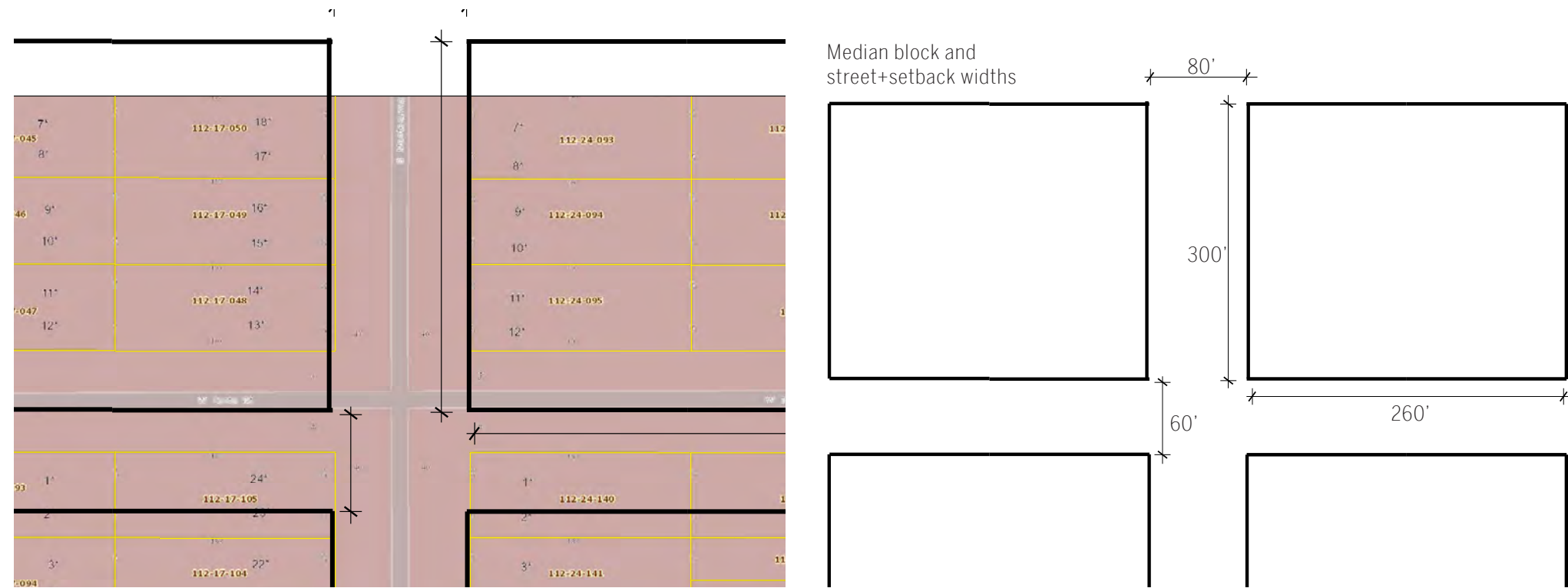
these interventions **accumulate** to reinforce the character and
resiliency of the existing neighborhood while bringing economic
opportunity and benefits for the residents who already live there.

PARCEL RECONFIGURATION

50% OF THE LAND AREA CONSISTS OF STREETS AND SETBACKS

ONLY 22% OF HOUSEHOLDS OWN PRIVATE VEHICLES

MEDIAN LOT SIZE IS 6500 SF WITH 50' OF STREET FRONTAGE



HOW CAN WE MAKE MORE WALKABLE STREETS AND DENSIFY THE NEIGHBORHOOD WHILE COMBATING DISPLACEMENT?

PARCEL RECONFIGURATION

LAND TRADES:
GOVERNMENT-CONTROLLED LAND
IN EXCHANGE FOR
LAND DEDICATED TO AFFORDABLE HOUSING.

PARCEL RECONFIGURATION

EXISTING CONDITION



PARCEL RECONFIGURATION

PROPOSED



PARCEL RECONFIGURATION



ANTI-CULTURAL-DISPLACEMENT: IDENTITY

Development takes place at a human scale. Incoming residents are physically and emotionally integrated into the existing community. More densely-populated become more walkable and safe for the vast majority of existing residents who don't own private vehicles.



ANTI-ECONOMIC-DISPLACEMENT: OPPORTUNITY

Parcel reconfiguration fights economic displacement by offering opportunities for rental or land-sale-income for existing property owners and affordable housing for renters.



ANTI-PHYSICAL-DISPLACEMENT: HOUSING

Affordable rental housing is created in a way that's woven into the neighborhood fabric. Homeowners are incentivized to stay in their homes instead of selling to developers.

PARCEL RECONFIGURATION

PARCEL RECONFIGURATION

Wide streets built to favor cars and large public right-of-way setbacks can be shrunk while giving land back to homeowners as incentives to densify their neighborhoods themselves, on their own terms, while retaining the benefits of a low-scale residential neighborhood.

AFFORDABLE HOUSING REQUIREMENT FOR DEVELOPERS

New parcels created by reconfiguration can be placed in a trust subsidized by the affordable housing requirement for developers, wherein instead of placing units within the primary development, the entity finances construction of affordable units nearby. Developers could also directly fund secondary dwellings. Higher-rent units along Central Ave. could be offset by neighborhood infill along the alleys and vacant lots.

LAND TRUST

In exchange for land along the current streets, landowners would give their land fronting the alleys to a community land trust that would be dedicated to permanent affordable housing.

ALLEY-FACING DEVELOPMENT



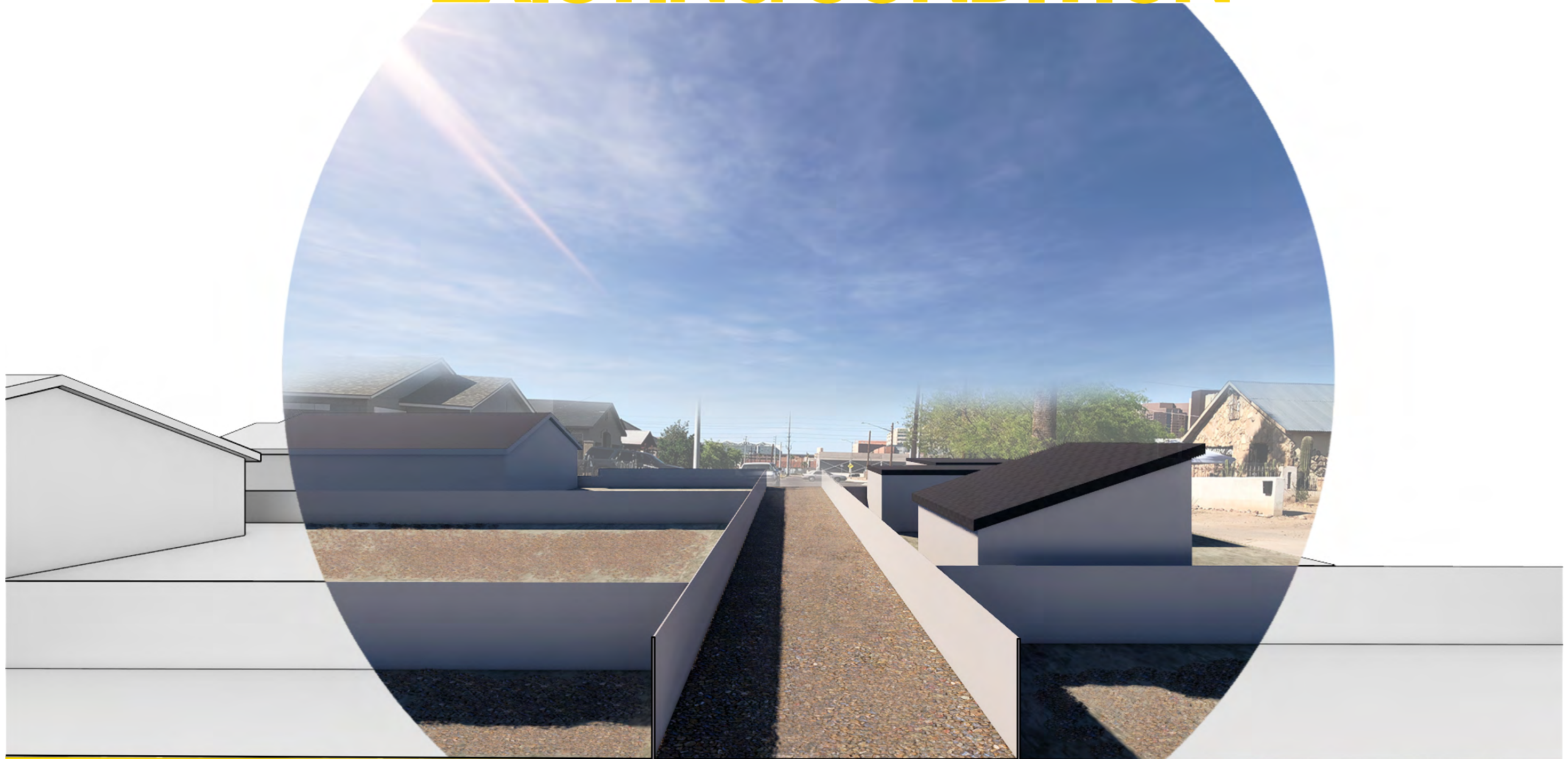
EXISTING ALLEYS ———

POTENTIAL ALLEYS - - - -

Many neighborhoods were built to utilize alleys, but the potential exists to add pedestrian easements between homes as part of parcel reconfiguration in additional neighborhoods.

ALLEY-FACING DEVELOPMENT

EXISTING CONDITION



"BACKYARD LOTS"
UNDER-USED EXPANSIVE BACKYARDS

"ALLEY"
COMPLAINTS ABOUT CRIMINAL ACTIVITY; TO BE CLOSED BY CITY

"VACANT LOTS"
EMPTY, GRAVEL LOTS; SPECULATIVE LAND-BANKING

ALLEY-FACING DEVELOPMENT

PROPOSED



"AZOTEAS"
OPPORTUNITY FOR EXPANSION

"HOME"
AFFORDABLE DWELLINGS

"FRONT YARD"
LATENT POTENTIAL STRENGTHENED

"ALLEY"
COMFORTABLY SCALED PATHWAY

"CONVENIENCE STORE/ABARROTES"
LIVE/WORK-STOREFRONT SPACE

"HOME"
LIVE/WORK-AFFORDABLE DWELLINGS

ALLEY-FACING DEVELOPMENT



ANTI-CULTURAL-DISPLACEMENT: IDENTITY

Alleys offer opportunities for small, hyperlocal home businesses to cater to their neighbors in an intimate setting that encourages local identity.



ANTI-ECONOMIC-DISPLACEMENT: OPPORTUNITY

Alley development fights economic displacement by offering opportunities for home-based income creation for residents, even if they are renting their homes.



ANTI-PHYSICAL-DISPLACEMENT: HOUSING

Alley-facing residential will be affordable for renters, and homeowners with units on their property will be less susceptible to physical displacement.

ALLEY-FACING DEVELOPMENT

OPEN ALLEYS

Instead of closing alleys due to trash accumulation and undesirable activity, the city should encourage the activation of alleys to take advantage of unused land, encourage appropriately-scaled density, enable income-producing rentals, add housing stock and create pedestrian-friendly streets.

ADU PERMITTING

Backyard rental units create simple, dependable income potential and create pathways for property ownership for low-income populations. Higher density and human-scale buildings encourage walkability. Permitting for new structures should be streamlined and made affordable and accessible for all residents.

PARCEL RECONFIGURATION

Wide streets built to favor cars and large public right-of-way setbacks can be shrunk while giving land back to homeowners as incentives to densify their neighborhoods themselves, on their own terms, while retaining the comfort of a low-scale residential neighborhood.

An aerial, isometric view of a city block featuring several modern, multi-story buildings with flat roofs and large windows. The buildings are arranged in a grid-like pattern with narrow streets. The central building is partially cut away to reveal its interior, showing a kitchen with a stove and sink, and a living area with a window. The overall style is clean and architectural.

STREAMLINED PERMITTING

FLEX/FILL

FLEX/FILL:

PRE-PERMITTED SIMPLE BUILDING METHODS

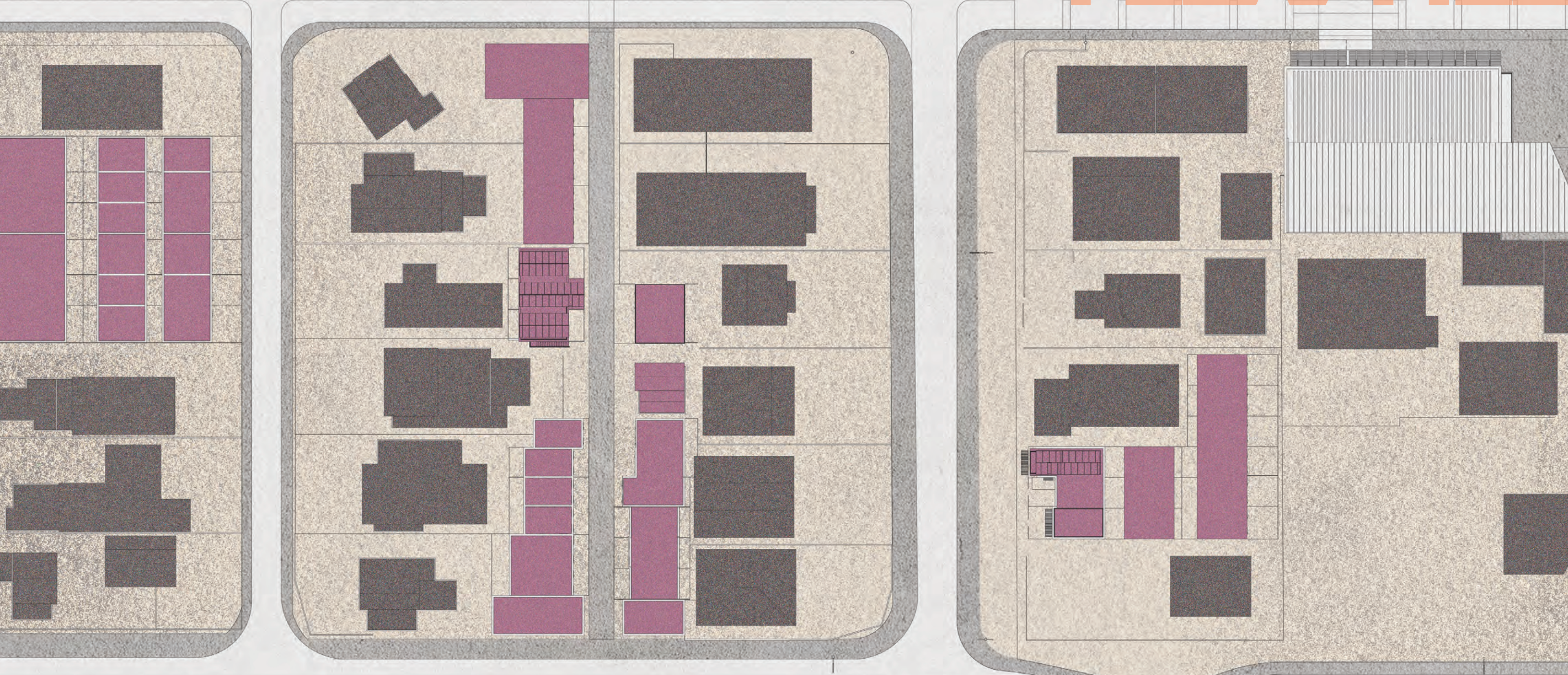
TO ENCOURAGE

NON-CORPORATE DEVELOPMENT OF THE LAND

BETWEEN SINGLE-FAMILY HOMES

STREAMLINED PERMITTING

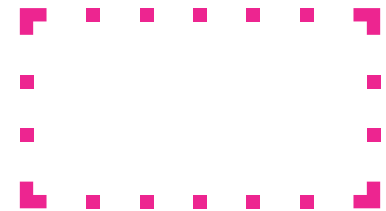
FLEX/FILL



New homes and businesses populate vacant lots and backyard space. A new alley is formed between 1st and 2nd Avenues.

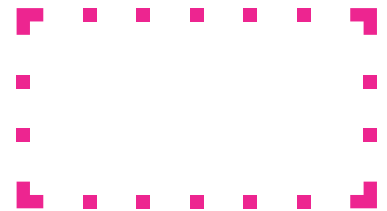
EASY ADDITIONS

1



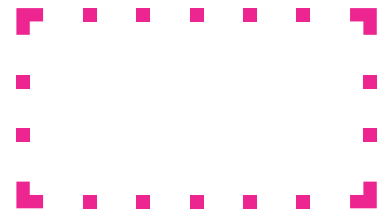
two families decide to build secondary units in their backyards

2



another unit is added; columns are filled in with sound-dampening fill

3



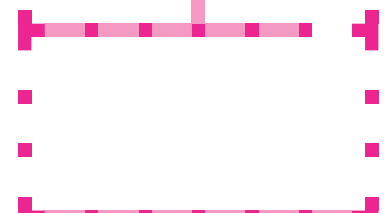
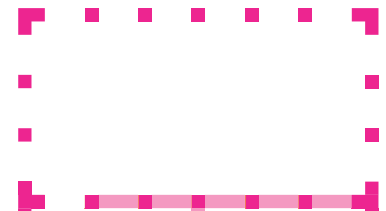
another unit is added

4



fill is removed to combine two small units into a larger unit as need changes

5



two small units split a unit between the two of them



GLORIA

Jugos y licuados
NARANJA KIWI
ZANAHORIA FRESA
PAPAYA PAPAYA
RETABEL MANGO
CHOCODEMILK PLÁTANO
CÚCTEL DE FRUTAS NARANJA
FRESAS CREMA MELÓN
Naturales y Nutritivos

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STREAMLINED PERMITTING

FLEX/FILL

ANTI-CULTURAL-DISPLACEMENT: IDENTITY

Flex-fill housing is built at the household level, allowing property owners or the renters themselves to build out structures as they see fit. They are spaces created by the community. Lowering the barrier to entry for small businesses encourages local identity.



ANTI-ECONOMIC-DISPLACEMENT: OPPORTUNITY

Infill housing rental prices are hyperflexible according to demand, and the income stays in the community, creating resilient property owners. The communal yet private environment offer opportunities for small businesses to begin and thrive with low rents and overhead.



ANTI-PHYSICAL-DISPLACEMENT: HOUSING

Infill housing that's flexible to fit housing needs moving forward can accommodate different household structures, from a single individual to a growing, multi-generational family.



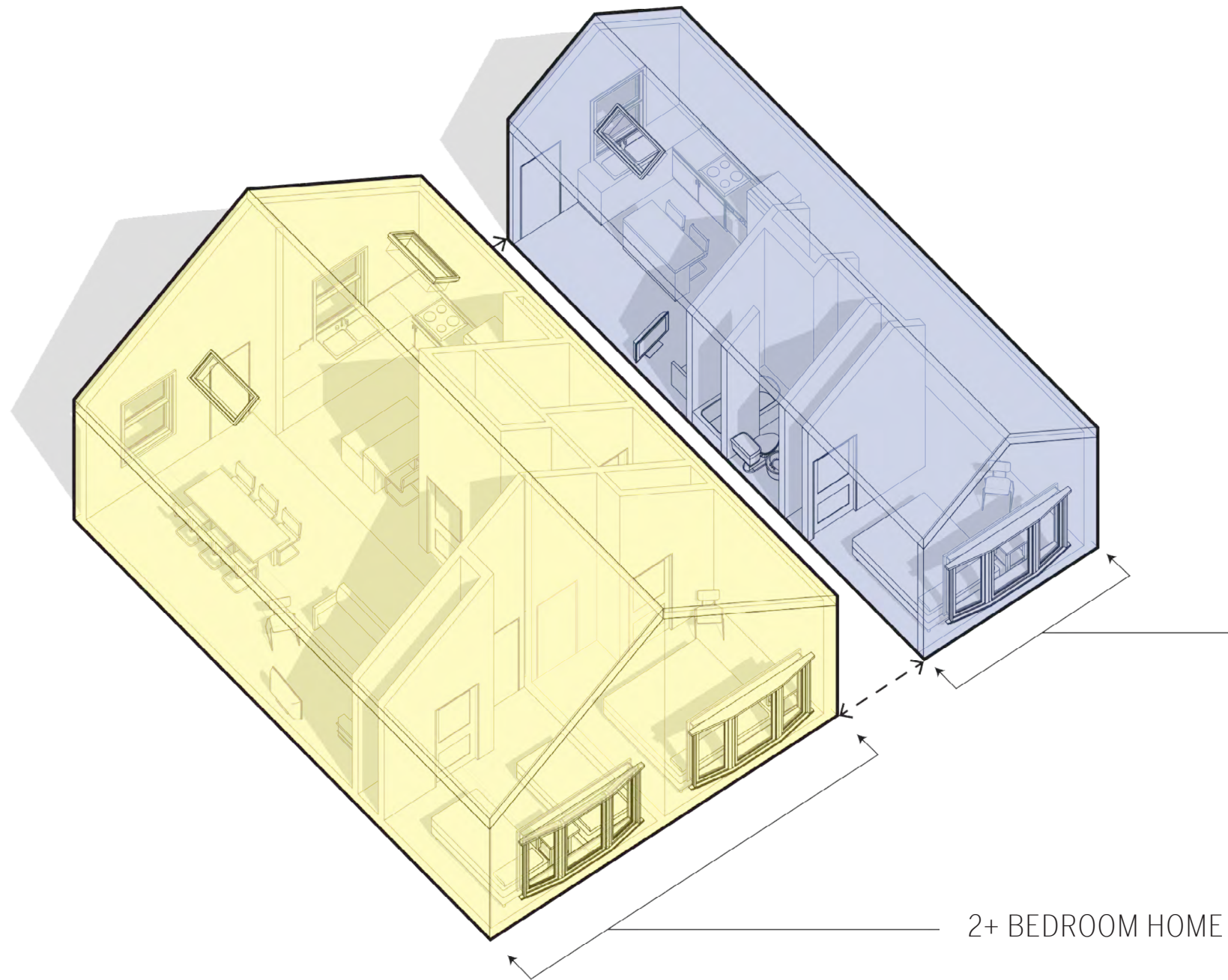
MODULAR-INCOME-ASSISTANCE



MODULAR-INCOME-ASSISTANCE

ALTERNATIVE TO TRADITION 4-OVER-1'S
MIX OF OWNERSHIP, RENTALS AND COMMERCIAL
WITHIN ONE PROJECT ENCOURAGES
STABILITY + ECONOMIC OPPORTUNITY

MODULAR-INCOME-ASSISTANCE

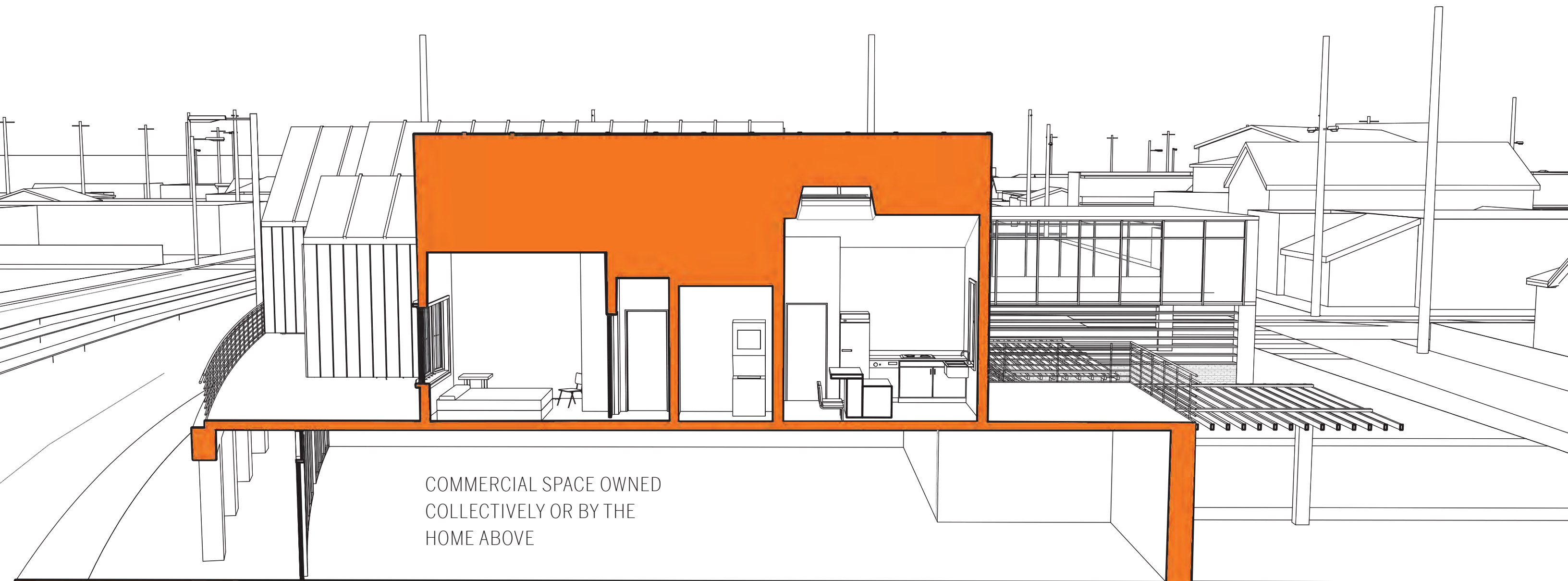


1-BEDROOM HOME THAT
CAN BE COMBINED, OR
RENTED SEPARATELY

2+ BEDROOM HOME

MODULAR-INCOME-ASSISTANCE

“YARD” — SPACE FOR
SOCIALIZING, VENDORS,
OUTDOOR RECREATION



COMMERCIAL SPACE OWNED
COLLECTIVELY OR BY THE
HOME ABOVE



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MODULAR-INCOME-ASSISTANCE + FLEX/FILL

VENDING + INFORMAL BUSINESS

Street vendors and other informal businesses represent entrepreneurship at its finest. They can offer mobile and on-demand services for residents and visitors, and are hyper-flexible. The community should have input on the types of vendors, when and where they are allowed, and the level of regulation.

COMMERCIAL + RESIDENTIAL COMBINED

Current zoning often discourages and outlaws operating a business from a residential property. Many residential leases prohibit commercial activity. The city should encourage entrepreneurship and small business development and lower the barrier to entry, especially for low-income and historically disadvantaged populations. Finding space to create a business is a crucial barrier to entry. Additionally, home-based services and retail create a more walkable city.

INNOVATIVE FINANCE TOOLS

Innovative, community-based finance tools such as local credit unions, cundidas and microloan programs stave off predatory lenders and encourage small business and job creation. Creative paths to homeownership, including new categories of ownership and property custody, create stability and work against displacement.

ADDITIONAL POLICY SUGGESTIONS



IDENTITY + MARKETING GRANTS

Murals and other public beautification programs can be powerful tools to fight cultural displacement, but they run the risk of becoming simply commemorative of a community that no longer exists. An example of this is the mural along 16th Street commemorating the destroyed barrios. We propose grants for local businesses to create long-lasting, paint-based “mural”-type signage along empty walls with the dual purpose of promoting small business, beautifying the area and strengthening neighborhood identity.

The Panaderia La Estrella sign has been painted over in the last 6 months since the original publication of this project.





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AFFORDABLE HOUSING REQUIREMENT

The county should require a percentage of units of any given multifamily development be designated as affordable housing on a minimum 50-year deed restriction. The county, as opposed to the city, should take on this responsibility, to lower the chances of a race to the bottom amongst neighboring cities in the Valley. The percentage of affordable housing required will be scaled to the economic status of the surrounding area within a 1-mile radius of the site.

A flexible program allows developers several options for compliance:

1. Designate units within the primary development as affordable **OR**
2. Build affordable units within a given radius—see chart **OR**
3. Subsidize affordable units within a given radius—see chart

within 1/2 mile: 100% of required units/round up

within 1 mile: 110% of required units/round up

within 3 miles: 200% of required units

within 5 miles: 300% of required units

LOCAL HIRE

Tax incentives and other positive encouragement for incoming businesses to hire existing residents.

Encouragement of appropriate jobs is crucial to strengthening the local workforce.

Programs that already exist for residents in government-assisted housing, and those run by other non-profits can be built upon, combined and expanded. We suggest a working group of individuals involved in these efforts to specifically target the creation of jobs that are applicable to the current skills and capabilities of the local workforce, connect potential hires with new businesses, and advice potential new businesses on the skills of local workers.

ENCOURAGE CO-OPS + NONPROFITS

Co-ops aren't limited to condominium projects or grocery stores—although both are great. This ownership structure can be expanded to include any residential community or commercial enterprise. Co-ops in conjunction with innovative financing tools and land trusts can be a huge step toward affordable housing.

INNOVATIVE EDUCATION

Local apprenticeship programs and trade schools offer alternatives to the 2- or 4-year college degree.

PERMITTING EXCEPTIONS

Balancing public health and safety with the facts on the ground: many homes and commercial enterprises don't meet current code, and it is cost-prohibitive for these families to go through permitting processes.



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***Key to the strategies outlined here
is continued, meaningful
community input and involvement
in the development of their neighborhoods.***

THANK
YOU:

EVA OLIVAS + EVERYONE WITH PRC

PHIL HORTON

JOE PRITCHARD

YOU!

CASSANDRA STRAUSS

EDUARDO SANCHEZ

NICK RACCOSTA

KHALIL PARRIS

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Meeting Agenda



Activity
Measurable Outcomes



Measurable outcomes are quantifiable results that can be used to assess progress towards achieving the vision.

Each measure has a target to:

1. Help focus **Strategies** and,
2. Provide a tool for evaluating progress and informing policy adjustments over time.





What

¿?

Qué



Vision: “The Healthiest Cake Shoppe That You Ever Did See”

Goals: **Make a Bigger, Faster, and Healthier Cake**



Measurable outcomes:

- Feed 8 people instead of 6 (25% more servings)
- Reduce calories from 450 per serving to 300 (30% less calories)
- Make twice as much in ½ the time (4 cakes in 25 minutes instead of 2)
- Cut costs by 50%

Strategies:

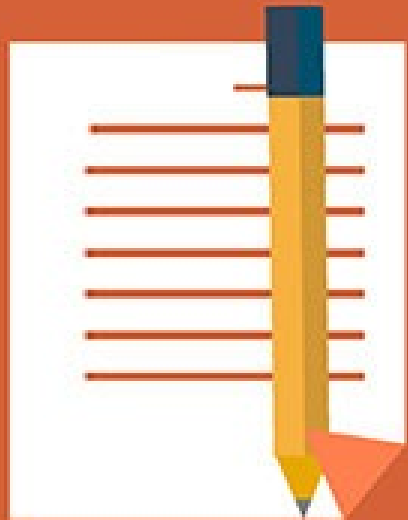
- Smaller slices
- Bigger pans
- Less sugar
- Bigger ovens
- Install energy efficient equipment
- Less wasted ingredients



1

2

3



Brainwriting Activity

RULES



1 There are no wrong answers

2 Generate as many ideas as possible

3 No judging





Warm-ups





3 Minute Rounds
Pass to the Left
Repeat until Complete





Meeting Agenda



Public Comment



Meeting Agenda



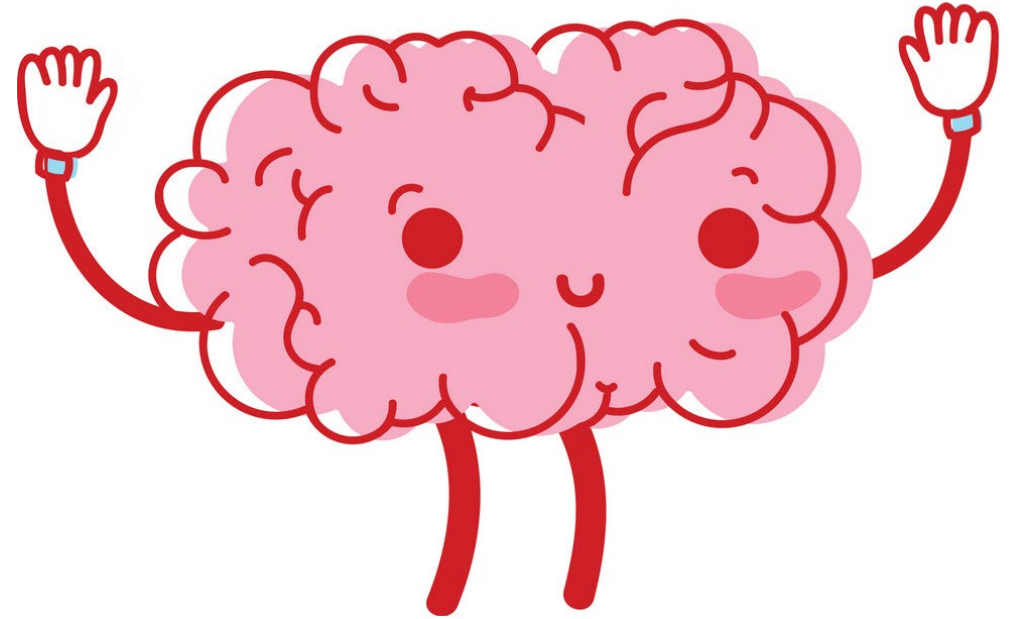
Committee member announcements, requests for information, follow up, or future agenda items.



Meeting Agenda



Adjournment



Please visit us at:

<https://www.phoenix.gov/pdd/tod/south-central>

<https://www.phoenix.gov/pdd/tod/south-central-spanish>