



REINVENT PHOENIX



Transit Oriented Development Strategic Policy Framework



2013
City of Phoenix

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RESOLUTION 21126

A RESOLUTION ADOPTING AN AMENDMENT TO THE 2001 GENERAL PLAN FOR PHOENIX, APPLICATION GPA-1-09, CHANGING THE LAND USE ELEMENT TO IMPROVE GOAL 7, TRANSIT ORIENTED DEVELOPMENT (TOD); AND PROVIDE AN ENHANCED POLICY FRAMEWORK TO GUIDE DISTRICT PLANNING PROCESSES AND LAND USE DECISIONS ALONG EXISTING AND PLANNED LIGHT RAIL CORRIDORS AS DESCRIBED HEREIN.

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

SECTION 1. The 2001 Phoenix General Plan which was adopted by Resolution No. 19731, is hereby amended by adopting GPA-1-09 to improve Goal 7, Transit Oriented Development (TOD), within the Land Use Element to provide an enhanced policy framework to guide district planning processes and land use decisions along existing and planned light rail corridors, and to improve competitiveness for federal transit funding as approved by City Council on April 3, 2013, and that the Planning and Development Director is instructed to modify The 2001 Phoenix General Plan to reflect this change as shown in Exhibit A.

PASSED by the Council of the City of Phoenix this 3rd day of April, 2013.



MAYOR

ATTEST:

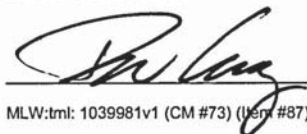
 City Clerk



APPROVED AS TO FORM:

 Acting City Attorney

REVIEWED BY:

 City Manager

MLW:tml: 1039981v1 (CM #73) (Item #87) 4/3/13

Attachments:

- A: GPA-1-09 Text Amendment Changes
- B: Phoenix TOD Strategic Policy Framework

ACKNOWLEDGEMENTS

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Phoenix Metro Light Rail

The Opportunity for Phoenix

A. Overview

Transit Oriented Development (TOD) is broadly defined as compact, pedestrian-scaled, mixed use development located within a short walk of high capacity transit stations. The intent of TOD is to make walking, bicycling and using transit convenient, safe and enjoyable for daily life.

The national TOD real estate market strengthened over the past decade and demographic trends point to a significant growth in demand in the coming years. Local governments across the country are responding to shifting lifestyle preferences by strategically building infrastructure and adopting supportive policies designed to promote sustainable economic development and improve quality of life indicators.

Fixed-route transit systems, such as light rail, create attractive development conditions by providing investors lower risk and greater certainty of stable, long-term ridership. Metro, the largest single light rail construction project in the nation's history, was completed in 2008. Metro has outperformed expectations, achieving 20-year ridership targets in its first 4 years of operation. Plans to expand the system by 37 miles over the next 20 years include 25 miles of extensions within the city of Phoenix.

Metro provides a strong infrastructure foundation for TOD; however, transit alone is not sufficient to catalyze the transformation of low vitality areas into thriving

TOD districts. Strategically located investments such as sidewalk and bicycle improvements, utility upgrades, shade trees, open spaces, workforce housing, shared parking facilities and high frequency bus connections are necessary to boost market opportunity to levels feasible for TOD construction and business expansion.

Supportive land use policies are also essential for creating an environment attractive to TOD investors. Clear, "by-right" zoning codes create shorter and more predictable construction time lines that are often needed to secure financing and keep costs manageable in complex infill areas. Consistently implemented form-based standards can help win lasting support from residents and reduce the risk of investment devaluation from low quality or incompatible development.

The combination of light rail expansion and rising market demand presents an extraordinary opportunity to add walkable mixed use neighborhoods to the city's amenity portfolio and reinvent Phoenix's urban form with an efficient, high performance growth pattern. The policy framework in this document is intended to improve the investment environment around key nodes in the Phoenix transit network and guide sustainable urban development to benefit all residents.



- Transform Phoenix’s growth pattern
- Improve TOD investment environments around strategic nodes
- Position the city for sustainable, high performance economic development
 - Provide choices for quality + affordable living
 - Guide economic growth to benefit communities

B. Market

Demographics are driving a national shift in housing preferences. Over half of the United States population is now within two age cohorts: the “Baby boomers” (born between 1946-1964) and the “Millennials” (born between 1977-1994)¹. A significant number of buyers and renters in these two segments will be looking for housing in the coming years, with major implications for cities.

Seniors

As children move out and more Baby Boomer households transition to fixed incomes, a portion of this generation will be looking for smaller homes in locations that require shorter and less frequent driving trips. TOD districts will serve these preferences by providing housing choices with a lower maintenance burden and convenient access to services, healthcare providers and cultural amenities.

Young Professionals

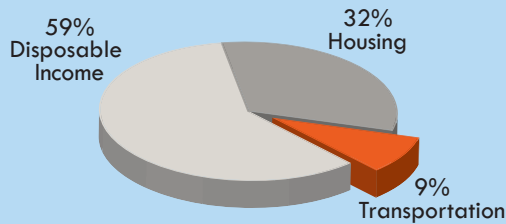
Market research has indicated that Millennials are opting to live in walkable urban areas in much greater numbers than previous generations². They are also driving less and having fewer children compared to their parents³. Demand for smaller units in active mixed-use centers from young adults will further increase TOD demand.

Real Estate Impact

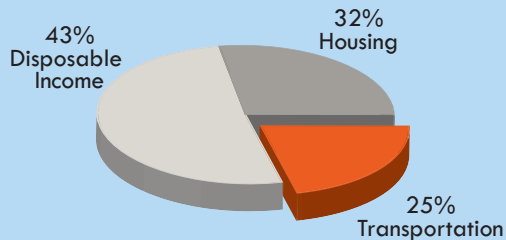
The simultaneous convergence of these two very large demographic segments on the real estate market is a historic occurrence that will have a significant impact on urban development patterns across the United States. In 2011, the oldest Baby Boomers began turning 65, beginning a wave that will continue steadily through 2030. This two decade-long event will equate to an average of 10,000 people turning 65 – about the size of Sedona – every day for 19 years⁴. During the same period, the Millennial generation will be looking for their first place to buy or rent in even larger numbers. This unprecedented influx in demand for walkable, mixed use urban living will create opportunities for building both housing and commercial space. Cities that provide the right conditions for seizing this historic economic opportunity will be well positioned to receive substantial investment capital in the coming decades and better prepared to maximize community benefits by proactively guiding its deployment.

Housing + Transportation Costs:

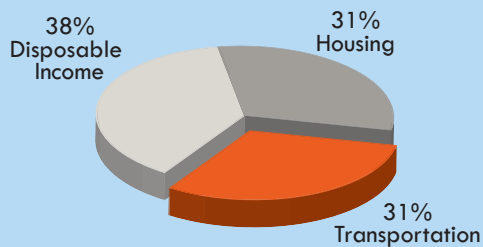
TOD Districts - U.S.



Peripheral Suburbs - U.S.



Moderate Income Family - Phoenix Region



Source: Center for Neighborhood Technology, Center for Housing Policy, US Census

A 2012 analysis of Census data jointly published by the Center for Neighborhood Technology and Center for Housing Policy revealed that families in the Phoenix metropolitan area spend \$1,011 per month on transportation, equaling housing (\$1,012) as the largest household expenditure. For the region's average moderate income family (earning between 50 and 100 percent of area median), housing and transportation consumes 62 percent of the monthly budget. Between 2000 and 2010, combined housing and transportation expenses rose 33% -- twice the rate of increase in the metro area's median income. The study ranks the Phoenix region 7th highest among the 25 largest U.S. metro areas in the combined cost of housing and transportation.



Phoenix Metro Station

C. Community Benefits

Well planned TOD improves a city's quality of life. Smart decisions provide cost savings for both residents and government, stronger neighborhoods, improved health and new business opportunities.

Cost of Living

Cities with dispersed patterns of housing, jobs, schools and other day-to-day services require most households to own one or more cars. Choices are limited for residents who prefer living in more efficient areas that necessitate less driving, or even reasonable options to live car-free. For low and moderate income families, the quality of life impacts of transportation costs can be severe. Paying for transportation is often a struggle that requires either cutting back on necessities, or turning to public assistance. In well planned TOD districts, research has documented that transportation consumes only 9 percent of the average household budget, compared to 25 percent in automobile-dependent areas⁵.

Cost of Government

On a per capita basis, compact development requires fewer roads, utility lines, parks, police stations and other infrastructure compared to dispersed, low density



Farmers Market Downtown Phoenix

patterns. When focused near transit stations, dense, walkable neighborhoods also increase public transit fare recovery. These efficiencies provide savings to taxpayers by lowering the long term operating and maintenance costs of government facilities and services.

Social Connectivity

The community's capacity to collectively solve problems is strengthened when cohesive neighborhood linkages are formed. Pedestrian-scaled buildings and walkable streets facilitate greater interaction and communication among residents. Mixed use centers can also enhance business networking and knowledge-sharing. High wage employers are attracted to areas where they can tap into pools of educated workers and often form clusters of synergetic industry ecosystems.

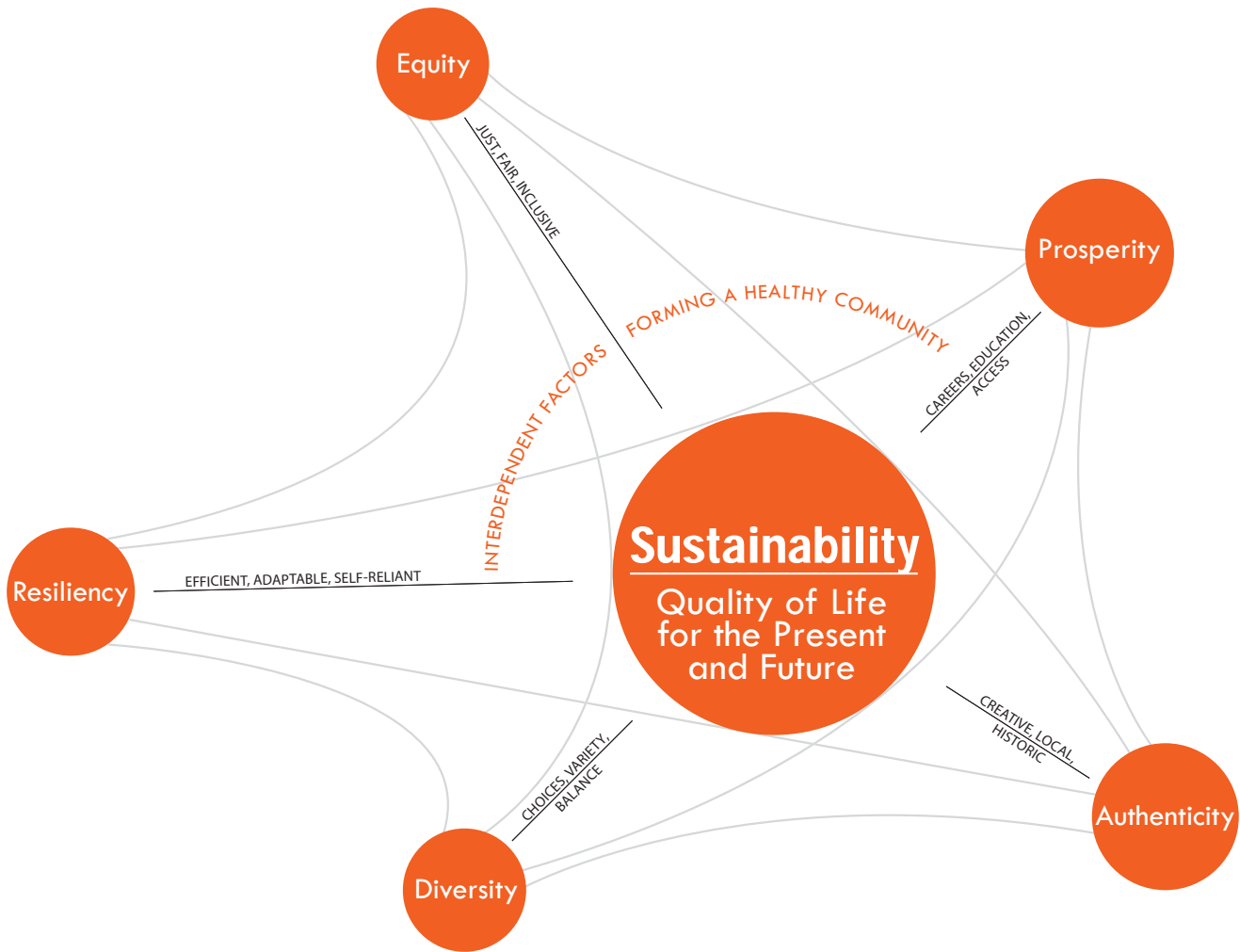
Public Health

Well planned TOD districts improve access to the amenities needed to live healthy, active lifestyles. Compact, mixed use development can reduce distances between housing, parks and grocery stores and improve connectivity for multiple surrounding neighborhoods when clustered near transit. Increasing the accessibility of these essential land

uses provide residents more opportunities to exercise and eat nutritious foods, particularly for those who cannot drive or who have trouble affording a car. Designing buildings to line sidewalks and open spaces with windows, patios and storefronts helps deter crime through enhanced community surveillance and activation of public spaces. Narrowing streets calms traffic and allows additional space for bicycle lanes, shade trees, street parking, wide sidewalks and other features that improve safety. TOD integrates these factors to make healthy living easier and safer for all residents.

Business Formation

TOD can revitalize areas by expanding the customer base for existing businesses and creating new markets for growth. Creative entrepreneurs often form businesses in walkable urban locations in order to leverage arts and cultural destinations, adaptively reuse old buildings, interact with other creatives and to work closer to where they prefer to live. High wage companies that must compete for top talent often consider locating in places with urban living amenities as a strategy to attract skilled employees.



D. Sustainability Integration

The economic, social and physical health of the community is intimately linked to the surrounding natural and built environment. The City of Phoenix uses a holistic and multidisciplinary approach to urban planning by guiding the integration of economic, social and environmental systems to meet the needs of the present generation without compromising the ability of future generations to meet their own needs. Five interrelated and interdependent factors will permeate planning and decision making processes to help ensure sustainability.

Equity

People of all ages, income levels, races, ethnicities and abilities should have fair access to the benefits provided by the community's investment in light rail and civic amenities like parks, libraries and cultural facilities. The cost of living and health impacts of urban development disproportionately affect middle and lower income families. Improving these conditions increase residents' ability to save, invest in education, improve their homes, use fewer public assistance resources and participate

more fully in the local economy. Equitable communities enhance the quality of life for everyone.

Diversity

TOD districts should have a rich mix of housing, businesses, building ages and transportation choices. Day-to-day retail, such as day-care services and grocery stores, are needed along with interesting boutiques and cafes. Streets should be retrofitted to add safe, convenient and comfortable walking and bicycling options. A variety of housing types for both singles and families should be supplied at a range of prices that enable continued residency in the district throughout changes in one's income, family size or physical ability.

Authenticity

A sense of place is a unique characteristic that contributes to an area's vitality. The unique and authentic character of each TOD district should be recognized and respected. Historic preservation, locally owned businesses, innovative adaptive building reuse, distinctive



Civic Space Park Downtown Phoenix

open spaces, neighborhood block parties, block parties, festivals and public art create a sense of place. The city benefits from businesses owned by people who live in the community, as a greater share of revenue is retained within the local economy. Tourists are attracted to interesting destinations that are not available at home. Neighborhoods are strengthened when residents take pride and identify themselves with the places in which they live.

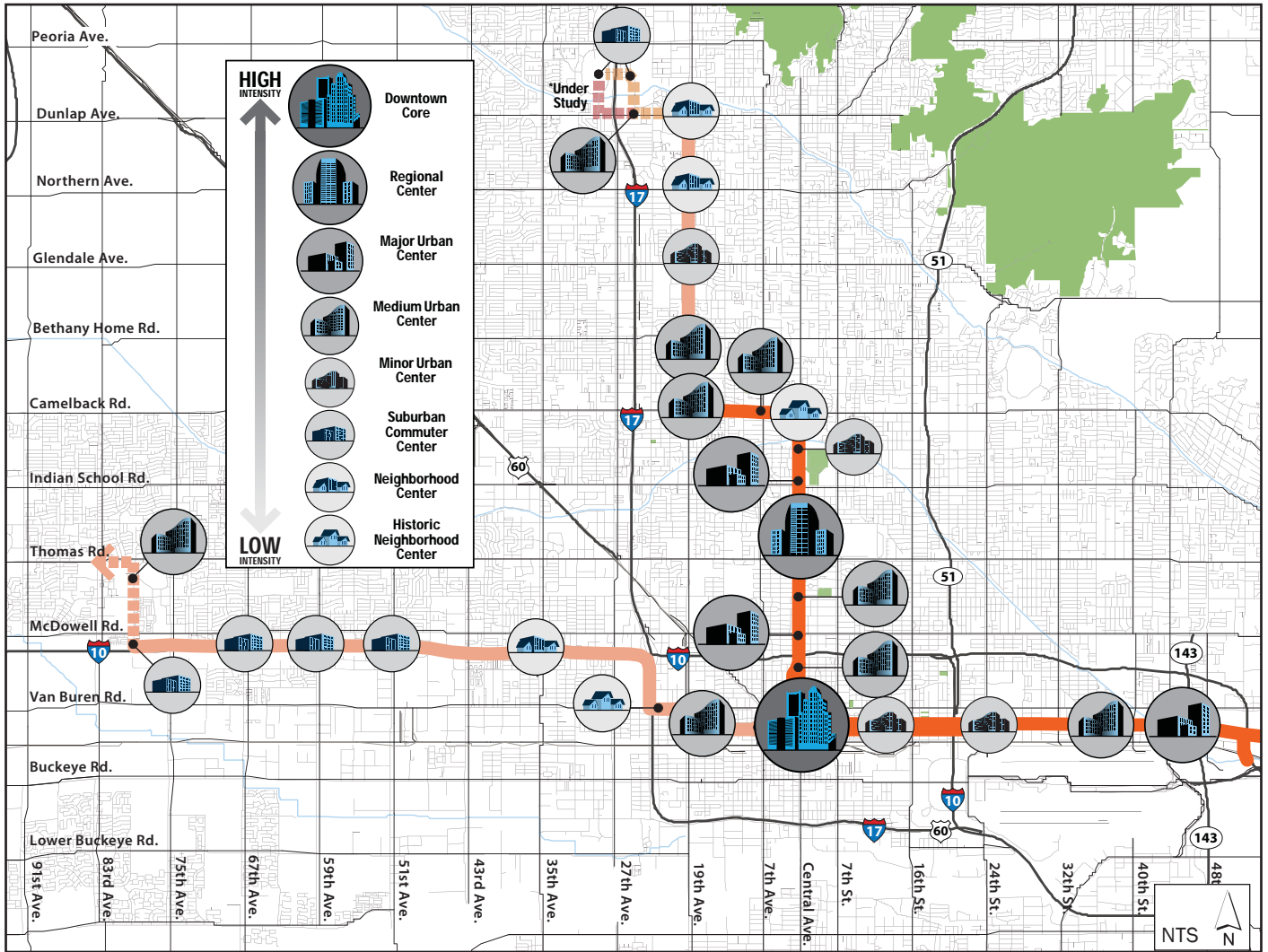
Prosperity

Economic vitality should be continuously pursued in TOD districts. Incentives for high quality employers, improvements to neighborhood schools and other fundamental elements for building wealth and providing fair access to opportunity should be supported. Existing assets such as anchor institutions, entrepreneurial incubators, job training programs and community support services should be strategically leveraged and cultivated to encourage growth and provide pathways to fulfilling careers.

Resiliency

TOD districts should be designed to maximize resource efficiency and self-reliance in order to improve the community's ability to adapt to rising temperatures and prices. Mixed use development and enhanced walkability reduce dependence on fossil fuels. Green construction techniques and solar power help lower utility bills. Planting trees, constructing lush open spaces and using heat-resisting building materials mitigate rising outdoor temperatures. A Green Infrastructure approach to stormwater management improves irrigation efficiency and lessens pollutants. Community gardens and farmers markets increase the availability of locally grown food. These and other methods for reducing the community's vulnerability to climate change should be encouraged.

TOD Typology Map



E. Place Types

Proactive planning is essential for ensuring that economic growth benefits the community and advances urban sustainability. The first step in the TOD planning process is the establishment of a city-wide framework to improve the linkage between land use and transportation.

Planning typologies help describe urban environments by categorizing related characteristics. Defining these basic classifications, called Place Types, helps avoid a “one-size-fits-all” planning approach by creating a contextual, system wide urban form framework.

Phoenix TOD policies are designed to shape walkable mixed use environments and focus redevelopment near high capacity transit stations. This nodal pattern is called a “Connected Centers” planning model. A Center is a term used to describe a concentration of activities within a city. Eight mixed-use Center Place Types have been developed by jointly analyzing the transit network and urban form structure. This Phoenix TOD Typology specifies general

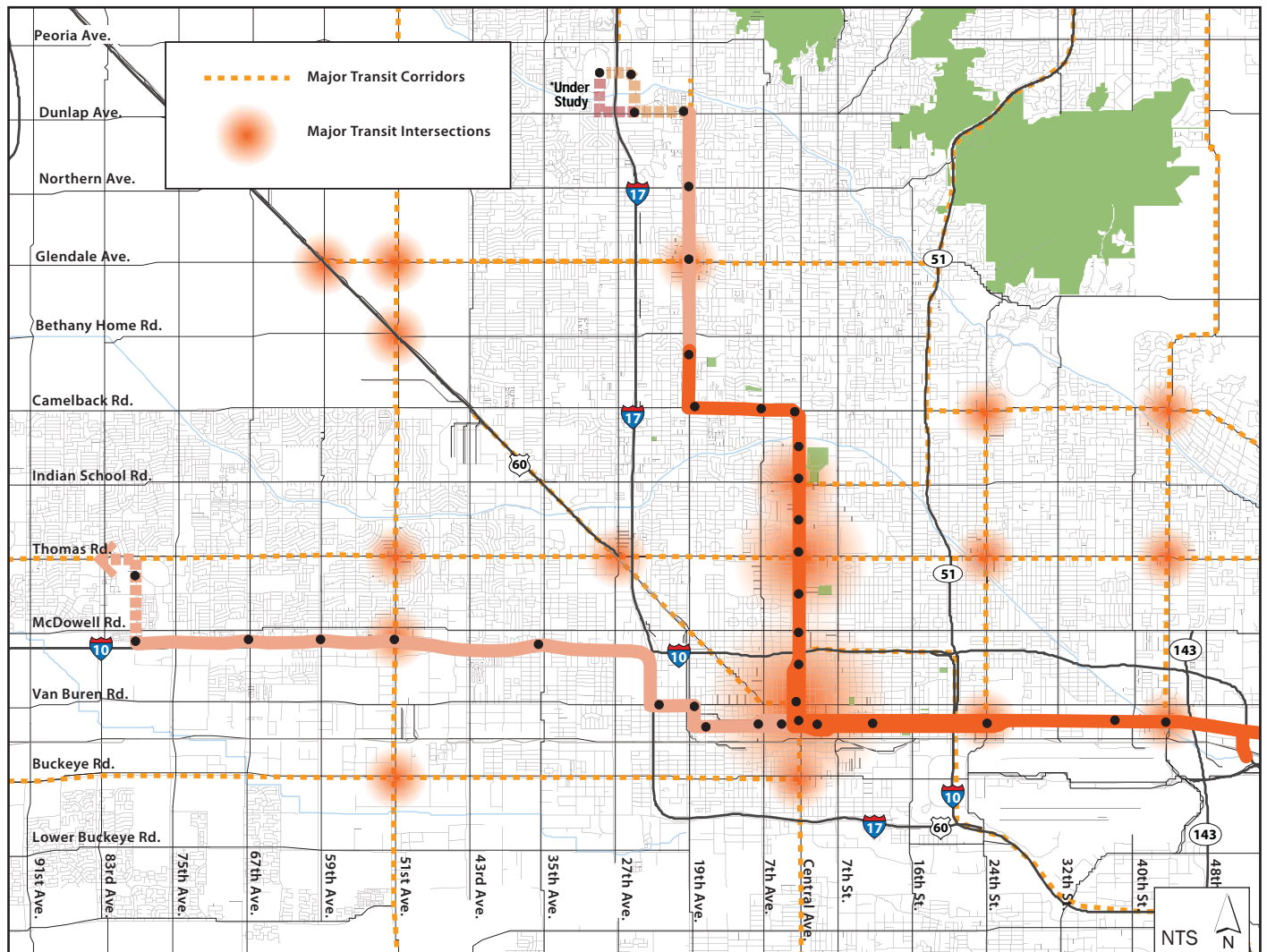
parameters for growth using a hierarchical classification system. The Downtown Core Place Type is established as the most intensive category and scales down incrementally to lower intensity Neighborhood Center Place Types.

Methods

Characteristics of existing Centers in Phoenix were examined to create an initial set of TOD Place Types. Working with the city’s Village Planning Committees (VPCs), TOD Place Types were refined and recommended for all existing and planned light rail stations, except within the Downtown district. Downtown stations were assigned Place Types by classifying the existing urban form policies contained in the Downtown Code.

Working with VPCs, staff analyzed land use, zoning, entitlements, destinations, demographics, housing, employment, walkability, market research studies and existing plans to assess the existing context and

Major Transit Corridors Map



Source: City of Phoenix Public Transit Department High Capacity Corridors Study, Planning and Development Department

susceptibility to future change within a ¼ mile radius of light rail stations. With assistance from photographs, visual simulations and stakeholder input, VPCs then voted to recommend a TOD Place Type for each existing or planned light rail station located within their Village.

Objectives

The TOD Place Types provide the general parameters for intensification near light rail stations and are intended to accomplish three basic objectives:

- Provide a starting point for TOD district plans by specifying a general range of possibilities for new development near light rail stations.
- Provide interim guidance for rezoning decisions prior to the completion of TOD district plans.
- Provide guidance for transit system planning by coordinating land use intensity with regional transit accessibility.



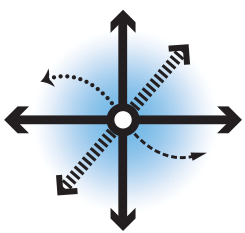



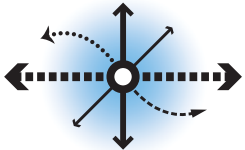



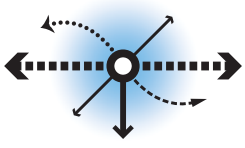
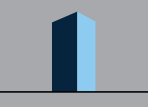


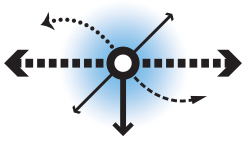
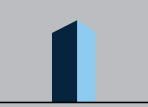


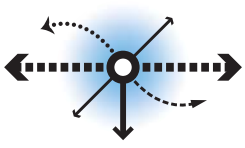



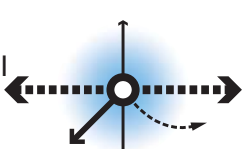









Applicability

The TOD Place Type parameters apply to properties generally within a ¼ mile radius of existing and planned light rail stations, with the following exceptions:

- Properties that are historic or historic-eligible, as determined by the Historic Preservation Officer.
- Properties zoned single family.
- Properties excluded through VPC Specifying Actions (See Appendix).
- Properties with existing entitlements that are greater than allowed in the Place Type.
- Properties determined to be incompatible through TOD district planning or rezoning processes.

TOD Typology Matrix

*See Diagram on page 14 for Place Type station locations

Place Type Image	Place Type	Land Use Mix	Housing	Commercial	Transit Node	Intensity
	 <p>Downtown Core</p>	<ul style="list-style-type: none"> Central Business District Entertainment Destination Destination Retail High & Mid Rise Living Industry Cluster Civic & College Campuses 	<ul style="list-style-type: none"> High Rise Mid Rise Loft Conversion 	<ul style="list-style-type: none"> High Rise Office & Hotel Major Under 40,000 sq. ft. single tenant retail footprint 	<ul style="list-style-type: none"> Central Hub Highest Regional Accessibility 	<ul style="list-style-type: none"> Highest Intensity 6+ Stories 
	 <p>Regional Center</p>	<ul style="list-style-type: none"> Office Employment Industry Cluster High & Mid Rise Living Supportive Retail 	<ul style="list-style-type: none"> High Rise Mid Rise Apartment Town house Row house 	<ul style="list-style-type: none"> Mid-High Rise Office & Hotel Under 40,000 sq. ft. single tenant retail footprint Incentive: 60,000 sq. ft. 	<ul style="list-style-type: none"> Regional Destination High Regional Accessibility 	<ul style="list-style-type: none"> High Intensity 5-10 Stories Incentive: 20 Stories 
	 <p>Major Urban Center</p>	<ul style="list-style-type: none"> Entertainment Destination Retail Destination Mid Rise Living Office Employment 	<ul style="list-style-type: none"> Mid Rise Apartment Town house Row house 	<ul style="list-style-type: none"> Mid-Rise Office & Hotel Under 40,000 sq. ft. single tenant retail footprint Incentive: 60,000 sq. ft. 	<ul style="list-style-type: none"> Regional Destination High Regional Accessibility 	<ul style="list-style-type: none"> Medium-High Intensity 4-8 Stories Incentive: 15 Stories 
	 <p>Medium Urban Center</p>	<ul style="list-style-type: none"> Balanced Commercial & Residential Retail Destination Entertainment Destination Some Employment 	<ul style="list-style-type: none"> Mid Rise Apartment Town house Row house Live/Work 	<ul style="list-style-type: none"> Low-Rise Office Under 40,000 sq. ft. single tenant retail footprint Incentive: 80,000 sq. ft. 	<ul style="list-style-type: none"> Sub-Regional Destination Medium Regional Accessibility 	<ul style="list-style-type: none"> Medium Intensity 3-6 Stories Incentive: 10 Stories 
	 <p>Minor Urban Center</p>	<ul style="list-style-type: none"> Balanced Commercial & Residential Retail Destination Entertainment Destination Some Employment 	<ul style="list-style-type: none"> Mid Rise Apartment Town house Row house Live/Work 	<ul style="list-style-type: none"> Low-Rise Office Under 40,000 sq. ft. single tenant retail footprint Incentive: 60,000 sq. ft. 	<ul style="list-style-type: none"> Sub-Regional Destination Medium Regional Accessibility 	<ul style="list-style-type: none"> Medium-Low Intensity 2-5 Stories Incentive: 7 Stories 
	 <p>Suburban Commuter Center</p>	<ul style="list-style-type: none"> Office Employment Colleges & Trade Schools Hotels Commuter serving Retail Limited Housing 	<ul style="list-style-type: none"> Apartment Town/Row Home Live/Work 	<ul style="list-style-type: none"> Mid-Rise Office, Hotel & Campus Under 80,000 sq.ft. single tenant footprint. Incentive 100,000 sq. ft. 	<ul style="list-style-type: none"> Commuter Intermodal Destination Medium-Low Regional Accessibility 	<ul style="list-style-type: none"> Medium-Low Intensity 2-4 Stories Incentive: 7 Stories 
	 <p>Neighborhood Center</p>	<ul style="list-style-type: none"> Primarily Residential Neighborhood serving retail Limited employment 	<ul style="list-style-type: none"> Apartment Town/Row Home Live/Work 2 or 3 unit Single Unit 	<ul style="list-style-type: none"> Low-Rise office Under 40,000 sq. ft. single tenant retail footprint Incentive: 50,000 sq. ft. 	<ul style="list-style-type: none"> Neighborhood Destination Less Regional Accessibility 	<ul style="list-style-type: none"> Low Intensity 2-4 Stories Incentive: 5 Stories 
	 <p>Historic Neighborhood Center</p>	<ul style="list-style-type: none"> Primarily Residential Neighborhood serving retail Limited employment 	<ul style="list-style-type: none"> Apartment Town/Row Home Live/Work 2 or 3 unit Single Unit 	<ul style="list-style-type: none"> Low-Rise office Under 20,000 sq. ft. single tenant retail footprint 	<ul style="list-style-type: none"> Neighborhood Destination Less Regional Accessibility 	<ul style="list-style-type: none"> Low Intensity 2-4 Stories Incentive: 5 Stories 

Phoenix TOD Place Types

*See Typology Matrix on page 12 for Place Type descriptions

WEST EXTENSION

*Station locations still under study

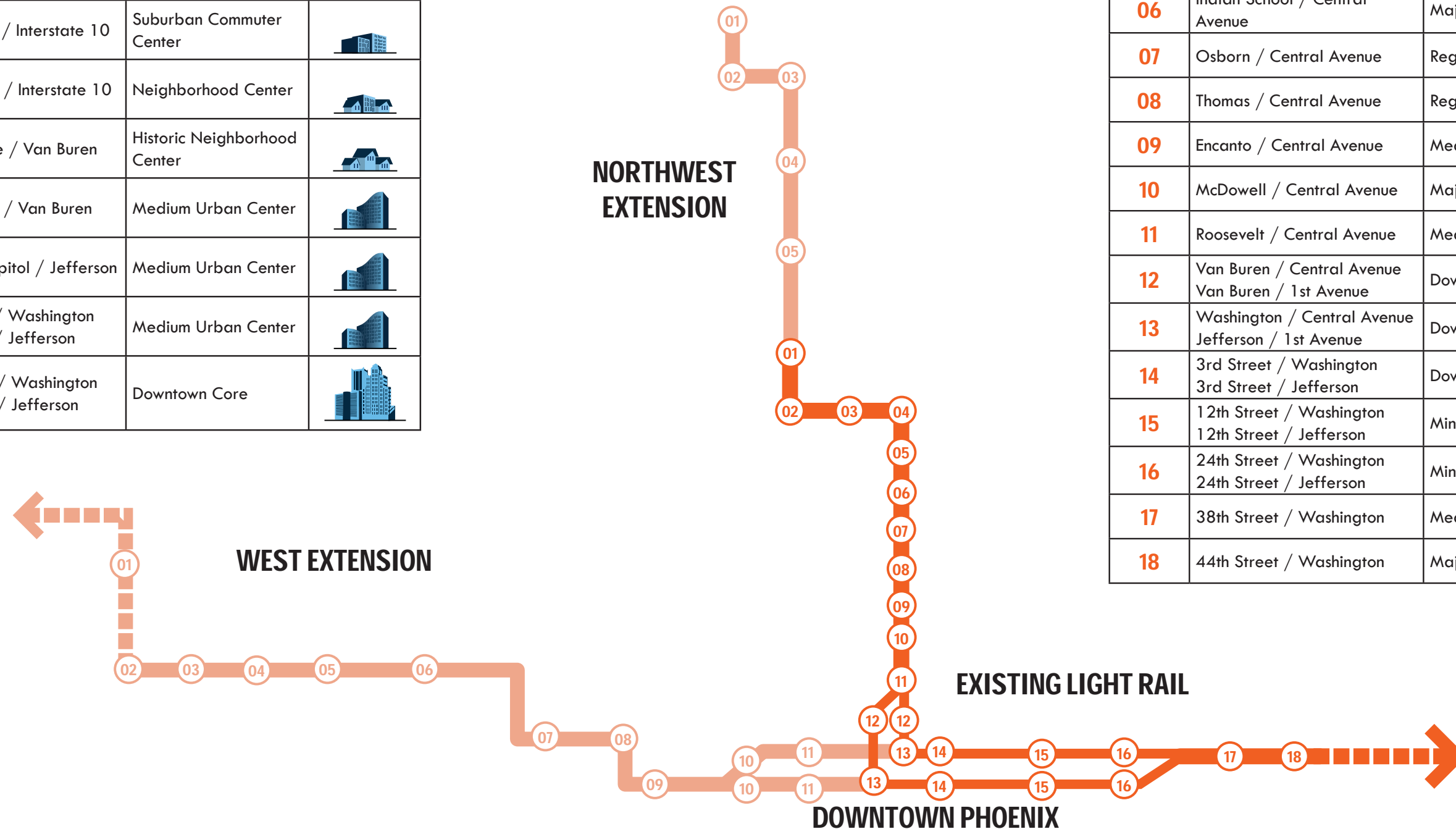
STATION NUMBER	STATION LOCATION	PLACE TYPE	PLACE TYPE ICON
01	79th Ave / Desert Sky Mall	Medium Urban Center	
02	79th Ave / Interstate 10	Suburban Commuter Center	
03	67th Ave / Interstate 10	Suburban Commuter Center	
04	59th Ave / Interstate 10	Suburban Commuter Center	
05	51st Ave / Interstate 10	Suburban Commuter Center	
06	35th Ave / Interstate 10	Neighborhood Center	
07	22nd Ave / Van Buren	Historic Neighborhood Center	
08	18th Ave / Van Buren	Medium Urban Center	
09	State Capitol / Jefferson	Medium Urban Center	
10	7th Ave / Washington 7th Ave / Jefferson	Medium Urban Center	
11	3rd Ave / Washington 3rd Ave / Jefferson	Downtown Core	

NORTHWEST EXTENSION

STATION NUMBER	STATION LOCATION	PLACE TYPE	PLACE TYPE ICON
01	Metro Center Mall	Suburban Commuter Center	
02	Dunlap / 25th Avenue	Medium Urban Center	
03	Dunlap / 19th Avenue	Neighborhood Center	
04	Northern / 19th Avenue	Neighborhood Center	
05	Glendale / 19th Avenue	Minor Urban Center	

EXISTING LIGHT RAIL

STATION NUMBER	STATION LOCATION	PLACE TYPE	PLACE TYPE ICON
01	Montebello / 19th Avenue	Medium Urban Center	
02	19th Avenue / Camelback	Medium Urban Center	
03	7th Avenue / Camelback	Medium Urban Center	
04	Central Avenue / Camelback	Historic Neighborhood Center	
05	Campbell / Central Avenue	Minor Urban Center	
06	Indian School / Central Avenue	Major Urban Center	
07	Osborn / Central Avenue	Regional Center	
08	Thomas / Central Avenue	Regional Center	
09	Encanto / Central Avenue	Medium Urban Center	
10	McDowell / Central Avenue	Major Urban Center	
11	Roosevelt / Central Avenue	Medium Urban Center	
12	Van Buren / Central Avenue Van Buren / 1st Avenue	Downtown Core	
13	Washington / Central Avenue Jefferson / 1st Avenue	Downtown Core	
14	3rd Street / Washington 3rd Street / Jefferson	Downtown Core	
15	12th Street / Washington 12th Street / Jefferson	Minor Urban Center	
16	24th Street / Washington 24th Street / Jefferson	Minor Urban Center	
17	38th Street / Washington	Medium Urban Center	
18	44th Street / Washington	Major Urban Center	





Adaptive Reuse - St. Francis Restaurant

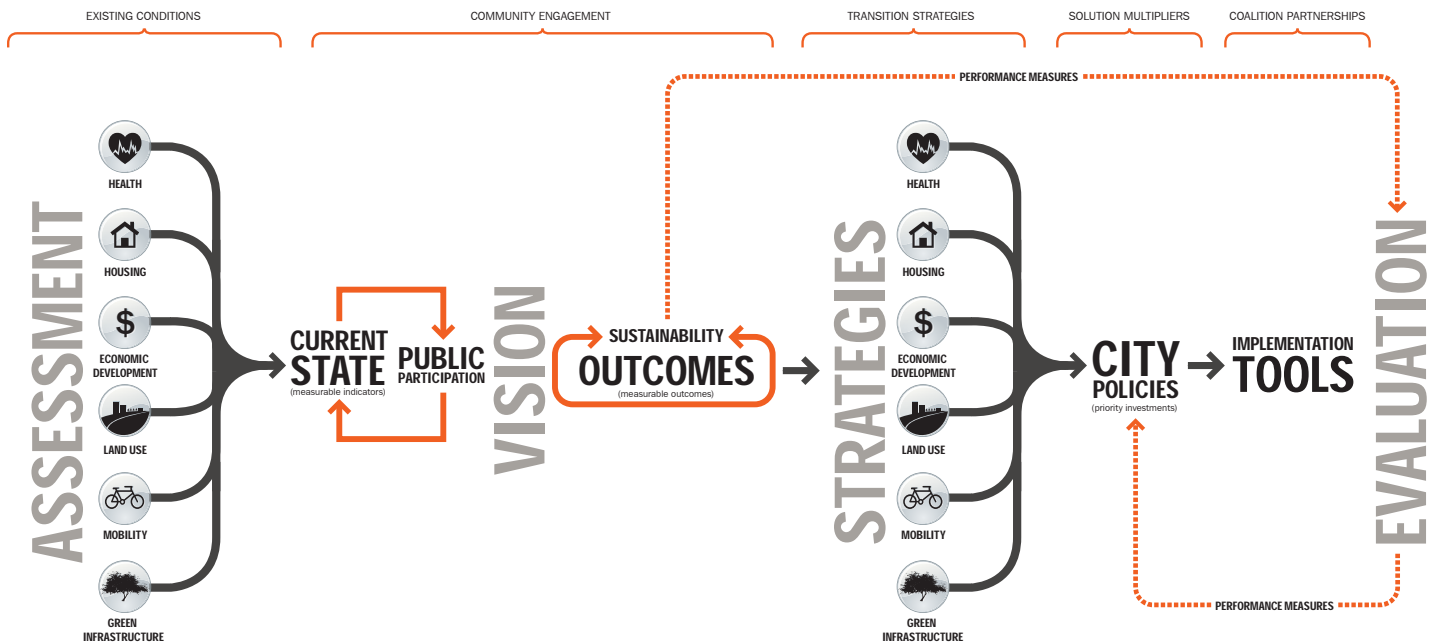


Roosevelt Square

Policies

- E.1** Increase heights and intensities on applicable properties within a ¼ mile radius of light rail stations within the parameters of the station's Place Type.
- E.2** Increase heights and intensities only for proposals that meet or exceed the standards of the Walkable Urban (WU) zoning district or the Interim TOD Zoning Overlay if proposed prior to the adoption of the WU zoning district.
- E.3** Only permit the maximum height within the Place Type for properties that have the highest degree of neighborhood compatibility and station accessibility. Heights should generally step down with distance from the station and with proximity to single family properties.
- E.4** When located on highly neighborhood-compatible and station-accessible properties, mixed-use buildings that comply with the Phoenix Green Construction Code are eligible for increased entitlement up to the incentive in the Place Type when one of the following performance standards are met:
 - A minimum of 30 percent of housing units are dedicated for long-term affordability for moderate income households (between 50% and 100% of the metro area median), as approved by the Housing Department.
 - A minimum of 30 percent of the gross site area is dedicated for public open space, as approved by the Parks Department.
 - A Deed of Conservation easement is dedicated for an eligible historic property, as approved by the Historic Preservation Officer.
- A proportionate in-lieu fee is paid (if a program is available) for affordable housing, parks, public parking, or other infrastructure, as approved by the City.
- E.5** Increase heights and intensities in accordance with adopted District Plans. If there is a conflict between the District Plan and the Place Type, the District Plan prevails.
- E.6** Do not apply Place Types to single family zoned properties, historic or historic-eligible properties, or properties determined to be incompatible due to size, adjacent land uses, a VPC Specifying Action (see appendix) or when not in conformance with an adopted District Plan.

TOD District Planning Process



F. District Planning

TOD District Plans create a sustainable vision for the future through a robust community engagement process. Specific actionable strategies for comprehensive community revitalization are developed in order to transition the current state to the vision by guiding strategic public and private investments.

Methods

TOD District Planning includes the following approaches:

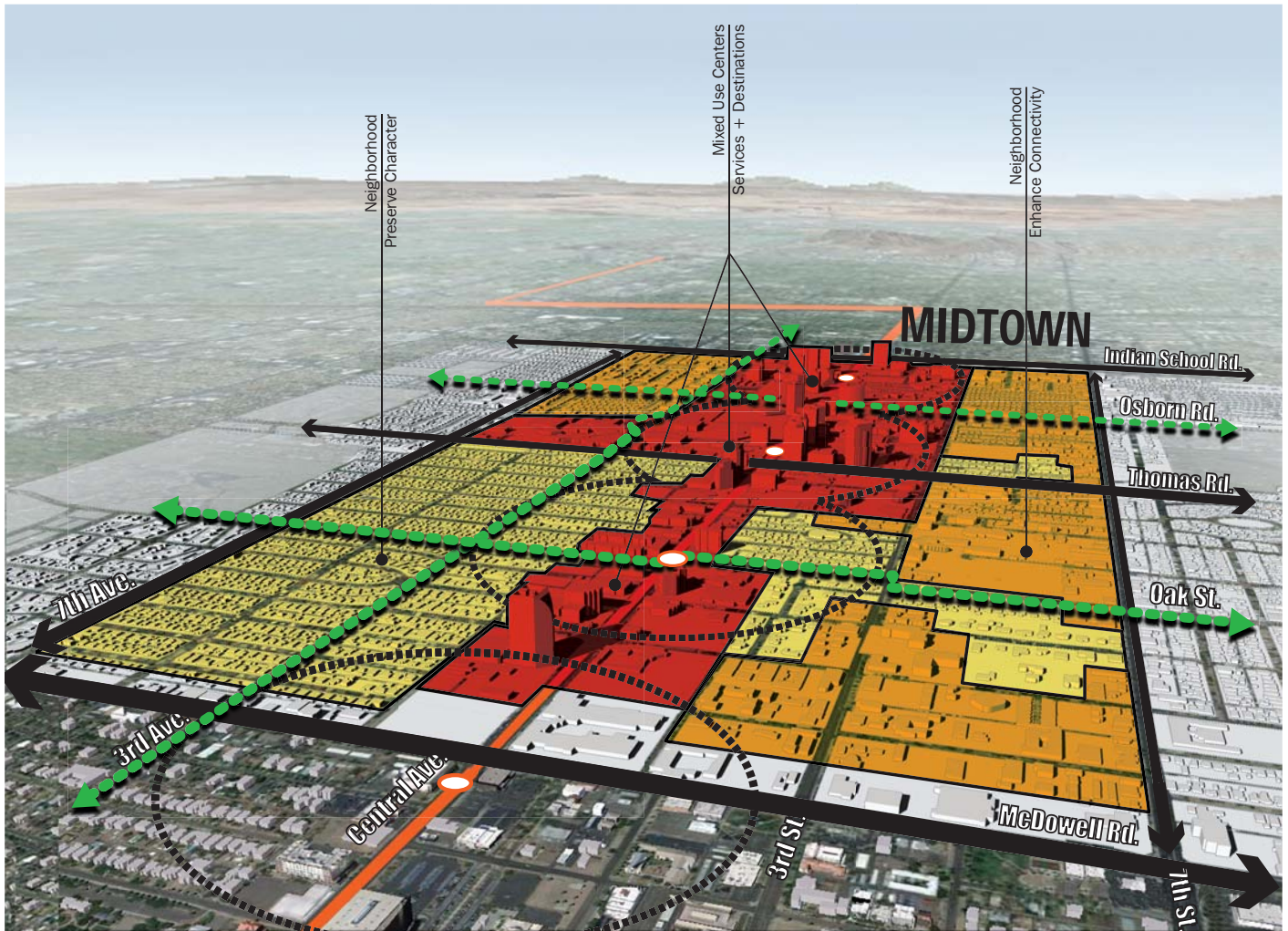
- A multi-disciplinary process with six elements: Land Use, Mobility, Green Infrastructure, Housing, Health and Economic Development.
- Community outreach focused on organizing a coalition of stakeholders within the district including residents, businesses, non-profits, institutions and real estate owners.
- Public engagement that empowers the community, including low-income and limited English speaking residents, to be actively involved in the decision making process.
- Sustainability performance measures aligned with the community’s vision that monitor the effectiveness of policies, provide accountability and inform policy adjustments over time.
- A 30-year horizon that allows sufficient infrastructure planning and minimizes the need to demolish or retrofit new construction by strategically phasing incremental development to achieve the long-term vision.

- A concentration of retail, employment and other day-to-day destinations within ¼ mile of light rail stations in order to maximize convenient access.
- A Connected Oasis approach to open space planning that links together a network of lushly landscaped streets, canals and parks.
- A focus on creating an integrated and cohesive district, not just an isolated station area. TOD opportunity sites are identified along with contextual transitions, historic preservation, adaptive reuse and street, open space and housing improvements within adjacent neighborhoods.

Objectives

- Develop a community-based vision for change and preservation that maximizes resident benefits and city-wide sustainability.
- Create an attractive investment environment by providing a streamlined development process and other incentives for sustainable TOD.
- Inform smart decision-making by identifying strategic priority interventions that simultaneously advance multiple community-defined goals. These “Solution Multipliers” include infrastructure, urban-living amenities, affordable housing and other investments.
- Coordinate resources to guide incremental changes that synergistically leverage one another and build on existing assets and previous progress.

Example TOD District Planning Model



Policies

- F.1** Support pedestrian-oriented design standards, short block subdivision standards, bicycle parking standards and Complete Street standards in order to improve walkability and bikeability.
- F.2** Encourage transit-supportive land uses, such as dense residential, office and retail destinations in order to boost ridership and fare recovery.
- F.3** Limit auto-oriented land uses and excessive parking, support shared and paid parking and encourage bike and car share programs in order to manage vehicular traffic.
- F.4** Integrate new development into the existing context through measures such as stepping down building heights, modulating building massing, enhancing landscaping, preserving setback consistency and carefully locating windows, service entrances, refuse containers, lighting and ventilation.
- F.5** Support mixed income neighborhoods to help ensure TOD benefits are attainable for all residents.
- F.6** Support the City's Tree and Shade Master plan goal of 25 percent tree canopy coverage.
- F.7** Support the integration of Green Infrastructure stormwater management practices into street and open space designs on public and private property.
- F.8** Support the development and enhancement of public open spaces.
- F.9** Provide incentives, such as increased entitlement and expedited permitting, for Green Construction, Green Infrastructure, Historic Preservation, Mixed-Income Housing and Adaptive Reuse.

G. Implementation

TOD implementation should be guided by a performance based process and focused on the “Five P’s”:

Prioritization

- Implementation should be prioritized for specific types of investments in specific areas in order to improve the efficiency of resources in advancing the community’s vision.

Partnerships

- Investments should be coordinated both within government and with community partners in order to maximize the collective impact of limited resources.

Predictability

- Zoning and other regulations that conform with district plans should be in place to help ensure communities of lasting value and protect investors from permitting delays and incompatible development.

Promotion

- The community’s vision and the availability of incentives should be communicated widely to inform and attract a large pool of potential investors.

Persistence

- An organized coalition of stakeholders that includes residents, businesses, investors, governments and non-profits must stay continuously engaged over the long term for the vision to be realized.

Policies

- G.1** Use the Priority Investment Scorecard to evaluate and compare the location and type of investments, both within districts and across multiple districts. Higher scoring projects, including those implemented by Capital Improvement Programs, Housing Programs, Grants, and Economic Development Incentives should be prioritized over lower scoring projects.

Priority Investment Scorecard:

Factor	Indicator	Score
Consistent with Community Vision	Conformance with Adopted Plan Prerequisite	Required
Investment Risk	% of district with zoning in conformance with District Plan % * 100	
Displacement Risk	% increase in property values in District’s low income census tracts over 10 years (Affordable Housing Investments Only) % * 100	
Solution Multiplier	% improvement in District Plan Sustainability Performance Measures % * 100 for each measure	
Public / Private Partnership	Total \$ Annual Revenue of adopted Special Assessment District Annual \$ / 100	
Current TOD Readiness	Intensity + Streetsmart Walkscore within 1/4 mile of station (Housing Density + Employment Density + Streetsmart Walkscore) / 10	
Total Score		

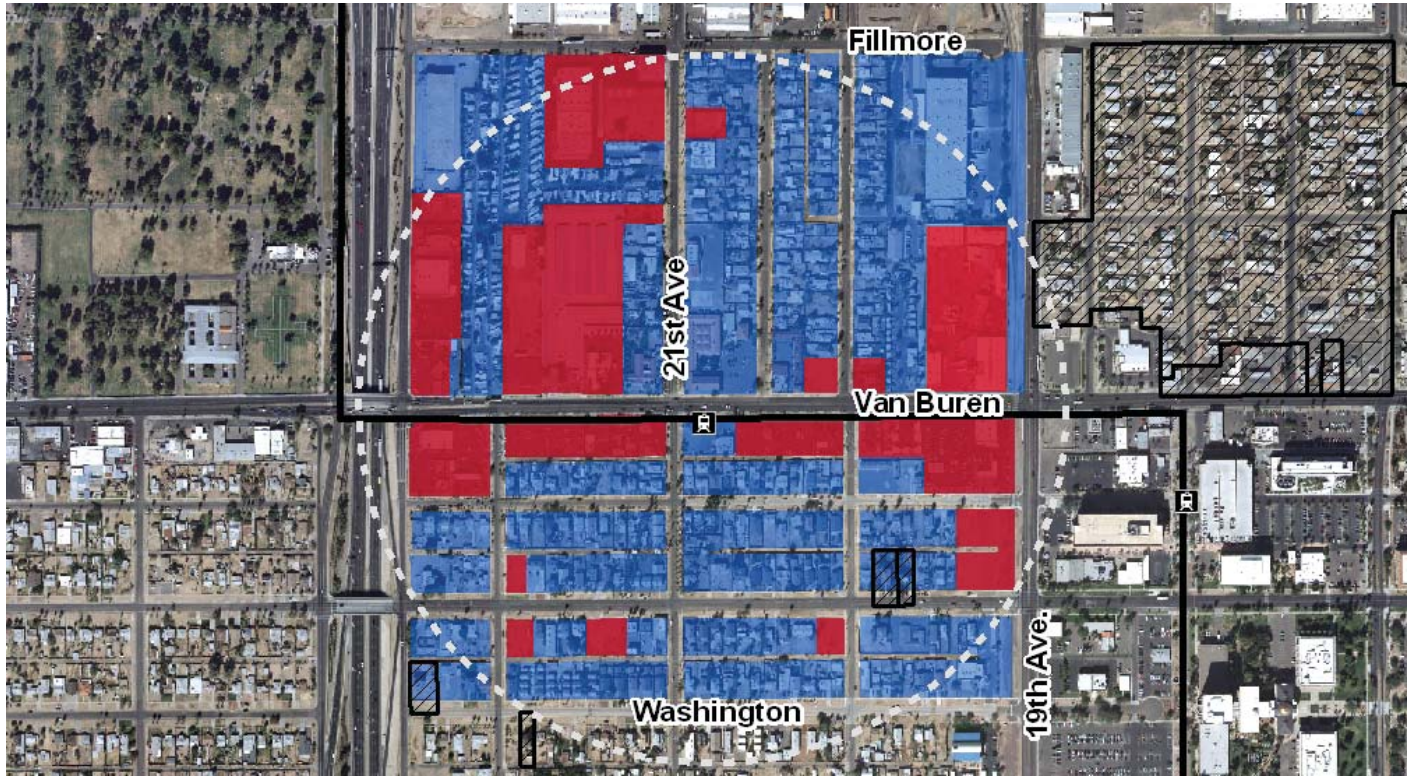
H. Appendix - VPC Specifying Actions:

Encanto VPC	Place Type at Central / Encanto should only apply to property adjacent to Central Avenue
Central City VPC	Place Type near 18th Avenue and Van Buren should only apply to property South of Van Buren and East of 19th Avenue
Central City VPC	Place Type near 21st Avenue and Van Buren should only apply to Areas of Change as indicated on the St. Matthews Neighborhood Transition Areas Map. Heights should be limited to 4 stories and step down near single family housing.

St. Matthew's Neighborhood Transition Areas Map:

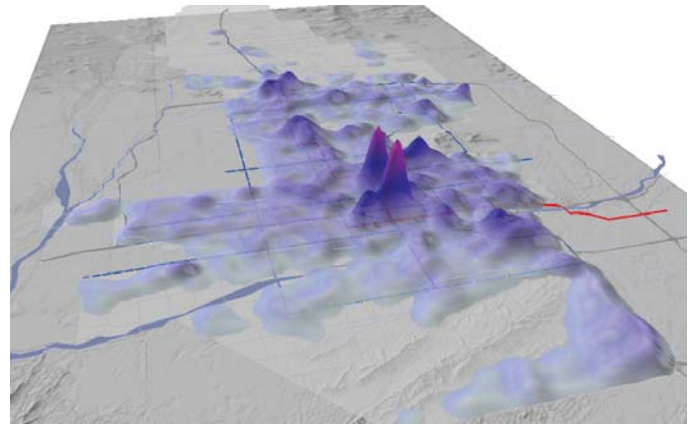
Red: Areas of Change

Blue: Areas of Stability



Phoenix TOD Readiness

TOD Readiness Range (Housing Density + Employment Density + Streetsmart Walkscore):



Notes:

1. U.S. Census Bureau, 2010 Census
2. National Association of Realtors, 2011 Community Preference Survey
3. U.S. Federal Highway Administration, 2010 Household Travel Survey
4. Pew Research Center, "Baby Boomers Approach 65", 2010
5. CTOD, "Realizing the Potential: Expanding Housing Opportunities near Transit", 2007