



Urban Land
Institute

Arizona



North 32nd Street Corridor

ULI Arizona Technical Assistance Panel
Summary report for the City of Phoenix North 32nd Street Corridor

February 2013

Special thanks and acknowledgements from the Urban Land Institute Arizona District Council.

The City of Phoenix

The Office Of Councilman Bill Gates

The Phoenix Industrial Development Authority



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The North 32nd Street Corridor AzTAP Panel Day

About ULI

The Urban Land Institute's mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. Founded in 1936, the ULI is a non-profit organization of land-use professionals with 30,000 members in 95 countries (www.uli.org), including the Arizona District Council (www.azuli.org). ULI Arizona serves the entire state.

About ULI Technical Assistance Panels

The ULI Arizona Technical Assistance Panel Program (known as "AzTAPs") is an extension of the national Urban Land Institute (ULI) Advisory Services Program. ULI's advisory services panels provide strategic advice to clients (public agencies and nonprofit organizations) on complex land use and real estate development issues. The program links clients to the knowledge and experience of ULI and its membership. Established in 1947, the Advisory Services Program has completed over 500 panels in 47 states, 12 countries, and on 4 continents. The Advisory Services Program has been successful due to its comprehensive, pragmatic approach to solving land use challenges.

Each panel team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and screened to ensure their objectivity. ULI's interdisciplinary panel teams provide a holistic look at development problems. A respected ULI member who has previous panel experience chairs each panel.

ULI TAPs are typically held during one or one and one half days in the client's community. A detailed briefing book is given to each TAP panel participant a week before the day of the TAP. The TAP generally begins with a tour of the study area either by bus or on foot, and attended by some panelists, and is followed by a briefing by the client, and then transitions into private interviews and/or panel discussion regarding the client's issues and questions. At the end of the TAP, the panel provides a final report to the client and invited guests, summarizing the panel's observations and recommendations. Within ten weeks, a final written report is delivered to the client.

ULI Arizona extends its thanks to City of Phoenix Councilman Bill Gates, District 3 and the City of Phoenix for support of this AzTAP.



Technical Assistance **Panelists**

The City of Phoenix AzTAP panelists are a group of land use experts selected for their ability to identify and discuss concepts which could enhance the North 32nd Street Corridor.

The panel was moderated by:

Mark Stapp

Executive Director, Arizona State University MRED
and member of the AZTAP committee.

Panelists:

David A. Davis, LEED A.P. , Principal
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Martin DeRito, Chief Executive Officer
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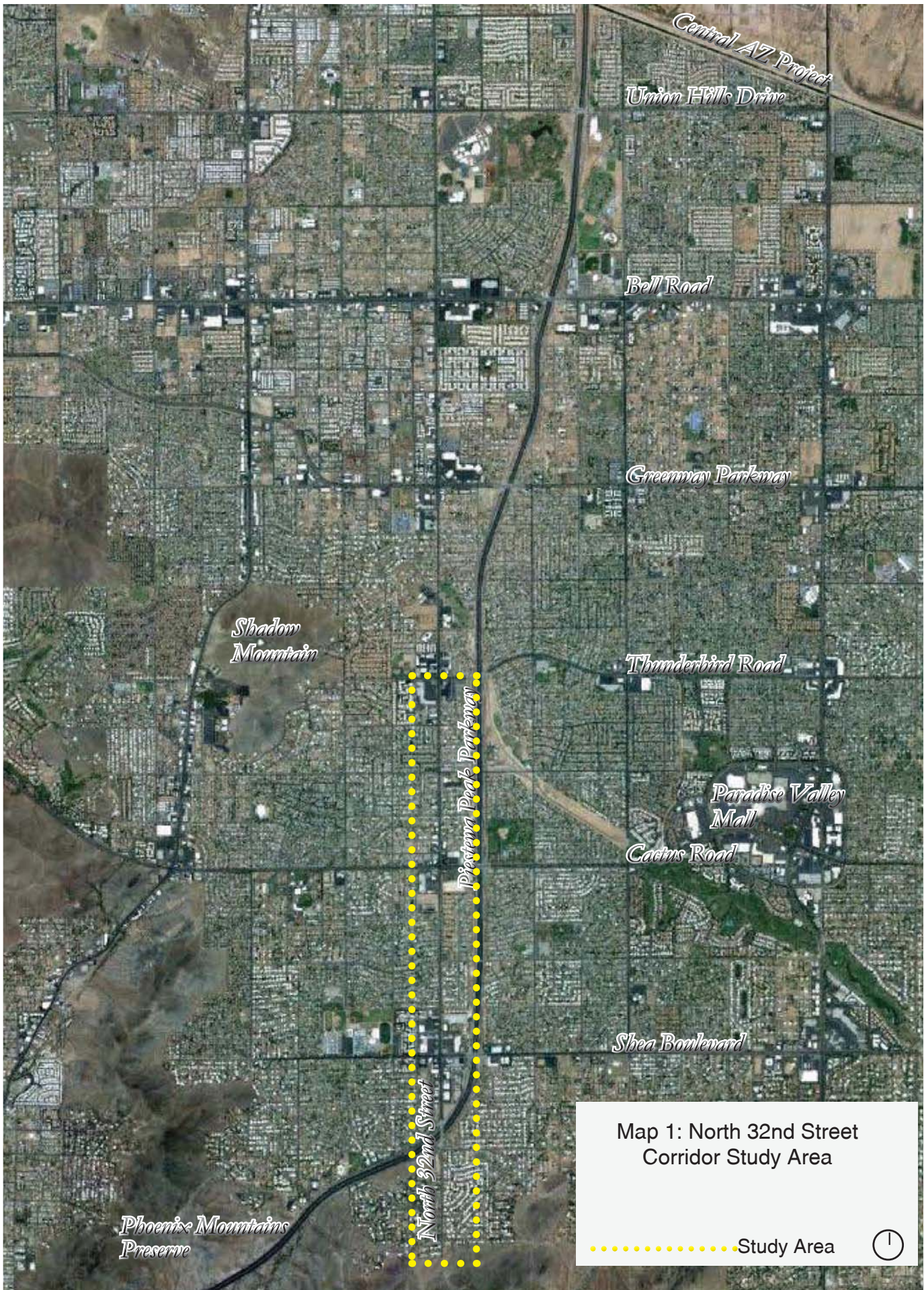
Lorenzo Perez, Co-Owner & Founding Member
VenueProjects

Matt Schrauth, Senior Agent
Omni American

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WM Timothy Sprague, Owner/Founding Partner
Habitat Metro

Photo opposite page: Locally owned 32 Shea is a model for future corridor redevelopment.



North 32nd Street Corridor AzTAP Challenge

The goal of this AzTAP is to gain a better understanding of the strengths and weaknesses of the 32nd Street corridor and develop a plan of action to revitalize and create a vibrant community corridor for residents.

Executive Summary And Planning Priorities

The North 32nd Street ULI Arizona Technical Assistance Panel (32nd Street Az TAP), in cooperation with the City of Phoenix and the office of Phoenix City Councilmembers Jim Waring and Bill Gates, District 3 explored options to encourage the revitalization of the 32nd Street Corridor from the intersection of 32nd Street with Piestewa Peak Freeway to Union Hills Drive. The AzTAP emerged from discussions with ULI and Councilmen Waring and Gates. The AzTAP process included numerous meetings and discussions with city staff, a tour of the three mile corridor with TAP panelists, panel discussion, and a public forum. Prior to the 32nd Street AZ TAP, the City of Phoenix held neighborhood meetings focused on revitalization strategies for the corridor. This report summarizes the findings of the 32nd Street AzTAP that was held on November 14 and 15, 2012.

The panel generally responded to driving questions (listed on the following page) developed by the ULI Technical Assistance Committee and the city. The questions focused the AzTAP panel discussion on identification of key assets and challenges associated with the corridor with regard to land use, connectivity and redevelopment. Subsequent discussion was focused on a redevelopment strategy for the corridor, with a particular focus on the intersection of 32nd Street and Shea Boulevard.

To encourage redevelopment, the panel identified the need for a catalyst project guided by a plan that is supported by the neighborhood and integrated into the City General Plan. Additionally, the panel identified the following as planning priorities key to the future redevelopment of the corridor:

- Make the north-west corner of 32nd Street and Shea Boulevard a priority for redevelopment.
- Focus on redeveloping commercial properties with mixed use and residential development.
- Reposition 32nd Street by creating a complete street focused on the Phoenix Mountains Preserve.
- Set an identity for the corridor by developing a clear vision and understanding of what the community wants.
- Attract youth and create opportunities for multi-generational developments, interactions and activities.
- Create a separate cultural plan that includes fitness/arts/open space and community center that enhances and strengthens other planning efforts. This will help to create neighborhood buy-in to redevelopment and speak to the heart of the community.
- Facilitate neighborhood sustainability.
- Seek key leadership and voices from the Greater Phoenix community to support local leaders.

To help the community move forward and address these priorities, the AzTAP panelists identified steps for implementation. These are:

The time to act is now.

- Everyone is set up to tackle this corridor - now is the time to act.
- Leverage what you have and do something today before you lose control over it.
- Create a Local First chapter.
- Be proactive.
- Take a small bite (start at one corner and use it to move the entire process forward).

Develop a plan.

- Focus on the opportunities – the commercial centers/connecting to preserves.
- Need a plan to be in a position to act as market recovers.
- Ensure that a plan for this area is included in the General Plan.
- Create a plan that includes resources, tools and contacts for redevelopment.
- Include regulations that are simple, clear, outline expectations.

Public investment is critical and warranted.

- Because this a pioneering project, the public investment is warranted to encourage the type of development the community desires and to prove the market. Once this is accomplished, there is no more need for public investment.
- Include the street redesign in the City's Capital Improvement Plan
- Recognize soft costs...these public dollars will enhance tax revenues.
- Biggest public investment should be to redesign and improve 32nd Street.

AzTAP Driving Questions

The following questions, developed by the ULI Arizona TAP Committee in concert with the City of Phoenix, 32nd Street Working Group and the Office of Councilman Bill Gates, District 3, were asked of the panelists during the North 32nd Street Corridor AzTAP and used to guide their discussion.

1. Study Area Strengths and Weaknesses:

The study area is focused on the 32nd Street Corridor and the associated development that relies on the activity of the street environment for access and visibility. Beyond the street's immediate edge, there are contributing neighborhood factors that have positive and negative impacts on the general community health of the corridor.

- a. What are the outside influences impacting the area? Are there inside influences?
- b. How does the area fit into the metro area and what role can it play regionally and locally?
- c. What are the competitive strengths and advantages of the area that can be identified and leveraged to promote positive change?
- d. What challenges and weaknesses exist that may hinder the area's ability to grow in a healthy manner?
- e. How has this area changed over time and if left unaddressed, what will be the likely result over the next 10 years?
- f. What are reasonable goals and objectives for the future of this area?

2. Identity and Vision:

Neighborhoods and Districts are always in a constant form of change. The question is usually whether the change is for the better or worse, and whether there is long term perspective to be used as a guiding vision to promote positive change.

- a. From the Panelist's perspective, what can be a long-term vision for this area? Are there places in Phoenix or other similar communities that the City can look at as a comparison for district scale turn-around success?
- b. What makes the 32nd Street District distinctive?
- c. What are the District's key assets?
- d. What are the important parts of a long-term vision plan that the City should consider for the 32nd Street District when updating the General Plan or future Specific Plans?
- e. How do we engage our area residents and owners (property and merchants) to participate in creating positive change in the area?
- f. How does this area become a distinctive place and have a specific role in the metro area?

3. Land Use and Zoning:

There is a fairly typical "Phoenix style" of land use pattern within the study area. Parcels are almost entirely single-use and separated by parking lots and walls as a general rule. Retail is concentrated at major street intersections. Educational facilities are prevalent and front onto 32nd Street. A small amount of multi-family provides alternate living options. Single-family residential fills a majority of the land balance and stretches out to the Mountains Preserve edges and fronts onto 32nd Street.

- a. What does connectivity mean for this area?
- b. Is there a market for mixed use development? Are medium to high density projects that would promote a higher level of connectivity viable in this area?

- c. How can smaller infill type redevelopment that provides locally authentic services and opportunities be recruited to this area?
- d. What strategies can convince absentee landlords to make improvements to structures, landscape edges, and signage?
- e. What strategies can be used to attract private capital for development of vacant and under-utilized land parcels?
- f. What land use pattern would achieve the defined vision for the area? Do we want a consistent flow of commercial use along the 32nd Street Corridor or do we want separate commercial hubs at each intersection?
- g. What local jurisdictional strategies have worked in other places that can be considered to help meet the vision objectives?
- h. Implementation Strategies: Identify successful examples of communities that have faced similar challenges and developed action plans that have included adaptive zoning, financial incentives, public/private partnerships, and ideas to facilitate and encouraged desired development

4. Residential Uses:

A majority of the current housing stock was built 35-50 years ago with some diversity in size, character, and ownership types.

- a. What are the trends for future demand of new housing? How will demographic shifts change the demand for housing?
- b. Does the current supply of multi-family meet the demand?

5. Educational Providers:

There is a growing and improving environment of diverse educational providers for K-12 in the study area. A community college campus is within 3 miles to the north along 32nd Street.

- a. How can the existing and emerging educational providers be used to capitalize on marketing the area for development?
- b. Can this area attract more educational providers in multiple types and be known as an intellectual hub?

6. Streets, Transportation, and Connectivity:

The study area is characterized by mostly auto-dominated transportation systems. The pedestrian and biking environment is marginalized by the predominance of auto and bus traffic. No light rail currently connects this district to downtown and other parts of the metro area.

- a. What is the SR-51 freeway influence on development?
- b. What can be done to take advantage of the freeway to gain exposure or drive traffic into the commercial businesses?
- c. How can a higher level of multi-modal connectivity be accomplished given the current land ownership patterns and current street environment?
- d. What is the optimal street section and landscape character? How can uncomfortable and unsafe streets be transformed into walkable and bike-able environments?
- e. What can be done to provide better multi-modal connections (walk, bike, car, rail) to recreational uses, schools and retail?
- f. Should light rail be considered along this corridor? Or, is it better if future light rail is located along the SR-51 corridor?
- g. Is there a need for signage controls?
- h. What financial incentives should be considered to promote and support investment in the area?
- i. What policies, ordinances or restrictions constrain redevelopment and future investment in the area?

7. Retail and other Commercial Uses:

Most retail and commercial uses were planned and built before SR-51 was opened. The impact of the metro freeway system on retail uses in the study area is difficult to measure but it's clear that development of other nearby commercial/ retail districts are new competitors because of improved freeway linkages.

- a. Does the tenant mix (by type, products, and size) meet the needs/expectations of the local market?
- b. Is the total amount of retail square footage in the study area sustainable, or should contraction be considered (retail uses converted to other non-retail activities)?
- c. Can big box buildings be re-purposed for employment users? What type of tenants are conducive to repurposed big box buildings?
- d. How can the 32nd Street neighborhood attract employers to the area? How can the city keep the ones that are already there?

8. Recreation and Open Space:

The North 32nd Street Corridor is adjacent to and incorporates pristine open space and walkable trails.

- a. How can the preserve be leveraged to entice private development and access?

9. The Future:

Top 5 Priorities: Identify the top five priorities for the study area and determine next steps that should be considered in evaluating and planning for future development. What is the priority of specific land use opportunities that the City should focus on in the future?



The Rock, located at 32nd Street and Greenway Parkway, is a youth center providing teen mentoring through music and dance and a venue for local artists, musicians, bands, open microphone events and art showings.



Introduction

Discussion on the 32nd Street Corridor first began in the spring of 2010 after residents and members of the business community approached the City for assistance in helping to revitalize what was once a vibrant retail and service corridor serving northeast Phoenix.

The North 32nd Street Corridor is located in north central Phoenix. The Corridor originates on the north side of North Mountain at the intersection with State Route 51 (SR-51 or Piestewa Peak Parkway) and extends approximately five miles north to the intersection with Union Hills Drive (Map 1: STUDY AREA).

History

Prior to the opening of SR-51, North 32nd Street provided the primary access through the Phoenix Mountains Preserve between northeast and central Phoenix. (Map 2: HISTORIC CONTEXT) As residential development moved north of the Phoenix Mountains Preserve, commercial followed, clustering at the intersections of North 32nd Street and major east-west arterial roadways; Shea Boulevard, Greenway Parkway, Thunderbird, Bell and Union Hills Roads.

The opening of State Route 51 (Piestewa Peak Parkway) and Cactus Road provide easy access to retail and services in far north Phoenix from the neighborhoods that historically relied on retail and services along the North 32nd Street Corridor. As residents shifted shopping patterns from corridor to other locations and the Paradise Valley Mall, the North 32nd Street Corridor struggled to retain and attract viable tenants. As vacancies began to rise and the types of uses shifted to smaller, locally owned businesses, vehicular traffic fell to a fraction of its peak. (Map 3: REGIONAL CONTEXT)

Recognizing that the corridor was in decline, residents and merchants formed a working group and teamed with the City and the Office of Councilman Gates, District 3, to identify challenges and opportunities to redevelopment. These challenges and opportunities were forwarded to the ULI Arizona Technical Assistance Panel and Committee.

Panelist identified opportunities include:

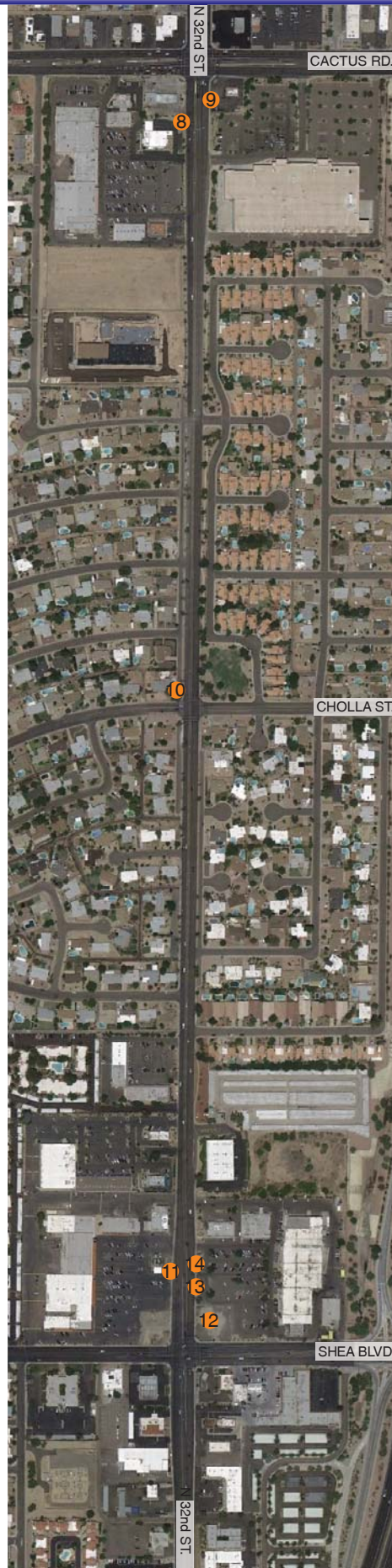
- Transportation, including public transit, road maintenance and possibly bike lanes along the Corridor.
- Reforming City regulations and fees that pose sometimes-insurmountable hurdles for small businesses desiring to locate or build within the corridor.
- Landscape and design themes for the corridor that could include distinctive street signs, lighting and signs.
- Branding, including advertising and marketing of the area.
- Special events, which could include street festivals, use of the nearby Phoenix Mountains Preserve or farmers markets.

Challenges the Working Group requested the Az TAP address are:

- Higher than average vacancy rates in the North 32nd Street Corridor area.
- A need for more restaurants within the area.
- The North 32nd Street Corridor has too many traffic lanes given its current capacity.
- Intersections along the Corridor are not pedestrian friendly.
- Businesses and strip centers along the corridor are dated and need remodeling.

Photo opposite page: Shopping Center at the northwest corner of 32nd Street and Shea Boulevard

Photo Inventory



Design Challenges

1. Buildings are separated from the street by wide parking lots.
2. Seven traffic lanes create a wide street, making it difficult for pedestrians to navigate and too wide for the level of development it supports.
3. Buildings are not oriented to the street and many parcels are small and individually owned.
4. Power lines create challenges to widening sidewalks and degrade street appeal.
5. Sidewalks are poorly maintained, narrow, unshaded and not separated from traffic lanes.
6. Wide setbacks create a massing of asphalt, degrading street appeal and leaving an undefined street edge.
7. Poorly maintained landscape areas creates derelict appearance.
8. While there is transit, there are no on-street bicycle lanes or comfortable pedestrian facilities connecting to it.
9. Lack of vegetation creates an inhospitable environment for pedestrians and cyclists.
10. Access road medians are poorly maintained.
11. Mountain views are obscured and / or ignored.
12. Vast distances between stores and the street impede pedestrian access.
13. Sidewalks are not separated from parking areas or roadway traffic.
14. Lack of attractive and consistent signs and building design creates a confusing identity.

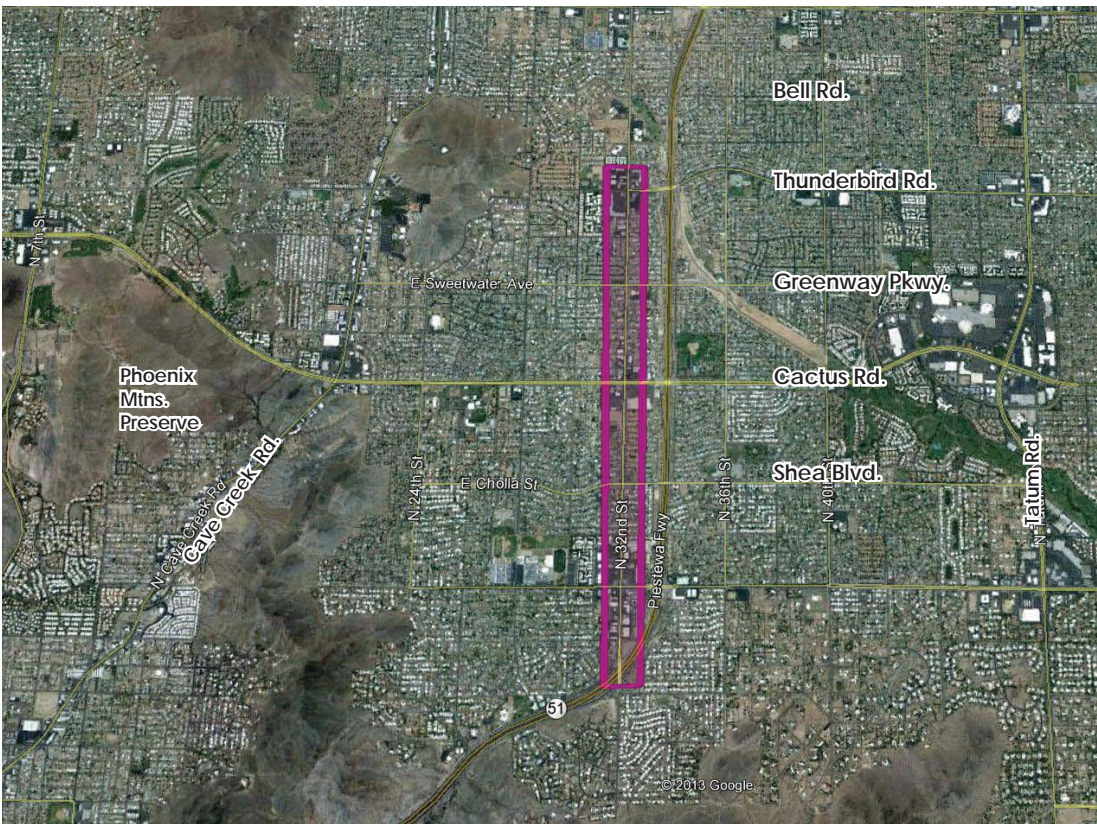






Map 2: HISTORIC CONTEXT
 Prior to the opening of SR-51, Arizona 19, or Dreamy Draw Drive, provided the only connection between northeast and central Phoenix between Cave Creek Road and Tatum Boulevard. North 32nd Street provided access and egress to Dreamy Draw Drive from the north.

..... Study Area



Map 3: REGIONAL CONTEXT
 The study area in relation to downtown Phoenix, Loop 101, Cave Creek Road and Tatum Road.

Google earth



Study Area

Corridor Features Overview

Roadway, Transit And Non-motorized Transportation Facilities

32nd Street is a six lane, arterial street with one dedicated center turn lane, two northbound and three southbound traffic dedicated lanes. To accommodate additional turn lanes at the intersection of North 32nd Street and other arterial streets North 32nd Street flares to nine lanes. Access roads serving adjacent residential development are located intermittently between Shea Boulevard and Sweetwater Road (1/4 mile north of Cactus Road). The access roads are separated from North 32nd Street by an approximately eight foot, mostly dirt and poorly maintained median.

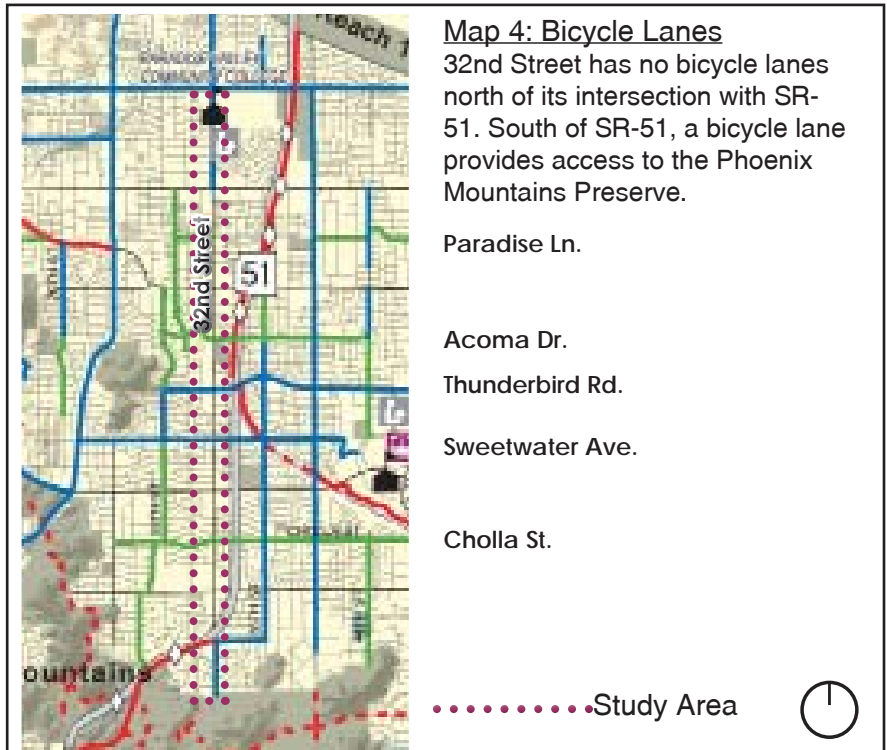
With the exception of an on-street bicycle lane south of the intersection of 32nd street with SR-51 that connects to the Phoenix Mountains Preserve, there are no bicycle facilities on 32nd Street. Bicycle facilities along 28th Street can be accessed via on street bike lanes that intersect 32nd Street at Cholla Street, Sweetwater Avenue, Acoma Drive, Paradise Lane, and Thunderbird Roads. (Map 4: Bicycle Lanes.)

Valley Metro provides public bus service along the corridor. Additionally, there are two park-and-ride locations, one at Shea/SR-51, servicing bus routes 16, 39, 512, RAPID SR-51, and a second at Cactus Square Shopping Center, servicing bus routes 106 and 138. There are study plans for light rail to reach the south end of the 32nd Street corridor.

Sidewalks with virtually no shade are located adjacent to 32nd Street. Generally, sidewalks are un-shaded and located adjacent to the roadway or located along access roads. In very few instances, sidewalks are set back from the roadway by as much as 15 feet. Pedestrian crosswalks are spaced one mile apart, with the exception of a crosswalk 1/4 mile south of Bell Road.

Demographics

The population within one mile surrounding 32nd Street from Shea Boulevard to Thunderbird Road is 33,621. The area median household income is \$68,881, 37% higher than the median 2011 Phoenix household income of \$50,058 (2010 Census). The area is less multi-ethnic than the city as a whole, with a population that is 86% White and 15.9% of Hispanic or Latino as compared to a citywide population that is 44.6% Hispanic or Latino and 40.1% White. The area is also slightly older, and median ages vary between the zip codes along the corridor from 32 to 42 years, as compared with a citywide median age of about 33.6 years old.



1. Information in this section was provided by the city of Phoenix with some supplemental research by PLAN-et and VIZZDA.

Land Use and Development

Housing

The North 32nd Street Corridor is a well established, predominantly single family, residential neighborhood. Anecdotal evidence indicates many residents have lived in the same home for more than 20 years. Seventy-six percent of the housing is owner-occupied housing. Single family housing areas are located along the Corridor between the commercial intersections. Residential development does not front onto 32nd street, and in most cases, is hidden from view by unfinished concrete block side and rear yard walls. In some areas along the Corridor, residential developments areas are separated from 32nd street by access roads or wide setbacks.

Three multi-family developments at densities of more than 20 dwelling units to the acre are located behind commercial developments at the intersection of the arterial streets and one apartment complex is located on 32nd Street approximately 1/4 mile north of Greenway road. These are:

1. Rancho Sierra Apartments, 3040 East Shea Boulevard, Phoenix, AZ
2. Sierra Grande Apartments, 2645 East Cactus Road, Phoenix, AZ
3. Crestone at Shadow Mountain Apartments, 3033 East Thunderbird Road, Phoenix, AZ
4. Village Square Apartments, 14014 North 32nd Street, Phoenix, AZ

Overall, these complexes are well utilized and affordable; the multi-family residential vacancy rate for the Central North Phoenix submarket is 9.9%, with an average rent of \$593. The Corridor vacancy rate is the highest in the Phoenix Metro area. Other nearby markets including Sunnyslope have lower vacancy rates (6.7% vacancy rate with rents averaging \$616). (Apartment Research Market Report, Phoenix Metro Area, Third Quarter 2012, Marcus & Milchap)

Commercial

Most of the commercial development along the corridor is concentrated around and within 1/4 mile of the intersection of 32nd Street with other arterial streets. The majority of commercial development is zoned C-2: Intermediate Commercial. This district includes a wide variety of medium intensity service oriented land uses designed to be compatible with each other.

The Shadow Mountain Senior Center is an important neighborhood asset and is located approximately 1/4 mile east of the study area in Road Runner Park. The park is accessible from 32nd Street via the Sweetwater Avenue underpass or Cactus Road.

Approximately 1.5 miles east of 32nd Street is the 1.15 million square foot Paradise Valley Mall. The Mall has five anchor tenants, including Macy's, Costco, Dillards, JCPenny and Sears. In addition to the mall, office, supermarkets and services are located at between Cactus Road and Shea Boulevard along the Tatum Road corridor, which is parallel to and 1.5 miles east of 32nd Street. This established and thriving commercial area serves the northeast Phoenix market area, which includes the North 32nd Street Corridor.

In 2012, the leaseable space along the 32nd Street Corridor from Shea Boulevard to Greenway Road included 892,509 square feet of rentable area with a 19.82% vacancy rate. There has been no new construction in the past five years and the average lease rate is \$12.95 per square foot. The two centers with the highest vacancy rates are located at the southeast (Shea Squaw Peak Center 52.9% vacant) and northwest (Paradise Hills Center, 25.6% vacant) corners of Shea Boulevard and 32nd Street. As of the ULI AzTAP, northwest corner of Shea Boulevard and 32nd Street was being sold to a developer and the Goodwill center on Cactus was mostly leased.

Commercial Development

Map 5: Commercial Development



Table 1: Employment along 32nd Street from Shea to Thunderbird

INDUSTRY CLUSTER	# OF EMPLOYEES	# OF BUSINESSES
Retail Trade	538	21
Accommodation and Food Services	160	12
Professional, Scientific, and Technical Services	145	16
Health Care and Social Assistance	129	9
Finance and Insurance	117	9
Educational Services	105	2
Other Services (except Public Administration)	98	8
Admin & Support & Waste Mgmt & Remediation Services	72	5
Public Administration	72	1
Manufacturing - Primary Metal Manufacturing	55	2
Arts, Entertainment, and Recreation	47	3
Construction	44	6
Information	25	1
Wholesale Trade	15	2
Real Estate and Rental and Leasing	5	1

Employment

Roughly 1,600 people work in 98 businesses along the North 32nd Street Corridor. The large majority of businesses are retail trade, followed by accommodation and food services and professional, scientific, and technical services. These three industry clusters are also the top three employers for the area.

Other industry clusters include; health care and social assistance, finance and insurance, educational services, other services, administration and support and waste management and remediation services, public administration, manufacturing, arts and entertainment and recreation, construction, information, wholesale trade, and real estate and rental and leasing. (Table 1: Employment along 32nd Street from Shea to Thunderbird.)

When the area within one mile of the North 32nd Street Corridor is examined, the employment profile shifts to predominately education (including but not limited to Mercury Mine and Desert Cove Elementary Schools, Shea Middle School, Shadow Mountain and Paradise Valley High Schools, Paradise Valley Community College, Paradise Valley Christian School, Arizona Christian University, Community Montessori School, Desert Voices, Accelerated Learning Center and Basis Charter School), retail trade (due to the Bell Road Corridor) and health care (due to Paradise Valley Hospital, located east of 32nd Street). (Table 2: Employment Within One Mile Of North 32nd Street Corridor.)

Table 2: Employment Within One Mile Of North 32nd Street Corridor

INDUSTRY CLUSTER	# OF EMPLOYEES	# OF BUSINESSES
Educational Services	1,148	22
Retail Trade	657	33
Health Care and Social Assistance	544	37
Other Services (except Public Administration)	505	30
Admin & Support & Waste Mgmt & Remediation Svcs	442	28
Accommodation and Food Services	405	22
Professional, Scientific, and Technical Services	345	37
Finance and Insurance	302	25
Construction	192	29
Arts, Entertainment, and Recreation	105	8
Wholesale Trade	75	11
Public Administration	72	1
Real Estate and Rental and Leasing	70	10
Manufacturing - Primary Metal Manufacturing	67	4
Information	49	5
Transportation and Warehousing	24	4
Agriculture, Forestry, Fishing and Hunting	7	1
Utilities	5	1

COMMUNITY INSTITUTIONS

The area includes active neighborhood associations and community groups including:

- **Cactus Sweetwater Block Watch** (Sweetwater to Cactus, 28th Street to 36th Street).
- **Paradise Valley Oasis Neighborhood Block Watch** (Cheryl Drive to Northern, 28th Street to 32nd Street). The Block Watch Program is a free community-based crime prevention program administered by the Phoenix Police Department. Neighborhood residents and businesses form a communication chain, and make a commitment to watch out for each other's homes and report suspicious activities to the police and to each other. They also keep each other informed about neighborhood occurrences, burglary, thefts, and other crimes or problems occurring on their street.
- **The Phoenix Elks Lodge No. 335.** Elks invest in their communities through programs that help children grow up healthy and drug-free, by undertaking projects that address un-met need, and by honoring the service and sacrifice of our veterans.
- **North 32nd Street Working Group.** This is a group of local residents and businesses working to improve the North 32nd Street Corridor. The group has been in existence since March 2012 and includes approximately 60 interested people. There are three sub-committees and the entire group generally meets once bi-monthly.
- **The Rock at 32nd Street.** Recently opened, The Rock at 32nd Street is a partnership between Genesis Church and Alice Cooper's Solid Rock Foundation. The Rock at 32nd Street is a full-service community center, providing life-enriching programs and quality meeting spaces for groups and individuals of all ages. Community Opportunities at The Rock include:
 - Academic tutoring and after-school programs
 - Mentoring for teens through music and dance
 - Meeting spaces available at low cost
 - Personal, vocational and spiritual counseling
 - Programs and events to enrich the body, mind and soul
 - Quality venues for local artists, musicians, bands, open microphone events and art showings



The Bell Road Corridor intersects with the North 32nd Street Corridor and includes a large amount of retail development.

Panel Identified Strengths and Challenges

At the beginning of the day, the ULI Az Technical Assistance Panel identified the Study Area strengths and challenges in response to the following prompts:

- a. What are the outside influences impacting the area? Are there inside influences?
- b. How does the area fit into the metro area and what role can it play regionally and locally?
- c. What are the competitive strengths and advantages of the area that can be identified and leveraged to promote positive change?
- d. What challenges and weaknesses exist that may hinder the area's ability to grow in a healthy manner?
- e. How has this area changed over time and if left unaddressed, what will it likely be like over the next ten years?
- f. What are reasonable goals and objectives for the future of this area?

DESIGN AND DEVELOPMENT

STRENGTHS

- An active association of business owners and local residents, The North 32nd Street Working Group, provides a network of entrepreneurs and change agents focused on improving the 32nd Corridor.
- The neighborhoods are authentic and attractive.
- Naturally occurring "nodes" at intersections provide opportunities for redevelopment.
- The housing stock is diverse and includes opportunities for additional product.
- Some large parcels and sites under single ownership, making redevelopment more feasible.
- The shopping center at the northwest corner of 32nd Street and Shea is in the process of being purchased for redevelopment, and could spur other redevelopment.
- No special districts or overlays that create barriers to redevelopment.
- Local brand retailers are finding opportunities in spaces where non-local retail chains have vacated, and are providing much needed services and goods to the residents of the area

CHALLENGES

- The amount of retail space and land zoned for retail is at a size and scale that met a demand prior to the SR51 construction. With the addition of the SR51, transportation patterns have changed dramatically which effects the viability of prior retail land use patterns
- The competition for retail tenants that are being offered leasing opportunities in other nearby developments associated with emerging demographics is having a negative impact on retail vacancy rates
- Many of the single family neighborhoods are on the downhill side of their life cycle. If the area is not revitalized, it will continue to decline.
- This area is competing for new residents with newer developments in the east and northwest valley.
- This is a neighborhood that has to be "shored-up" at the same time people will be asked to invest in it.
- There are no destinations along the corridor.
- The ADOT building located at the northeast corner of 32nd Street and Mountain View is ugly, under-utilized, has excess land and is located at the gateway to the corridor.
- Small parcels may result in land values that may not support the capital required for acquisition, demolition, infrastructure and new building.
- Existing strip retail development at major intersections limits connectivity between uses, and the ability to create memorable places for the community

IDENTITY

STRENGTHS

- The Phoenix Mountains Preserve is accessible and adjacent to the south end of the corridor.
- There are no other nodes in the city where the urban desert experience is as prominent.
- There are large number of schools and churches and Paradise Community College within the corridor that provide a potential market.
- Locally owned businesses have a strong presence and include unique concepts such as 32 Shea.
- The residential areas are not distressed.
- Neighborhood associations create a potential base for support.

CHALLENGES

- There are very different populations in single family areas than in apartments, which creates a confusing identity for the area.
- The area has no clear identity.
- The population is aging.
- Local residents may be resistant to change.

ACCESS

STRENGTHS

- SR-51 provides excellent regional access to the corridor.
- Local roads provide excellent local access to the corridor.
- The area is within the “first circle” of suburban Phoenix. These are choice areas for reinvestment.
- The area is a gateway to the Phoenix Mountains Preserve.

CHALLENGES

- Good access via local roads and SR-51 makes it easy for perimeter developments to capture spending and new development that could be located in this corridor.
- There is a limited market west of SR-51 in the southern portion of the corridor.
- There is little incentive to walk or bicycle within the corridor.
- There is a lack of connectivity between areas and nodes.

LAND USE

STRENGTHS

- The residential areas are established and stable making the area a desirable place to live.
- Good schools with excess capacity.
- There is a balance of retail and employment areas.

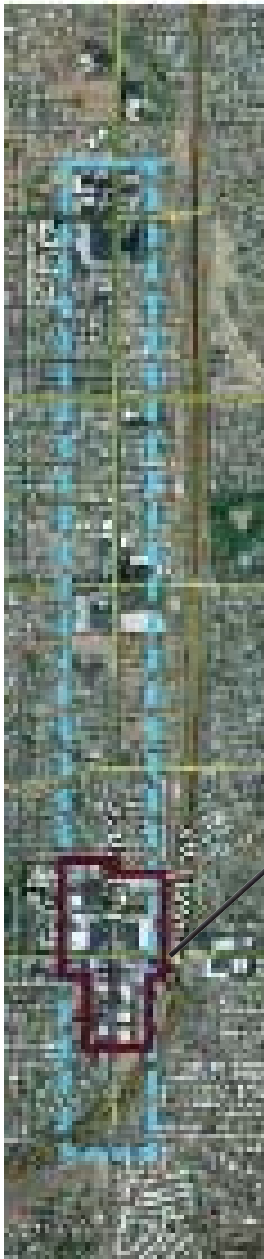
CHALLENGES

- Because the neighborhood is stable and developed, people have everything they need.
- There may not be enough income in the area to support new/additional retail.

AzTAP North 32nd Street Corridor Focus Area

The five mile corridor includes five commercial intersections, large areas of single family residential and strip commercial. To focus on specific solutions, the intersection of 32nd Street and Shea was identified as the focus of the AzTAP panel. This area was selected because it includes development patterns that are typical of the rest of the Corridor, the shopping center at the northeast corner of 32nd Street and Shea Boulevard was being transferred to a new owner with plans to redevelop it, several locally owned businesses are located within this intersection, and this intersection was the historic heart of the Corridor prior to the opening of SR-51.

32nd Street Corridor



32nd Street Corridor Focus Area



Map 6: North 32nd Street Corridor Focus Area





The Phoenix Mountains Preserve is visible from and connected to the North 32nd Street Corridor. via Shea Boulevard, Thunderbird and Sweetwater Roads.

Strategies for **Action**

CREATE A CLEAR IDENTITY

- Decide if the area is a hamlet that’s “off the grid” or a neighborhood integrated into the rest of the city and the region.
- Make 32nd Street a signature street defined by the mountains and desert.
- Find an image that the community can relate to and build on it.
- Create character area plans for the commercial nodes at major intersections.
- Create a landscape master plan that ties to an overall character plan.

LAND USE AND ZONING

- Introduce mixed use and higher density residential into commercial nodes.
- Restore and re-purpose existing single family housing.
- Build on existing assets including education, community institutions and locally owned businesses.

DIVERSIFY

- Expand the demographics: Introduce new housing products into the area that capture a younger, affluent market.
- Provide opportunities for aging in place.
- Embrace the diversity between the north and south ends of the corridor.

CONNECT

- Create bicycle and pedestrian connections with the Phoenix Mountains Preserve: This area is the northern gateway to it.
- Provide opportunities for future light rail, and advocate for the extension of light rail to 32nd Street and Shea Boulevard.
- Developments along the corridor should be connected to each other and to residential with bicycle and pedestrian facilities.

REINVEST

- Retain local businesses that keep the area stable.
- Take small steps that make a big difference (like 32 Shea).
- Serve the neighborhood that surrounds the corridor.
- Remove risk associated with establishing density from the corridor.
- Hold a developer forum to determine redevelopment needs.
- Look at facilities that exist (like The Rock) and figure out how and why these spaces get re-purposed.

Redevelopment Ideas & Examples

The Denver Alameda Station Development created small blocks from larger parcels and is planned for about 10 million square feet of new development. Source: D4 Urban LLC. Source: <http://d4urban.com/>. Access date 12/18/2012.



Source: <http://d4urban.com>

Downtown Livermore, California redesigned it's four lane street in 2006 to enhance the pedestrian environment. As a result of the revitalization, in the 12 years between 1986 and 2008, 82 buildings were rehabilitated, 12 new buildings were construction and the 54 block district added 974 new jobs, 194 new businesses totaling over \$112 million in private investment. Total public investment was \$55 million. Source: National Trust for Historic Preservation Main Street Program. <http://www.preservationnation.org/main-street/main-street-news/2009/02/livermore-california.html>. Access date 12/18/2012.



Source: <http://www.preservationnation.org/main-street/main-street-news/2009/02/livermore-california.html>

Mill Avenue, Tempe is a thriving commercial district. Pedestrian connectivity and street amenities were created by narrowing the street, widening sidewalks, providing shade and on-street parking.



Source: PLAN-et Communities

Specific Strategies

STRATEGY: IDENTITY AND VISION

- Focus on one area, make it work, and grow the corridor from there.
- Use arid landscape and desert architecture that makes this Corridor look different.
- Build towards the Phoenix Mountains Preserve as much as possible, the mountains can drive the identity of the area.
- The City of Phoenix needs to help establish and enforce standards for this area that help to create its identity.
- Ensure that as the General Plan is updated, new ideas for this area are included in the plan and supported by plan policies.
- Engage local businesses, landowners and residents in creating a vision for the corridor through surveys and outreach designed specifically for this area.
- Build on what is already here, local and authentic.
- Leverage the proximity of the Preserve and this area's relationship to it.
- Include the concept of a gateway in the vision for the 32nd Street Corridor.
- Consider how providing access within the Corridor and to transit could change the character of the community. Consider how improved connectivity and access could benefit the older population within the Corridor and link them to the rest of the city and younger populations within the Corridor.
- Activate the Corridor and identify the neighborhoods with well designed signage and landscape controls.
- Create a sign plan that pushes to a higher level by describing what must be done, what should be done and what can't be done. Use examples that demonstrate the level of quality and let each developer create their own sign plan.
- Integrate art and design into developments to create a sense of place and identity. Creating an arts center in this part of the valley can spur creative businesses.

“Art and design should be integrated into developments to create a sense of place and identity...”

*Lorenzo Perez,
Co-Owner & Founding
Member VenueProjects*

“A slower market, is the time to implement these plans. People have less exposure now...”

*Marty DeRito,
CEO, DeRito Partners*

Redevelopment Ideas & Examples

The San Diego Velodrome, located in Balboa Park, is managed by the San Diego Velodrome Association. The volunteer membership Association offers maintains and manages the Velodrome and offers classes and organizes events at the facility. Source: <http://sdvelodrome.com/>. Access Date 12/19/12.



Source: <http://sdvelodrome.com/>

The Cesar Chavez Library, located in Phoenix was named a 2011 New Landmark Libraries by Library Journal and has received other awards for architecture and design. The library features a children's story room, a First Five Years/Los Primeros Cinco Años interactive learning space for families with young children, R3 - a special "teen only" area, a computer training lab, WiFi, and Internet-accessible public computers. A multi-purpose room for community meetings as well as library programs seats 75 people. Source: <http://phoenix.gov/>. Access Date: 12/19/12



Source: <http://phoenix.gov/>

The free admission Nina Mason Pulliam Rio Salado Audubon Center offers a range of programs for all ages, interactive exhibits, an interpretive loop trail, connections to the Rio Salado Habitat's sixteen miles of hiking and riding trails and a variety of programs, including family nature walks, wildlife encounters, birding classes and bird walks, school field trip programs and more. The center is the home of the Arizona Office of the Audubon Society. Source: <http://az.audubon.org/audubon-locations>. Access Date: 12/19/12



Source: <http://az.audubon.org/audubon-locations>

STRATEGY: LAND USE AND ZONING

- Put standards in place for new development prior to redevelopment. The City of Phoenix, merchants, tenants and landowners need to partner in the planning process for the corridor and proposed zoning changes to accommodate new and redevelopment.
- Set a plan for infrastructure within the corridor. The corridor needs a finer grain of connectivity that can be accomplished with smaller block sizes. An example is the Alameda and Broadway in Denver. The City of Denver broke the mold with that project.
- Work with ADOT to beautify the building located at the northeast corner of 32nd Street and Mountain View and create a trailhead to the Mountains Preserve. This building has excess land and under-used parking areas. Allow trailhead parking in the existing parking areas, and use the excess land to construct restrooms and other amenities for hikers, cyclists and others using the preserve and the 32nd Street Corridor.
- Create a plan for the corridor so people can make critical decisions that are necessary to create linkages and make them happen.
- The vacant parcels within the corridor are limited, so they are important and their ultimate use needs to be carefully considered.
- Given changing demographics, there is more desire to increase mobility and have a multi-family lifestyle.
- Avoid the “Pandoras Box” of rezoning. While existing C-2 zoning allows R-3, its difficult to make it work for multi-family. Make sure that the details of density waivers, height limits and other requirements are addressed early on.
- Make sure that regulations and incentives are in place to encourage desired development solutions.
- Recognize that partnerships are important to create successful projects that mix residential and retail.
- Economically viable land values are currently around \$22,000 an acre and require intensity to be economic, consider transfer of development rights or other types of programs to create density and value. The commercial nodes could be receiving areas and other commercial sites, closer to residential could be donor areas.

“If you get the right restaurant here, you could really have a success...”

*Daniel “Buzz”
Gosnell, President
Woodbine Southwest
Corporation*

Redevelopment Ideas & Examples

The 207,000 square foot American Can Company complex was purchased for about \$3 million by an investment group and renovated for \$5 million. The new facility includes a range of recreation-related uses including a charter school, The Front Climbing Gym and fitness facility and Amer Sports which includes the Salomon, Atomic, and Suunto brands that are headquartered at the facility. Also in the center is the Ogden's Business Information Center, a one-stop operation for prospective entrepreneurs and small businesses looking to expand, and the eStation, which is an incubator for new businesses.



[http://en.wikipedia.org/wiki/File:American_Can_Complex_Ogden_Utah.jpeg](http://en.wikipedia.org/wiki/File:American_Can_Company_Complex_Ogden_Utah.jpeg)

Downtown Mesa is the urban core of Arizona's third largest city. The City of Mesa owns over 288 acres of land with high density zoning within 1/2 mile of the four Light Rail Transit (LRT) stations that will open along Main Street in 2015. Arizona's largest performing and visual arts center, the renowned Mesa Arts Center, anchors Downtown and welcomes over 387,000 patrons annually. Territorial architecture, the proximity to the region's many transportation arteries, a pedestrian friendly scale and an ever-expanding higher education network, Downtown Mesa offers great potential for investment. Source: <http://www.mesaaz.gov>. Access date: 12/20/12.



Source: <http://www.mesaaz.gov>.



The Corridor is wide and dominated by vehicular traffic.

STRATEGY: CONNECT

- Reduce the scale of the intersections. For example, the Shea Boulevard and 32nd Street intersection is just too wide. Putting in a median on 32nd Street does not help narrow the street.
- An example is Livermore California, which had a main street with four lanes. The city reduced it to two lanes with parking and landscaping. This approach turned the street in to a really great neighborhood center for restaurants and shopping.
- Create trail connections between the corridor and the Phoenix Mountains Preserve along Thunderbird Road, Shea Boulevard and along 32nd Street from SR-51 at the Mountains Preserve. Use these connections as a defining feature for the corridor.
- Create non-motorized connections along 32nd Street between the commercial nodes at major intersections, schools, community institutions, offices and the neighborhoods and the park and ride. As the larger commercial sites redevelop, create internal connections between residential and retail uses.
- Narrow 32nd Street to create a more intimate environment. Consider reducing travel lanes and narrowing travel lanes to 10.5' and using the excess right of way to leverage development and provide additional access via foot or bicycle.



The Phoenix Mountains Preserve is visible throughout the corridor.

STRATEGY: Recreation and Open Space

- Install attractive wayfinding to the Preserve from 32nd Street and via 32nd Street connections.
- Create a recreation center that focuses on the preserve with a coffee shop, wine bar and showers.
- There are places at Ozzie Ice Skating Rink (32nd and Shea) where these types of recreation centers can be created, but there may be other locations for them in the Corridor where they could support higher prices and provide more direct access into the Preserve.
- Look at the American Can Company complex in Ogden, Utah. That facility has recreation-based uses with great synergy and includes a charter school (DaVinci Academy of Science and the Arts) as well as sports manufacturers like Salomon, Atomic and Suunto, Amer Sports Corporation and the Ogden Front, which is an indoor fitness facility that includes a climbing wall.
- This is an area where access to the Mountains Preserve is wide open to everyone. It's a unique pillar of the community.
- Work with the Arizona Department of Transportation (ADOT) and leverage the opportunity to connect the park and ride to the preserve, and include bike lockers and showers at the park and ride. If this was a facility, it could be iconic and defining.
- There is a sports complex on the north end of the Corridor that attracts national events. An opportunity exists to create a continuous connection, like the Indian Bend Wash, that joins the corridor to REACH 11 and the Central Arizona Project (CAP). There could be a loop trail that connects these amenities to the corridor and the Mountains Preserve.



Commercial development within the Corridor.

STRATEGY: REINVEST

Mixed Use/Commercial

- Promote redevelopment of commercial areas. The nature of retail is cyclical. Twenty years ago, Wal-Mart wasn't in the grocery business. Freeways affect how things are built. Some of the retail on this corridor services the community, some serves a larger regional specialty market, some of it needs to be changed out. Great retailers are combining the internet and bricks and mortar. From the panelists perspective, the best buys are bookstores, restaurants and service businesses that aren't affected by the internet. Today's social society, people like to be social, and shopping is social. That's why infill and mixed use projects are working - people love to walk within them.
- Recognize that the next evolution will be different and the types of developments that could locate along the Corridor will look different than they do now. Retailers need to be supported from a smaller radius than they were before. The neighborhood store provides opportunities for goods and a unique experience. One million square feet of development will support 50,000 to 75,000 square feet of retail.
- One good restaurant could change everything. There are no restaurants within the corridor. If you get the right restaurant here, you could really have a success.
- There is an opportunity for a fine grained mix of uses.
- The city needs to take the lead on a project that is transformational. Consider what Mesa did to revitalize its downtown. They recruited. The city sent out 2,000 letters and got 18 responses. Half of those have come to fruition. The deals were bolted together using city-owned land.
- Preserve some buildings and consider adaptive reuse. Maybe use older boxes for lofts with commercial on the ground floor.
- Flex space could help landlords change the grain of retail without making huge investments.

- Consider an air-conditioned flexible fitness/education space that all schools in the area could share. A specialty facility could also work, an example is the San Diego Veladrome - the facility attracts support services around it.
- Because there aren't too many defining buildings in this Corridor, it is also an opportunity for new construction.
- Consider cultural-creative market. If the street could be redesigned to create a unique and special place that provides opportunities for casual collisions, this could be an opportunity.
- The location could be good for retail outlets (additional stores, not discount), processing centers, highly specialized retail uses.

Housing

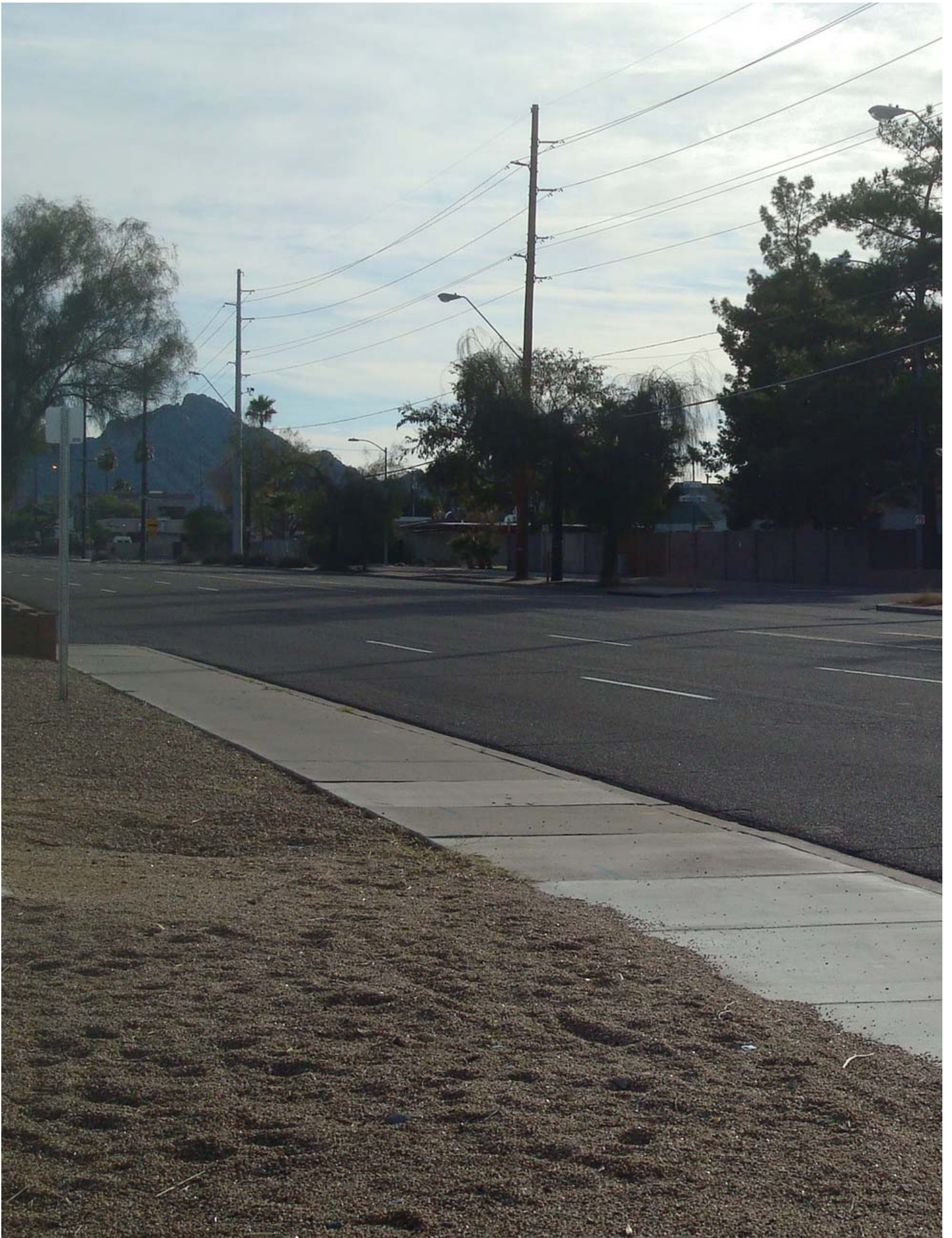
- This residential market has a lot of value as compared to the Greater Phoenix market.
- Consider senior housing. Senior housing has great opportunity within the Corridor. All the components including, churches, doctors and friends are here. Aging in place doesn't mean aging in the same house, it means aging within a consistent network of friends, family and services.
- The city of Phoenix needs to adopt policies that support small-scale multi family development and catalyze opportunities for its development.
- The abundance of aging single family homes can't be ignored. Create programs and incentives for their rehabilitation. Use outreach to show what's possible. Consider modifying existing homes into smaller scale facilities for people as they age?
- Identify areas of stability and areas of change in the area between the SR-51 and 32nd Street. As houses in this area come on the market look at opportunities to convert those in areas of change to multi-family, or to rehabilitate those in more stable areas.

Basis Charter School constructed a new facility south of Cactus Road on the North 32nd Street Corridor. The school will offer grades 5 through 10 during its initial year of operation (2012-13). The school will add one grade per-year through 2014.



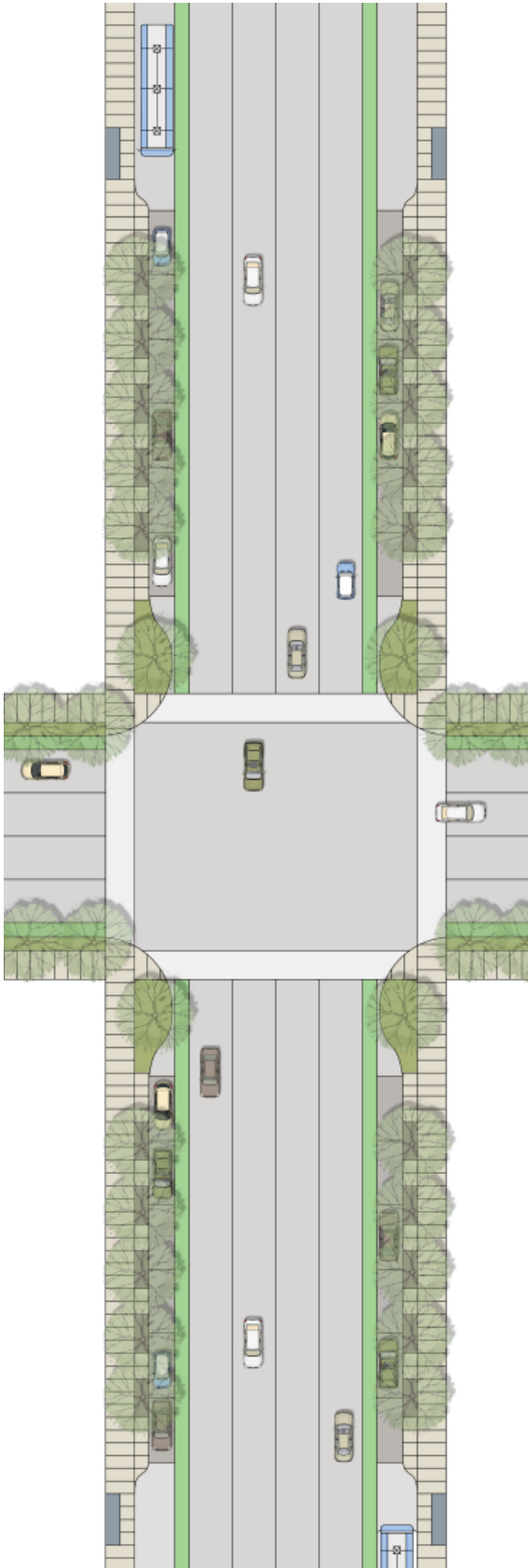
STRATEGY: Education

- Education is one of the support systems for the community and needs to be considered in broad terms. For example, adult continuing education, for- and not-for-credit education, preschool, lifelong learning. Lifelong learning is key to the creative class.
- With the number and diversity of schools in the area, there is an opportunity for an educational cluster. Create child care next to the senior center that provides lifelong learning classes. The demographics and diversity create opportunities for a range of education venues. YMCA has a program called Las Artes de Maricopa.
- Consider a library. The Cesar Chavez Library is a community learning center and has engaging architecture. It is a place where knowledge transfer happens.
- Look for ways to infuse technology-related learning experiences into the educational offerings in the area.
- Places The Rock and Basis are evidence of a want for education/innovation in the area.
- Use vacant space for a community center until it can be leased out. The community center could create synergistic uses in other, nearby vacant spaces.
- Consider higher education. Student housing follows schools. The value of student housing is the social space, not the living spaces.
- The Paradise Valley Community College (PVCC) is located at the north end of this Corridor and the President is involved with the 32nd Street Working Group. The college loves being the educational anchor at the north end of this Corridor. PVCC believes that all education is symbiotic and PVCC supports other opportunities. The College has a library with community borrow access. The College convenes a “K through 20” consortium to talk about higher education issues. The college currently has 10,500 students enrolled and a capacity for about 13,000 students. These students are a potential market for other uses within the Corridor.
- Build on range of existing educational facilities and youth programs located along the corridor. Identify leadership that can organize the range of programs and become a community cultural hub.
- There is a market for charter schools that are looking for space. This could be a direction for the Corridor. Because charter schools have no capital budget, just operating budgets, this could be an opportunity to reuse buildings and create mixed use developments.
- The Southwest Autism Research and Resource Center (SARRC) is also looking for space where they can integrate adult housing.
- Tie education to the preserve, like the Audubon Society and the North Mountain Interpretive Center.



Design Concept: Road Diet

ROAD DIET CONCEPT



- **ROAD DIET:** Reduce the number of traffic lanes to provide space for bicycle lanes and shaded sidewalks.



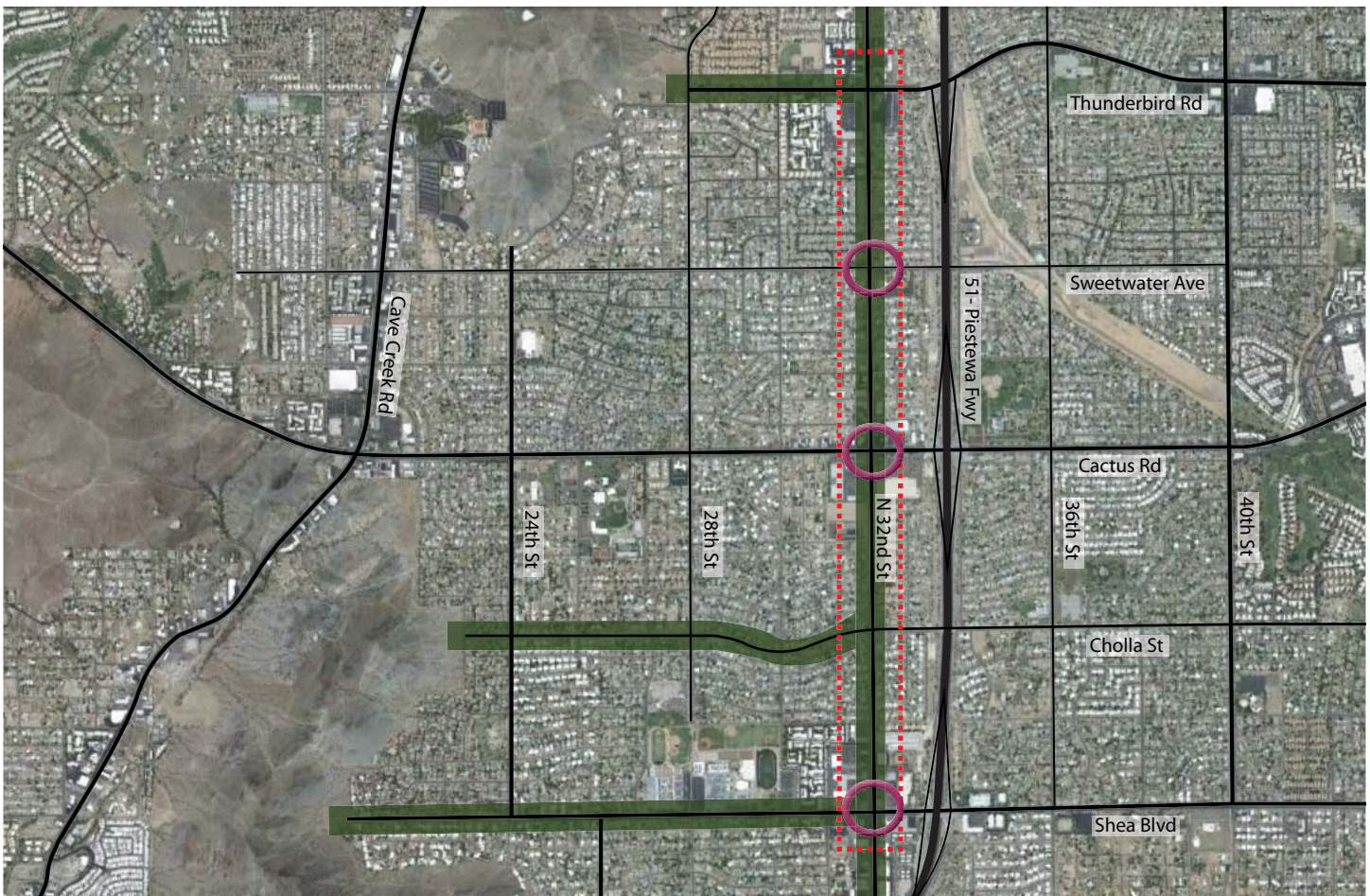
The North 32nd Street and Shea Boulevard intersection is currently nine lanes (six through lanes, two left turn lanes and a center median). The design concept envisions reducing this street to two lanes in either direction (no center turn lanes), and using the extra right of way for pedestrian amenities, parking and on-street bicycle lanes.

Photo opposite page: 32nd Street north of Cactus Road.

Design Concept: Green Corridor

- Connect the Corridor to the Mountains Preserve through landscape and signs.
- Use landscape and signs to create a clear identity for the Corridor.

GREEN CORRIDORS

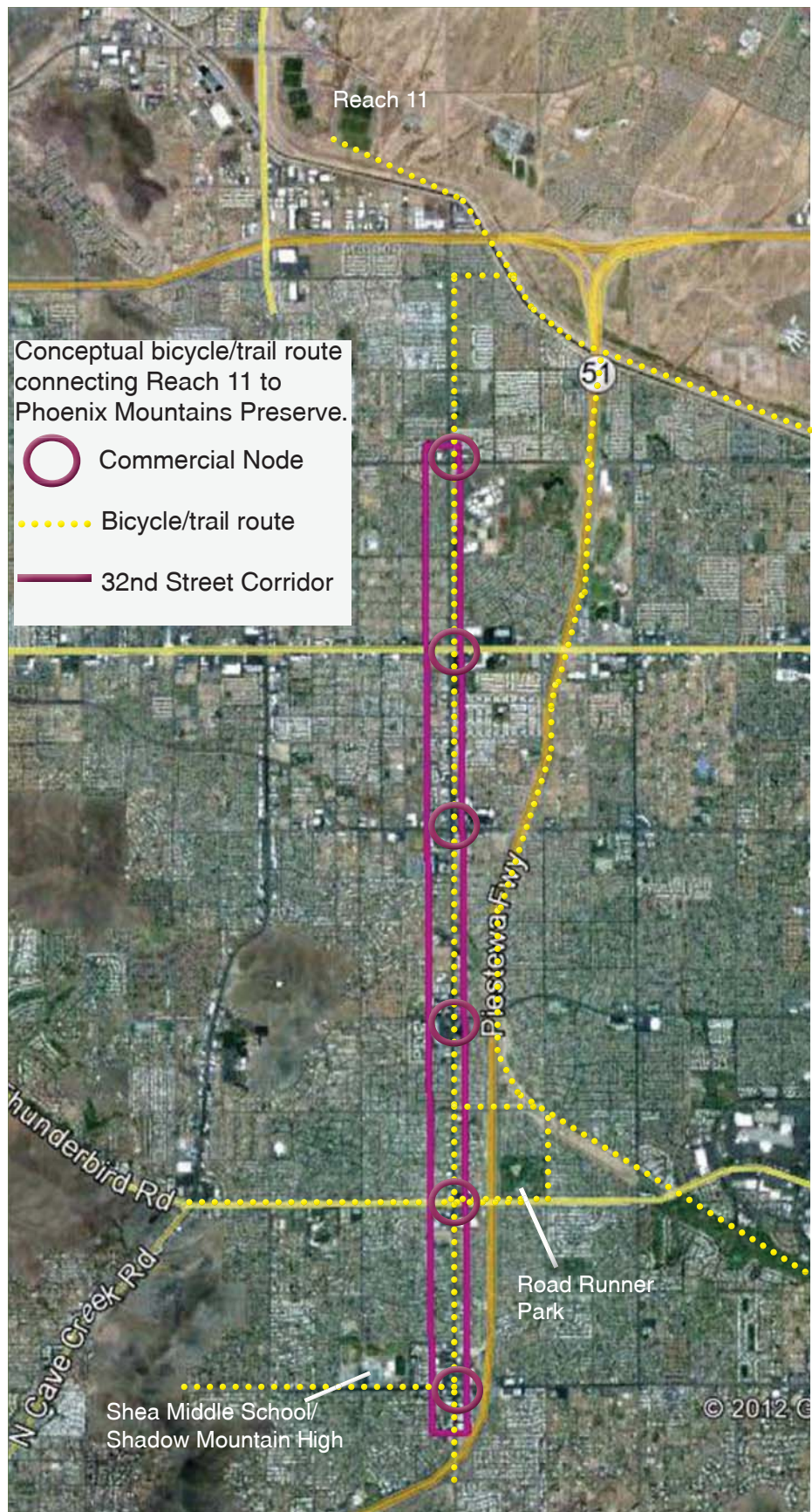


○ COMMERCIAL NODE




..... SITE

■ GREEN CORRIDORS CONNECTING NODES AND TO MOUNTAINS PRESERVE

Design Concept: Mountains to Canal Trail



Conceptual bicycle/trail route connecting Reach 11 to Phoenix Mountains Preserve.

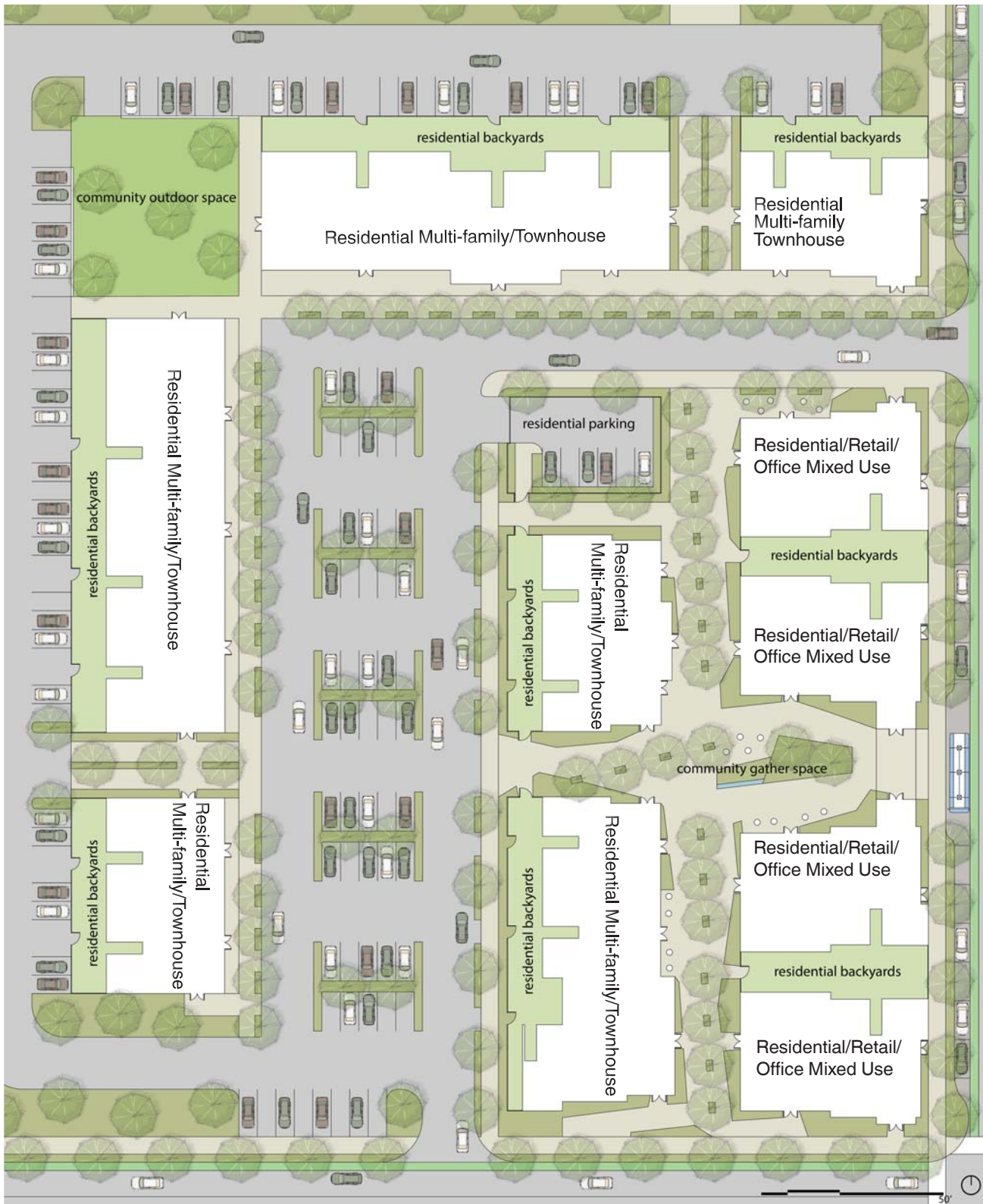
-  Commercial Node
-  Bicycle/trail route
-  32nd Street Corridor

- Connect nodes (such as this one) to one another and to other destinations within the Corridor with pedestrian and bicycle facilities.
- Create a loop on 32nd St. and along the 51 and Cave Creek Wash that is like the Indian Bend Wash, and connects Reach 11 with the Mountains Preserve.

Design Concept: Repurpose Commercial Sites

Repurpose Commercial Corners

- Increase the market for retail services by re-purposing commercial corners to include new multi-family housing with ground floor retail in buildings along North 32nd Street.
- Provide green spaces that “pull” the Mountains Preserve into developments and along the North 32nd Street Corridor.
- Connect housing to commercial developments with pedestrian corridors and transit.





The northwest corner of North 32nd Street and Shea Boulevard includes commercial development set back from the street and extensive, under used parking areas.



Concept design for re-purposed commercial development at the northwest corner of North 32nd Street and Shea Boulevard. This concept includes an on-street bike lane, two north and two south vehicular travel lanes (no center turn lane), wide sidewalks and mixed use retail/residential development along the street.

AzTAP Future Planning Recommendations

AzTAP panelists were asked to provide their top recommendations for actions that would help the City of Phoenix achieve its goals.

Make the north-west corner of 32nd Street and Shea Boulevard a priority for redevelopment.

- Create a white paper or plan to guide the development of this site. Include an examination of the city role inside the public right-of-way to enhance the street prior to development.

Focus on redeveloping commercial properties with mixed use and residential development.

- Educate the neighborhood about land use and how it evolves. The neighborhood has to understand that they will vote on the General Plan and that this plan needs to reflect their ideas. Whatever plan is developed for this corridor needs to be included in the General Plan and supported at the ballot box.
- Change zoning to encourage mixed use development.
- Provide economic incentives for redevelopment.
- Create regulations to implement redevelopment that are supported by the community.

Reposition 32nd Street by creating a complete street focused on the Mountains Preserve.

- Determine the extent to which the road can be redesigned.
- Leave a corridor for light rail.
- Leverage the proximity of the Phoenix Mountains Preserve.
- Leverage access to SR-51.
- Develop a funding and financing plan to capture opportunities that are “low hanging fruit.”

Set an identity for the Corridor by developing a clear vision and understanding of what the community wants.

- Conduct a focused public engagement procedure to obtain solid community input and support for future redevelopment plans.
- Start with a visioning plan.

Attract youth and create opportunities for multi-generational developments, interactions and activities.

Create a separate cultural plan that includes fitness/arts/open space and community center that doesn't get lost in other planning efforts. This will help to create neighborhood buy-in to redevelopment and speak to the lifeblood of the community.

- Work with the Phoenix Arts Commission to get artists engaged on 32nd Street.
- Include education and integrate it into the community.



Community members and city representatives attended the AzTAP panel at The Rock.

Facilitate neighborhood sustainability through:

- Housing rehabilitation programs that give people a reason to upgrade their homes.
- Proactive, single family renovation and maintenance programs to ensure the existing housing stock maintains its value.
- Streamlined permitting, more flexibility through plan review, create an advocate or specialist for the area.
- A housing stock assessment.
- Providing graphic examples of how to make homes more sustainable or “green”, beyond cosmetic improvements.
- Setting standards for the block wall along 32nd Street that would result in an upgrade to the current wall.

Seek key leadership and voices in the community to groom leaders and support those leaders with a process

- Identify a champion and involve the community in the process...find a champion. Reach out to local merchants or other successful neighborhood advocates to energize the community (such as the owner of Shea 32, Kimber Lanning of Local First or principles of Roosevelt Community Development Corporation Greg Esser and Cindy Bash). Use these people to talk to and energize community leaders.
- Create a plan and a vision through three steps: Step One: Open Forums for listening first. Step Two: Verify what you heard. Step Three: Present a vision and design based on what was heard.
- Put the word out among all generations along the Corridor...“If you know people who love this community” or “If you love your community.”



IMPLEMENTATION

The time to act is now.

- Everyone is set up to tackle this Corridor - now is the time to act.
- Leverage what you have and do something today before you lose control over it.
- Create a Local First chapter.
- Be proactive.
- Take a small bite (start at one corner and use it to move the entire process forward).

Develop a plan.

- Focus on the opportunities – the commercial centers/connecting to preserves.
- Need a plan to be in a position to act as market recovers.
- Ensure that a plan for this area is included in the General Plan.
- Create a plan that includes resources, tools and contacts for redevelopment.
- Include regulations that are simple, clear, outline expectations.

Public investment is critical and warranted.

- Because this a pioneering project, the public investment is warranted to encourage the type of development the community desires and to prove the market. Once this is accomplished, there is no more need for public investment.
- Include the street redesign in the City's Capital Improvement Plan
- Recognize soft costs...these public dollars will enhance tax revenues.
- Biggest public investment should be to redesign and improve 32nd Street.

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