

# **Northwest Tempe Neighborhoods Strategic Plan**

## **1998-2002**

**November 1998**

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# Table of Contents

<b>Table of Figures</b>	<b>iii</b>
<b>I. Introduction</b>	<b>1</b>
A. History	1
B. Plan Format	2
<b>II. Process</b>	<b>4</b>
A. Approach	4
B. Core Response	5
C. Issues Mapping	5
D. Decision Mapping	5
E. Linking Concerns, Resolving Conflicts	6
F. Design Charrette	6
<b>III. Information Base</b>	<b>7</b>
A. Comparative Statistics	7
C. Community Response	15
<b>IV. Goals and Objectives Summary</b>	<b>25</b>
A. Land Use	26
B. Circulation /Transportation	26
C. Urban Design and Neighborhood Character	26
D. Housing	27
E. Economic Development	27
F. Parks and Recreation	27
G. Conservation, Preservation and Redevelopment	27
H. Public Buildings and Services	28
<b>V. Neighborhood Strategic Plan Elements</b>	<b>29</b>
A. Land Use	32
B. Circulation/Transportation	37
C. Urban Design and Neighborhood Character	42
D. Housing	45
E. Economic Development	48
F. Parks and Recreation	50
G. Conservation, Preservation and Redevelopment	55
H. Public Buildings and Services	59
<b>VI. Relationships With Other Documents</b>	<b>62</b>
A. Tempe General Plan Consistency	62
B. Specific Plan Refinement	67
C. Further Planning Needs	68
<b>VII. Implementation Action</b>	<b>69</b>
A. Plan Initiatives	69
B. Plan Monitoring	72
C. Updating	73

# Table of Figures

Figure 1	Regional LocationMap .....	3
Figure 2	Process Flow Chart.....	3
Figure 3	Population Characteristics (1995 Special Census).....	7
Figure 4	Poverty-Related Population Characteristics (1990 Census).....	7
Figure 5	General Neighborhood Statistics (1990 Census) .....	8
Figure 6	Census Tract Map .....	9
Figure 7	Neighborhood Boundaries Map .....	10
Figure 8	Core Responses .....	16
Figure 9	Core Response Chart.....	17
Figure 10	Issue “Hot Spots” .....	18
Figure 11	Proposed Land Use Map .....	30
Figure 12	Possible Zoning Changes Map .....	31
Figure 13	Circulation Issues Map.....	36
Figure 14	Proposed Special Study Areas Map.....	53
Figure 15	Historic Structure Inventory Map.....	54
Figure 16	Short-Term Action .....	70
Figure 17	Mid-Term Action.....	71
Figure 18	Long-Term Action.....	72

## **I. INTRODUCTION**

Changing development patterns in Downtown Tempe, the Rio Salado Project and recent revisions to the City of Tempe's General Plan create a fertile ground for in-fill and redevelopment in the northwest Tempe area. Outside growth influences—expanding suburban sprawl, Arizona State University, Sky Harbor International Airport, Downtown Tempe redevelopment and events, completion of the 202 Freeway through north Tempe—have affected mature neighborhoods with declining air quality and livability, increased traffic, parking issues and rental property concerns. Residents of these neighborhoods want to address these issues positively and present solutions to the City Council, City Staff, developers and investors. They are seeking to develop sustainable ways of living that will truly enable live, learn, work and recreate within their immediate area. Therefore, the neighborhoods requested a grant from the City of Tempe Neighborhood Program to hire consultants to prepare a Neighborhood Strategic Plan.

The neighborhood associations of Clark Park, Gililand, Holdeman, Lindon Park, Maple Ash, Marilyn Ann and Mitchell Park East and West, joined together in this planning effort. The Northwest Tempe Neighborhoods Strategic Plan (NTN NSP) project was undertaken by the Northwest Tempe Neighborhoods Community Development Corporation (NewTowN CDC) and its supporting technical advisors. Through a visioning and design process, residents arrived at a vision statement, detailed goals, objectives and design solutions for key issues in the neighborhoods. A series of public meetings were held to solicit resident input in identifying goals and objectives. A charrette was then conducted to bring further focus to neighborhood improvement concepts. A draft plan was distributed to all participants for written comment or input at forthcoming meetings. Finally, public meetings were held to amend and ratify the final goals, objectives, strategies and maps. These activities culminated in this Neighborhood Strategic Plan, reflecting potential solutions to the challenges and opportunities of the neighborhoods.

The NTN NSP Project conducted a systematic survey of the community needs, stated as goals and objectives in this Plan, which will serve as the foundation of a Specific Area Plan. The Specific Area Plan, after adoption, will be an amendment to the Tempe General Plan. Upon acceptance by the City, this document will serve as an official, citizen-driven guide for the City Council of Tempe, its municipal staff, Boards and Commissions. In addition, the Plan will be used to develop action plans for the advocacy functions of neighborhood associations and NewTowN CDC and serve as a source of market research to cultivate community investment in owner-occupied and affordable housing, basic goods and service businesses and employment opportunities.

### **A. History**

Tempe has a rich history that still lives on in these neighborhoods engaged in this planning process. Much of the area has maintained its character while evolving through a redevelopment process. Originally settled because of the water flowing in the Salt River, the area thrived, changing dynamics from utilization of the land by Native Americans to travelers and settlers populating the area. Establishment of the Territorial Normal School in 1886, now known as Arizona State University and the Post Office station built in 1872 brought recognition to Tempe as a place of opportunity. The City grew gradually after incorporation in 1894 through its first

forty years. However, after World War II, Tempe as well as other Arizona cities and towns began to grow at a more rapid pace.

Tempe expanded geographically from 2.6 square miles of land within the city limits in 1950 to 38 square miles by 1980. Growth shifted to newly-annexed areas to the south, leaving the original townsite and surrounding homes (the oldest neighborhoods in the NewTown service area) to become an area of disinvestment. The City's commitment in 1968 to maintain the presence of City Hall in downtown began the process for redevelopment and reversal of this pattern of disinvestment. A combination of historic preservation, redevelopment and new infill projects, such as the Rio Salado, have since taken place.

The resurgence of the Rio Salado River as a vital part of Tempe, the growth of Arizona State University and the Downtown redevelopment efforts have brought these northwest Tempe neighborhoods together to respond proactively for their future. This document is a culmination of the planning process that brought residents and property owners together to make long term decisions for their quality of life and the future of northwest Tempe.

## **B. Plan Format**

The following document is arranged in sections. The collection of public input constituted half of the process with the planning charrette and document preparation completing the process. Venture Catalyst staff served as the facilitators for public input, collecting data from residents and recording it for use in this document and subsequent processes that may be produced to supplement and implement this Plan. Facilitation techniques were utilized in public meetings to garner citizen input and set the stage for the remaining portions that make up this document. Sections II and III, Process and Information Base, are resulting summaries developed by Venture Catalyst. A summary of data collected can be found in Section III "Community Response." Full transcripts are available in the Project "Red Book" which is available at the offices of NewTown CDC.

The remaining sections, developed primarily by CSC with assistance from NewTown CDC, are a parallel to the City of Tempe General Plan and the Riverside/Sunset Neighborhood Strategic Plan (the remaining neighborhoods in the NewTown service area). CSC staff, who served as the planning consultants, expounded on the data collection process by taking the information and formulating Goals, Objectives and Strategies that suggest programs for action which address the neighborhoods' desires and needs and can be reasonably implemented through public and private efforts. Consistency with City documents and ease of application by Tempe staff were foremost in the direction of this document.

This introduction section gives a brief overview of the process and history of the city that led to the need for this document. Section II identifies and explains the process used to achieve maximum public input. Section III C summarizes data collected by Venture Catalyst and the City that justifies the policy requests that follow.

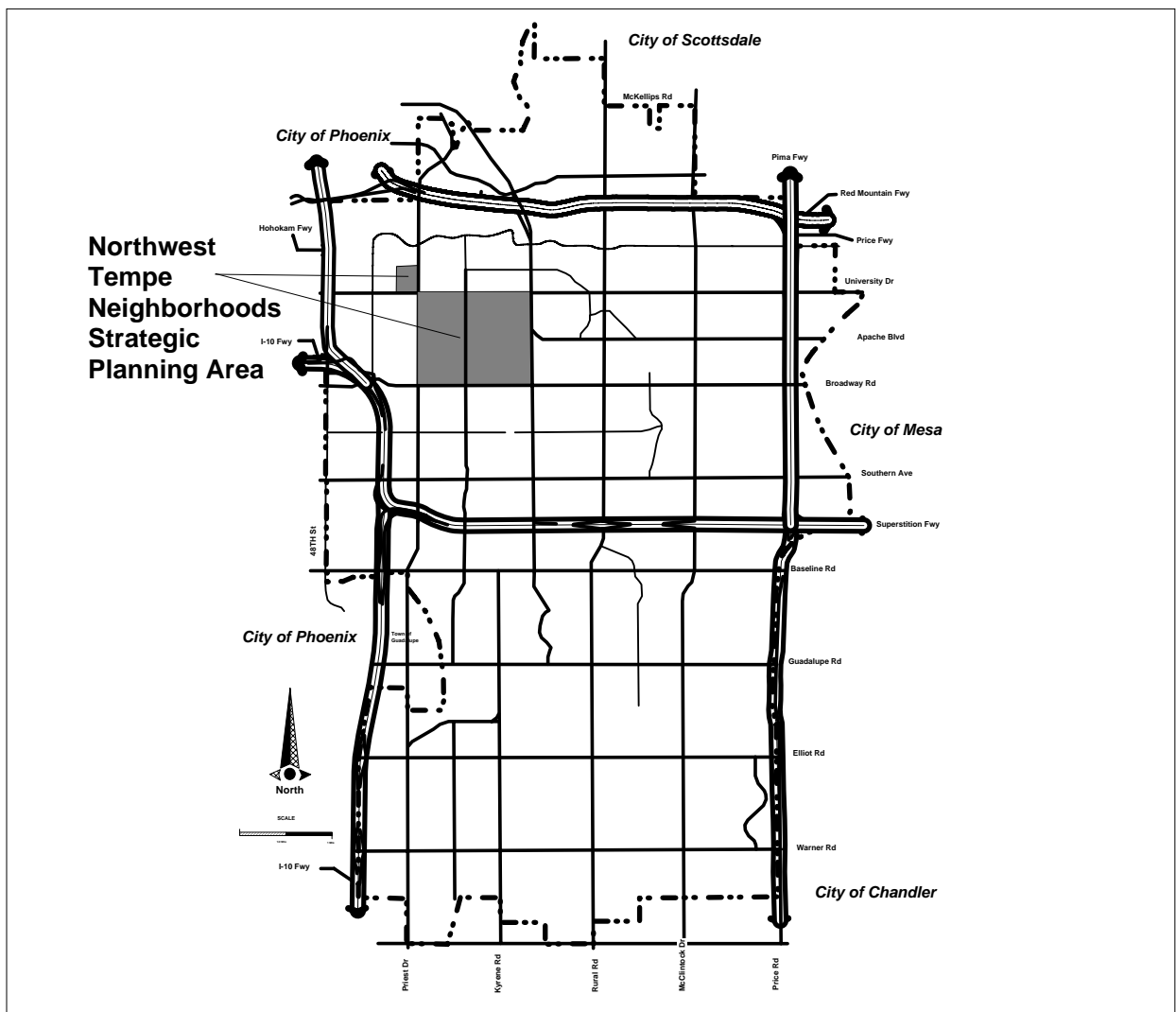
Section IV, the Goals and Objectives Summary represents the results at a glance. These pages lay out the specific direction that must be taken to resolve those issues presented and debated by the residents. Goals and Objectives, required by Arizona Revised Statutes for the general plan process, give clear statements to residents and staff that tie back to the Tempe General Plan 2020.

Section V, The Neighborhood Strategic Plan Elements, further delineates community aspirations in a narrative format. It introduces discussion on problems and opportunities and suggests the responses that are needed to see this Plan implemented.

Section VI, Relationships to Other Documents, identifies documents in place that affect this Neighborhood Strategic Plan. It further emphasizes those areas where the City as a whole and the Northwest Tempe neighborhoods are in agreement and progressing in the same direction. This section also addresses the potential future tools or initiatives that may be needed to fully implement this Plan.

Section VIII, an Implementation Action program, offers a multi-tiered recommendation for the step-by-step accomplishment of Northwest Tempe Neighborhoods Strategic Plan strategies.

**Figure 1 Regional Location Map**



**Figure 2 Process Flow Chart**



## II. PROCESS

### A. Approach

The NTN NSP Project approach focused on the use of market forces and the power of grassroots support. To use both of these forces effectively, an accurate assessment of community needs and concerns, as well as community will for specific courses of action, is critical. The NTN NSP Project developed several methods of gathering this needed information. A survey entitled “Gifts, Gripes and Good Cheer” was distributed throughout the neighborhoods under study via mail by the City of Tempe Neighborhood Program. This needs and assets assessment provided detailed information that is incorporated in this Plan and which may be used in future neighborhood association activities. The NTN NSP Project also utilized a proprietary data collection and analysis process created by Venture Catalyst, the lead process facilitators. These methods are called: Core Response, Issues Mapping and Decision Mapping.

These processes were organized and integrated into a workable, verifiable plan through key community drivers best expressed by the term “Community Fabric.” This is defined as “describing the networks, norms and trusts within a community—the quantity and quality of interactions that exist between its people, organizations and institutions.” In contrast to the more tangible aspects of society, such as buildings and streets, *Community Fabric* begins to illuminate the relational aspects of these issues and how they work together to communicate such things as: a sense of safety or security; community pride; involvement; and confidence in the future. *Community Fabric* represents the more abstract impressions of the worth of a community that come from the “front porch” or “over the back fence” conversations.

Thus, *Community Fabric* can be thought of as an *outcome* of the other categories of concern, since it comprises the general community attitude to the concerns and issues that affect quality of life. It can therefore be used as both a starting point for discussion of community priorities and as an end-point to test the efficacy of the Plan and its implementation. The flow chart following this text illustrates this cycle path, as employed in the NTN NSP Project.

The initial exploration of *Community Fabric* began with the Core Response process, where it was directly and indirectly expressed, informing the other categories of concern. For example:

*“Foster and build better social and transportation networks within the community ..... increase in green space .... additional bike and pedestrian paths .... a community center south of University .... create a place where people of different social, economic, cultural backgrounds can .... cooperate with each other.”*

*“Sustainability requires emphasis on continuity of values .... that people want to live here and improve property .... encourage variety to meet changing needs, with infill development residential .... amalgamation of lots restricted.”*

*“Make neighborhoods safer .... street lights.”*

*“People driving through our neighborhoods .... traffic /trash problems.”*

From Core Response categories, issues were prioritized and physically identified on overlay maps. Then they were expressed as specific goals and objectives. At the Design Charrette, the goals and objectives were translated into design elements consistent with the Tempe General

Plan 2020 and where necessary, distinct from it. Data from all of these processes were integrated to develop the Neighborhood Strategic Plan.

The closure of the planning loop occurs after implementation (see appendices). *Community Fabric* and the Core Responses can then be reviewed to measure perceived progress within the community.

## **B. Core Response**

The Core Response Process surveyed and benchmarked needs, concerns and values. A question was posed to participants, one which was designed to encourage deliberation and a constructive attitude. Participants were asked to write their responses and then orally present them to the group. The responses were then collected and transcribed.

Because the community will for any change is so critical for constructive action, the question posed to participants asked them to consider if it was even possible to create a better community and if so, how to begin to do it.

*“Could we create a more livable, sustainable community? If yes, what do we have to do? If not, why not?”*

These responses were then categorized by topic and a count was taken of the categories to determine which ones were more frequently identified. These categories were presented to the group for amendment and approval at subsequent meetings.

## **C. Issues Mapping**

Issues Mapping identified and documented the locations in the neighborhoods where specific issues occur. Using the categories identified by the first process, participants marked locations of categories of concerns on a map of the neighborhoods. The neighborhoods mapped were: Lindon Park, Gililand, Mitchell Park, Holdeman, Clark Park, Marilyn Ann and Maple Ash. On individual “keys” to the maps, participants supplied a description of each location and issue. These keys were then transcribed into a searchable data base by location, category of concern and other data.

## **D. Decision Mapping**

Decision Mapping was used to review Priority Issue Voting/Core Question Response and to develop courses of action. The process addressed the following:

- What are the critical issues?
- What are the best case/worst case scenarios on the issue?
- Where are we now?
- What are the pitfalls and opportunities to progress?

Decision Mapping began with setting the boundaries of concern by determining the characteristics of both the best case and the worst case. The participants are asked to describe in detail what the concern would look like, feel like, etc. in both cases.



After the boundaries were set, the inquiry shifted to “Where are we now? Given these pictures of best and worst, where does our community reside?” The group was asked to reach a consensus on this. The next stage in the process was to reach agreement on the direction the community is headed. This discussion then led to an identification of steps to progress, obstacles and opportunities.

## **E. Linking Concerns, Resolving Conflicts**

The issues discussed in the Decision Mapping session were then clustered and discussed in more detail, probing for guiding principles, goals and objectives. Areas of conflict were identified and separate goals and objectives were drafted, as necessary. This formed broad, topical guidelines for the Design Charrette and the development of the Neighborhood Strategic Plan and other action plans.

## **F. Design Charrette**

The Design Charrette was a facilitated forum for citizens, City of Tempe staff and design and planning specialists to explore the implications of the findings from the previous sessions. The goal was to translate this information into design and Plan Elements. Transportation, Land Use, Urban Design and Code Enforcement were reviewed and possible strategies were developed by the group.

Charrette purpose and findings are summarized as an overview, reflecting hundreds of person hours and synthesizing the vast amount of data gathered. Ideas expressed by participants will result in further evaluation or specialized projects as the Plan is implemented. The charrette exercise permitted neighbors to interact, suggesting and debating possible problem solutions or opportunities for community enhancement. Not all suggested concepts are addressed in the Neighborhood Strategic Plan—some because they were not supported by the majority of participants; some because they are not legal or constitutional. However, all input from residents is included in either Section 3 or the Project “Red Book.”

### III. INFORMATION BASE

#### A. Comparative Statistics

The NewTowN service area covers about two square miles of northwest Tempe and is home to approximately 14,500 residents in over 6,000 existing households. The area represents ten city-identified neighborhoods, including Riverside and Sunset. Some highlights from the 1990 Census as provided by the City of Tempe Development Services Department for the NewTowN service area are shown below. Because limited information is available at the Census Block level, some of the demographic data reported is taken from the 1990 Census for Tract 3188 and 3189, which represents a portion of the service area. Additionally, population information is shown for all the census tracks that represent the service area.

The neighborhoods in the service area experience a high level of instability. Annual student mobility rates at the elementary schools are as high as 80% and the Census reports of migration within the previous five years are also as high as 82%. One reason for high mobility is the large number and percentage of multifamily rental units, representing 35% of the southern half and 82% of the northern half of the service area's housing stock. Of all housing, including single family homes (attached, detached and mobile), over 65% are rentals.

These demographic realities bring a number of challenges to the quality of life in the northwest Tempe neighborhoods, inhibiting the viability of the neighborhoods as sustainable residential communities.

**Figure 3 Population Characteristics (1995 Special Census)**

Census Tract	Total	18+ years	55+ years	Working Population	Student Population	Retired Population
S ½ of 3188.00	6,129*	5,003*	313*	3,342*	1,448*	166*
3189.00	6,611	5,471	988	3,438	1,546	626
W ¼ of 3190.00	3,956*	3,674*	288*	1,026*	2,474*	178*
portion of 3197.04	1,183*	876*	206*	485*	276*	126*

\*Numbers are slightly higher than NewTowN actual population because the Census Tracts cross over boundary lines (see map).

**Figure 4 Poverty-Related Population Characteristics (1990 Census)**

Census Data Item	Tract 3188	Tract 3189	Summary
People who do not speak English "very well"	471	603	1,074 (8.8%)
Persons Below Poverty Level	1,873	973	2,846 (23.4%)
Ratio of income to poverty level under .50	1,110	407	1,517 (12.5%)
Households with Public Assistance income	154	74	228
Rent 35% or more of household income	1,084	440	1,524 (12.5%)
No telephone in household	508	91	599 (10.9%)
No vehicles in household	438	153	591 (10.8%)
Only one vehicle in household	1,526	1,027	2,553 (46.7%)
Children Below Poverty Level	214	78	292 (14.5%)
Children of single parents	398	384	782

**Figure 5 General Neighborhood Statistics (1990 Census)**

<b>Census Tract:</b>	<b>3188</b>		<b>3189</b>		<b>Partial 3190</b>	<b>Partial 3197</b>
<b>Neighborhood:</b>	<b>Riverside</b>	<b>Sunset</b>	<b>Gilliland &amp; Holdeman</b>	<b>Mitchell Park (E/W), Marilyn Ann &amp; Clark Park</b>	<b>Maple Ash</b>	<b>Lindon Park</b>
<b>Population:</b>	2,691	2,904	3,653	2,840	1,187	1,291
White	67.2%	69.5%	83.4%	94.8%	87.9%	85.8%
Hispanic	16.1%	17.8%	(16.9%)	(7.6%)	(11.0%)	(7.7%)
Black	7.0%	6.1%	3.9%	2.3%	3.0%	2.7%
Native	5.0%	2.8%	5.5%	2.1%	2.0%	0.7%
Asian	4.7%	3.8%	4.1%	0.8%	4.0%	6.2%
Other	0.0%	0.0%	3.0%	0.0%	3.1%	4.6%
<b>Unemployment</b>	8.2%	8.2%	3.3%	7.6%	8.6%	8.1%
<b>Median Income: Non Family</b>	\$15,376	\$15,421	\$25,956	\$17,493	\$21,875	\$22,312
<b>Median Income: Family</b>	\$12,143	\$21,565	\$33,019	\$19,920	\$40,885	\$30,658
<b>Households</b>	1,334	1,482	1,377	1,172	286	547
<b>Dwellings</b>	1,509	1,721	1,508	1,327	261	600
Owner Occupied	4.8%	11.8%	52.6%	23.7%	24.5%	50.6%
Renter Occupied	82.3%	74.2%	41.4%	65.4%	67.8%	44.2%
Vacant	12.9%	14.0%	6.0%	10.9%	7.7%	5.2%
<b>Structures Built Prior to 1950</b>	\$421	\$452	0	159	156	0
<b>Median House Value</b>	\$70,200	\$67,550	\$71,550	\$68,110	\$106,600	\$58,900
<b>Median Rent (G)</b>	78	9	\$542	\$420	\$512	\$497

**Figure 6      Census Tract Map**

**Figure 7 Neighborhood Boundaries Map**

## **B. Neighborhood Characteristics**

All of the eight City-identified neighborhoods have special qualities that differ from one another. There are common threads throughout, such as traffic and rental properties, but different development periods define part of the special character of each neighborhood. History and unique circumstances brought about separate transportation and built-environment issues for the represented neighborhoods. These present individual challenges that require a variety of solutions instead of a “one size fits all” approach. The neighborhoods and a profile of their challenges are described below.

### **1. Clark Park/Marilyn Ann**

Clark Park is bounded by 13th Street to the north, Broadway Road to the south, Southern Pacific Railroad tracks to the east and Roosevelt Street to the west. Marilyn Ann is bounded by 13th Street to the north, Roosevelt Street to the east, Hardy Drive to the west and Broadway Road to the south.

The critical issues identified by participants were traffic/transportation concerns and economics/ownership patterns. The speed of traffic on Farmer Avenue and Roosevelt Street, especially from 13th to Broadway, is of special concern. Suggestions included closing off access to Broadway and using design features such as extended sidewalks, tree planting in parking areas, or roundabouts to improve conditions. Economics/Patterns of Ownership are also an issue with concerns about upkeep. Rental properties are a concern throughout the community, but especially on West 18th, West 17th and West 14th and the area to the southwest of Farmer and 13th. Marilyn Ann’s specific concerns related to multi-family development, a lack of connection to the community and deteriorating maintenance.

<b>Clark Park/Marilyn Ann</b>	<b>Responses</b>	<b>%</b>	<b>% Total</b>
<b>Issues Mapping</b>	<b>56</b>	<b>----</b>	<b>10.6 %</b>
Transportation & Traffic	17	30.4	
Economics/Ownership	16	28.6	
Built Environment	7	12.5	
Aesthetics	4	7.1	
Community Services	3	5.4	
Governance	7	12.5	
Enforcement	6	10.7	
Other	1	1.8	
Natural Resources	5	1.8	
Community Fabric/Quality of Life	2	3.6	
Health & Safety	1	1.8	
Education	0	0.0	

### **2. Gililand**

The Gililand neighborhood is bounded by University Drive to the north, 13th Street to the south, Hardy Drive to the east and Priest Drive to the west. The neighborhood is almost entirely single-family, with the exception of some R-3 and commercial areas along Priest and University. Housing is mostly slump block, with the exception of the Mortenson Farm subdivision, which

has been building out steadily for almost twenty years. Gililand Middle School, a feeder for Tempe High, is located in the neighborhood and serves all of the neighborhoods involved in this planning process. The major concerns identified by participants in this neighborhood are traffic, governance, built environment and health and safety. The widening of Priest Drive and a re-design of 13th Street are two key challenges for the neighborhood. On Hardy, there were concerns about the widening of the road and the length of the light at 13th. On 12th Place, a need for enforcement of rental laws and a concern with parking due to multiple cars per dwelling unit, as well as traffic concerns related to the street's use for cut-through for traffic exist. The major built environment issues concern the need to upgrade low-income housing, bury cables and wires and general aesthetic problems. Health and safety concerns were related to boarded homes, sound-proofing from aviation noise, air quality due to traffic problems and general traffic.

<b>Gililand</b>	<b>Responses</b>	<b>%</b>	<b>% Total</b>
<b>Issues Mapping</b>	<b>113</b>	<b>---</b>	<b>20.9</b>
Transportation & Traffic	24	21.2	
Governance	22	19.5	
Enforcement	19	16.8	
Other	3	2.7	
Built Environment	21	18.6	
Aesthetics	20	17.7	
Community Services	1	.9	
Health & Safety	17	15.0	
Natural Resources	11	9.7	
Community Fabric/Quality of Life	7	6.2	
Economics/Ownership	5	4.4	
Education	3	2.7	

### **3. Holdeman**

The Holdeman neighborhood is bounded by 13th Street to the North, Broadway Road to the south, Hardy Drive to the east and Priest Drive to the west. A key facility in this neighborhood is Holdeman Elementary, a large school servicing not only the neighborhoods, but areas of Tempe west of I-10 as well. Most of the homes were built around 1960 and are very similar to those in Lindon Park. The main categories of concern identified by participants in the Holdeman neighborhood were traffic/transportation, health and safety, governance and community fabric. There are many “hot spots” in this neighborhood. At Broadway and Beck, there is a need for bus shelters, beautification and modern signs and lights. Other concerns include the amount of crime in the area as well as conditions in the vicinity of the intersection at 16th Street and Beck where parking problems, an abandoned house and traffic congestion detract from livability. At Hardy and Broadway, the main concern is noise, air and ground pollution. The widening of Hardy and its implications was also frequently mentioned.

Citizens requested a right turn lane on 13th, traffic control during events and installation of modern signs and lights. Appropriate placing of bus stops, especially away from homes was also identified. On Hardy itself, there were many traffic concerns: speed enforcement, better traffic

signals and parking for residents' guests. In addition to requests to refrain from widening Hardy, was a request to prohibit truck traffic and maintain the center lane, in light of increasing traffic volume. Primary health and safety concerns are related to industrial noise, transport of hazardous materials and street lights.

<b>Holdeman</b>	<b>Responses</b>	<b>%</b>	<b>% Total</b>
<b>Issues Mapping</b>	<b>103</b>	<b>---</b>	<b>19.6</b>
Transportation & Traffic	46	44.7	
Health & Safety	20	19.4	
Governance	13	12.6	
Community Services	1	1.0	
Enforcement	8	7.8	
Other	4	4.9	
Community Fabric/Quality of Life	7	6.8	
Built Environment	6	5.8	
Aesthetics	5	4.9	
Natural Resources	5	4.9	
Economics/Ownership	1	1.0	
Education	1	1.0	

#### **4. Lindon Park**

The Lindon Park area is bounded by University Drive to the south, 5th Street to the north, Priest Drive to the east and 52nd Street to the west. Lindon Park is a small subdivision surrounded on three sides by industrial development and an extremely busy arterial road on the fourth. The single-family residences were built in the early 60's. Commercial and industrial development pressures on residential uses intensify upkeep and rental challenges. The key concerns identified by participants from Lindon Park are traffic related: in particular, speeding of cut-through traffic, especially West 5th/Lindon and the need for a traffic signal at Lindon/University. There is also a need for a small park either on the corner of Priest and University or at 5th and Lindon Lane.



<b>Lindon Park</b>	<b>Responses</b>	<b>%</b>	<b>% Total</b>
<b>Issues Mapping</b>	<b>18</b>	<b>----</b>	<b>3.4 %</b>
Transportation & Traffic	7	38.9	
Built Environment	6	33.3	
Aesthetics	3	33.3	
Community Services	3	16.7	
Governance	3	16.7	
Enforcement	3	16.7	
Other	0	0.0	
Economics/Ownership	1	5.6	
Community Fabric/Quality of Life	1	5.6	
Health & Safety	0	0.0	
Education	0	0.0	
Natural Resources	0	0.0	

### **5. Maple Ash/Mitchell Park**

Maple Ash is bounded by University Drive to the north, Mill Avenue to the east, the Southern Pacific Railroad to the west and Hudson Lane to the South. The majority of the houses in the area were built in the 20's, 30's and 40's and most have mature vegetation. Historic preservation is seen by residents as a key initiative. Commercial development on University and Mill and general expansion of Downtown Tempe and ASU, continues to pressure residential uses and preservation. Balancing redevelopment/reuse, providing basic services for residents and maintaining the character of the area are the main challenges.

Mitchell Park is bounded by University Drive to the north, 13th Street to the south, Southern Pacific Railroad to the east and Hardy Drive to the west. This neighborhood contains Mitchell Park with the City's only dog-run and the former Mitchell Elementary School facilities. Currently, the facilities are used by ASU, but there is a need to develop an alternative use before the end of the ASU lease (in about five years). Multi-family zoning has led to some disinvestment, but opportunities exist for "owner-anchored" rentals to reduce absentee landlords and encourage families to live in the neighborhood.

Participants identified specific concerns at the following locations in these neighborhoods: South Roosevelt, a need for traffic calming methods, primarily to reduce cut-through traffic. This area also has a problem with junk in yards. Traffic calming and redirection as well as crosswalk needs have been identified on West 13th and South Mill. Noise concerns, as well as a request for alleys to be closed off, have also been identified. On 9th between Ash and the railroad, many parking problems and cut-through traffic problems were cited, as well as concerns with boarded homes and dilapidation. On Farmer between University and 9th, there were many comments on the need for pedestrian and bicycle friendly areas, traffic signals, better parking arrangements and alternatives to cut-through traffic. Wilson and 10th is also in need of traffic calming.

The area is in need of some general upkeep, with many concerns about neglected property and vacant lots which seem to be a magnet for transients. In particular, on University and Hardy, a rundown strip mall. High-density housing was proposed as an alternative. There were many

positive comments about the Ethiopian restaurant in the area and Oregano's and its treatment of its surrounding semi-public areas.

<b>Maple Ash/Mitchell Park</b>	<b>Responses</b>	<b>%</b>	<b>% Total</b>
<b>Issue Mapping</b>	<b>245</b>	<b>---</b>	<b>45.3</b>
Transportation & Traffic	76	31.0	
Built Environment	74	30.2	
Aesthetics	58	23.7	
Community Services	15	6.1	
Community Fabric/Quality of Life	30	12.2	
Governance	19	7.8	
Enforcement	17	6.9	
Other	2	.8	
Economics/Ownership	14	5.7	
Natural Resources	14	5.7	
Health & Safety	12	4.9	
Education	5	2.0	

## **C. Community Response**

Summary of the Community Response is described below.

### ***1. Needs and Assets Survey***

Only 34 households returned the survey that was mailed through the Neighborhood Program, yet these surveys represent an outpouring of concern from neighbors who have not been engaged in neighborhood efforts in the past. In that regard, this is a very significant response. There was a diversity of gifts and group affiliations described with a willingness to share: language and cultural knowledge; business skills ranging from landscape architecture and construction to administrative tasks; art of all types; and community service. It appeared that interests in outdoor recreational activities and gardening are strong in the neighborhoods.

In terms of concerns, the five most commonly stated were (in order of priority): neighborhood preservation; the environment; families; and education and literacy. However, strong (over 50%) sentiment is also held for elders, public safety, gang prevention, children, gardening and cultural understanding. Animal welfare was brought up by several people as an additional concern.

In terms of complaints, the most frequent areas of concern with commentary were (in order of priority): neighborhood deterioration; traffic and parking; parks and recreation facilities; streets and sidewalks; and zoning and ordinance enforcement.

Most people like the existing neighborhood character, citing diversity in housing, mature landscaping, friendly neighbors and the convenient location whether by car, bike or on foot. For the most part, they describe their neighborhood as a great place that has some challenges, but is basically in good shape. Noted City efforts were the park conversion of Mitchell School, recycling, neighborhood identification signs, rehabilitation grants, basic City services and infrastructure, zoning restrictions and Block Watch programs. Noted neighborhood association

activities included crime prevention, advocacy with the City and developers, grant acquisitions and community mobilization.

Most respondents envision a future where the neighborhoods as is are improved through increased owner occupancy and family-oriented. The need for physical improvements in many of the “complaint” areas were noted. They see their roles in achieving this vision as increased neighborhood involvement, pride of ownership and fewer sales to rental investors. They believe the City should work harder at enforcement, allocate more funds toward neighborhood revitalization efforts (housing, traffic management and economic development), work more closely with the neighborhood associations and change how development happens. They look to NewTown CDC for advocacy and leadership.

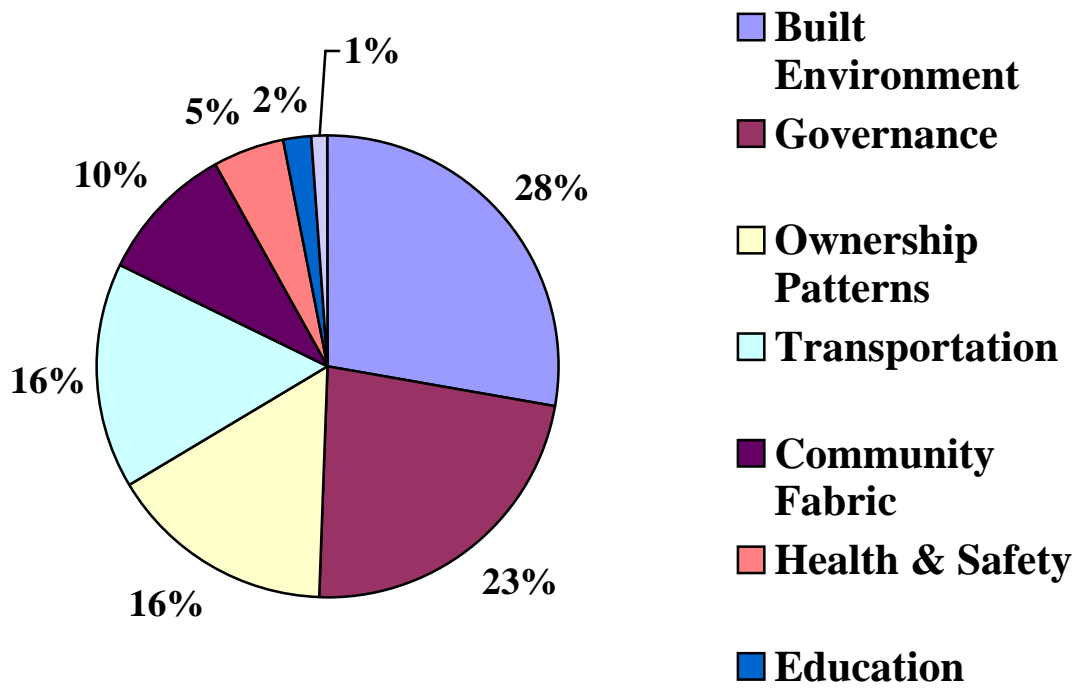
*a. Core Response*

There were a total of 240 comments recorded through the Core Response process. The consultants organized these responses into categories that were agreeable to the participants for the purpose of further planning activities. Some responses fell into more than one category and were tallied in only one to identify priorities. It is important to note that many categories, such as aesthetics and patterns of ownership or clean-up and enforcement are inextricably linked, expressing different “causes” for the same problems.

**Figure 8      Core Responses**

<b>Category</b>	<b>Number of Responses</b>	<b>Percent of Total</b>
<b>Built Environment</b>	<b>67</b>	<b>27.9</b>
Aesthetics/Clean-Up	25	10.4
Community Services	23	9.2
Land Use	15	6.3
<b>Governance</b>	<b>55</b>	<b>22.9</b>
Enforcement	40	16.7
Other Government Policies	9	3.8
Citizen Input	4	1.7
<b>Economics/Patterns of Ownership</b>	<b>38</b>	<b>15.8</b>
<b>Transportation &amp; Traffic</b>	<b>38</b>	<b>15.8</b>
<b>Community Fabric/Quality of Life</b>	<b>25</b>	<b>10.4</b>
<b>Health &amp; Safety</b>	<b>11</b>	<b>4.6</b>
<b>Education</b>	<b>4</b>	<b>1.7</b>
<b>Natural Environment &amp; Resources</b>	<b>2</b>	<b>0.8</b>

**Figure 9 Core Response Chart**



## 2. Issues Mapping

Issues Mapping identified and documented the locations in the neighborhoods where specific issues occur. Using the categories identified by the first process, participants marked locations of categories of concerns on maps of the neighborhoods. The neighborhoods mapped were: Lindon Park; Gililland; Holdeman; Clark Park and Maple Ash. On individual “keys” to the maps, participants supplied a description of each location and issue. These were then transcribed into a searchable database by location, category of concern and other data.

Issues Mapping Response	% Total
Transportation	32.3
Built Environment	21.6
Governance	12.3
Health and Safety	9.5
Community Fabric	8.9
Economics/Ownership	7.0
Natural Resources	6.6
Education	1.7

The critical issues and "hot spots" were identified through clusters of identification on the maps.

**Figure 10 Issue “Hot Spots”**

Neighborhood	Priority Issue	Locations
<b>Lindon Park</b>	Transportation (39%)	Lindon/University; Lindon/6th
	Built Environment (33%)	University/Priest; Priest/5th
<b>Clark Park</b>	Transportation (17%)	Farmer, esp. south of 18th; Broadway/Hardy
	Patterns of Ownership (29%)	Hardy/18th; Roosevelt/14th & 17th
<b>Gililland</b>	Transportation (21%)	Hardy/13th; 12th between Hardy & Beck; University & Beck
	Governance, especially enforcement (20%)	Beck/12th; Hardy/Laird
<b>Holdeman</b>	Transportation (45%)	Hardy/13th; Hardy/Broadway
	Health & Safety (20%)	Hardy/Broadway; Broadway/Beck; Hardy south of 16th
<b>Maple Ash</b>	Transportation (31%)	Roosevelt (12th -9th); 13th/Mill; University/Ash.
	Built Environment, especially aesthetics (30%)	University/Farmer; Ash/12th

### 3. *Decision Mapping*

Decision Mapping was used to review Core Question Response and develop courses of action. The process addressed the following questions:

- What are the Critical Issues?
- What are the Best Case/Worst Case Scenarios for the Issue?
- Where are we now?
- What are the Pitfalls and Opportunities to Progress?

Decision Mapping began with setting the boundaries of the concern by determining the characteristics of both the Best Case and the Worst Case scenarios. The participants were asked to describe in detail what the concern would look like, feel like, etc. in both cases.

After the boundaries were set the inquiry shifted to: "Where are we now?" Given these pictures of Best and Worst, where does our community reside? The group was asked to reach a consensus on this assessment. The next stage in the process was to reach agreement on the direction the community is headed. This discussion then led to an identification of steps to progress, obstacles and opportunities.

Decision Mapping was conducted for the five key issues. Key issues were determined by frequency of concern expressed during the Core Response activity. Core comments for Best Case and Paths to Progress for each issue are as follows:

#### *a. Redevelopment/Reuse—Best Case*

- |   |   |
|---|---|
| • Owners in community                       | • Basic neighborhood services                             |
| • Incentives to individuals                 | • Home offices  |
| • Low density                               | • Community gardens, not mud                              |
| • Redevelopment "Surgical Strike" strategic | • Communication with ASU, Churches                        |
| • Creative design overlay                   | • University—Adaptive reuse/shared uses                   |
| • Strip malls more urban                    | • Eliminate Milk Factory—Assess economic development/jobs |

#### *b. Redevelopment/Reuse—Paths to Progress*

- |                                   |   |
|-----------------------------------|---|
| • Community Center, Clark Park    | • Fill in gaps of needs for commercial  |
| • Shared Parking/Adequate Parking | • University has own identity separate from Downtown as a "neighborhood" west of town |
| • Guiding market forces           |   |
| • Diversity in uses and services  |   |

#### *c. Traffic Flow—Best Case*

- |                                   |                                     |
|-----------------------------------|-------------------------------------|
| • Low/Slow                        | • Bike racks and bike lanes         |
| • Most on arterials               | • No on-street parking              |
| • No outside neighborhood traffic | • Wide sidewalks                    |
| • No need to drive                | • Landscape between street/sidewalk |
| • Peds over cars (priority)       | • Buses more often, more places     |

- Electric buses
- Free buses
- Multi-use spaces-streets (cars, nature, commerce, socializing)

- Beauty
- Art
- Shade

*d. Traffic Flow—Paths to Progress*

- Resources for bikes as autos
- Bike lanes designed for safety
- Ordinance Enforcement
- Traffic planning/calming
- Sprawl/commuter traffic
- Walking, biking, busing

- Buildings closer to streets
- Community services
- Trees, landscaping
- Sidewalks
- Photo-radar/speed monitoring
- Speed bumps

*e. Neighborhood Characteristics—Best Case*

- Maple or Ash north of 13<sup>th</sup>
- Street trees
- Historic character
- Gardens
- Buried utility lines/no tree lopping
- New home construction without damaging existing
- On site dorms at ASU
- More affordable student housing
- Enforce existing laws (res #)
- Locally owned business
- Local landlords

- Neighborhood pub
- Courtyard open to street
- Front porch benches
- Pocket parks with art/landscape
- Child care
- Ecologically sustainable—solar lights, transit, public space, recycling, composting
- More post boxes, neighborhood post office
- Neighborhood market

*f. Neighborhood Characteristics—Paths to Progress*

- Elimination of air noise
- Promoting use of open space
- Comprehensive greening plan
- Community centers
- Use existing facilities
- Fight increased density
- Sensitive infill

- Pedestrian friendly commercial development
- Preserve natural elements
- Desert landscaping
- Zoning too residential
- Mixed use development
- Enlightened policy in Public Works

*g. Neighborhood Preservation—Best Case*

- No up-zoning
- No down-zoning
- No taco bell houses (pink beige/tile roof)
- Slow pass of traffic

- Mature landscaping
- Shaded sidewalks
- Single family house
- Limited apartments

- Diversity of residents
- Not completely Gentrified
- Econ/Soc/Rac
- High rate owner occupy
- Native plants/limited water
- Public Parks
- Pocket Parks
- Green space
- Bike paths
- Sanctuaries
- Front porches/Patios
- Sound-proof RR greenbelt
- Encourage bicycle/pedestrian
- Underground Utilities
- Neighborhood-serving business
- Property maintenance in neighborhood character
- Neighborhood child care
- Preserve Arch
- Youth Center
- Control through-neighborhood traffic
- Public art

*h. Neighborhood Preservation—Paths to Progress*

- Center of Performing Arts
- Downtown Entertainment
- Better use for Mitchell School Building
- Proactive demolition of rundown structures
- More rest/rehab
- Reuse the railroad right of way
- Expanded medical
- Planning process city takes seriously
- Raise awareness of living in city
- More families with kids
- Renovation Historic district designation
- Petty cabs
- Better alleys
- Parks in neighborhood
- Use halfway houses as example to limit rentals

*i. Rentals—Best Case*

- Multiple family occupants should be respectful of neighbors
- Neat landscaping
- Reliable landlords and tenants
- Enforce the codes that are on the books
- Treat rentals as the businesses that they are
- Single family housing held as is
- No taxpayer subsidies for developers
- Incentives to encourage good behavior



*j. Rentals—Paths to Progress*

- Make compliance user-friendly
- Sales tax for rentals
- Fines for unkempt properties
- Awards for clean and beautiful properties
- City help for homeowners having difficulty with upkeep (elderly, disabled)
- Reward responsible behavior by owners, landowners
- Limit occupancy
- Community access to landlords for complaints
- Incentives for single-family housing
- Communication with neighbors on enforcement
- Awareness of developer real buy-outs
- Tax incentives to rehabilitate, not just to tear down

**4. *Linking Concerns, Resolving Conflicts***

The issues discussed in the Decision Mapping Session were clustered and discussed in more detail, probing for guiding principles, goals and objectives. Areas of conflict are identified and separate goals and objectives were drafted when necessary. These preliminary goals and objectives are as follows:

*a. Goal: Preservation/Redevelopment/Reuse*

*Objective 1: Increases or decreases in density must be appropriate to neighborhood and community goals.*

Strategy 1: Identify areas of high, medium and low density.

*Objective 2: Support pedestrianism*

Strategy 1: Promote neighborhood goods & services.

Strategy 2: Link open spaces/pocket parks throughout the neighborhood.

Strategy 3: Develop public spaces not tied to auto.

*Objective 3: Encourage streets as public place.*

Strategy 1: Develop alleys in some neighborhoods as extension of public space.

Strategy 2: Use RR right of way

*Objective 4: Encourage a mix of development strategies.*

Strategy 1: Incentivize other kinds of development besides large, high-rise.

*Objective 5: Design for acceptable public and community space.*

Strategy 1: Determine more participatory approaches to governing public space.

Strategy 2: Develop Community Gardens and Public Art.

*Objective 6: Encourage local home and business ownership.*

Strategy 1: Support local assets and business.

Strategy 2: Provide economic resources and options.  
Strategy 3: Provide technical and financial resources for local, individual redevelopment.  
*Objective 7: Encourage diversity of resident and structure design.*  
Strategy 1: Attract families to neighborhoods.  
Strategy 2: Support communities within the community (disabled, elderly)  
*Objective 8: Use current facilities more effectively.*  
Strategy 1: Access ASU/State of Arizona facilities.  
Strategy 2: Develop programs more appropriate to community needs.

*b. Goal: Transportation & Traffic*

*Objective 1: Control traffic through neighborhoods.*  
Strategy 1: Slow the traffic.  
Strategy 2: Divert through traffic to perimeter.  
Strategy 3: Selective street closures.  
Strategy 4: Code Enforcement.  
Strategy 5: Landscaped traffic islands.  
*Objective 2: Plan for adequate parking for residents and events.*  
Strategy 1: Reduce on-street parking  
Strategy 2: Permit parking  
Strategy 3: Resident of Tempe perks.  
*Objective 3: Develop alternatives to personal autos.*  
Strategy 1: Evaluate bus service and stops.  
Strategy 2: Bike lanes and integration with high speed traffic.

*c. Goal: Neighborhood Character*

*Objective 1: Encourage neighborhood friendly commercial development.*  
Strategy 1: Assure development consistent with surroundings.  
Strategy 2: Designs should be pedestrian/other transportation oriented  
Strategy 3: Develop Neighborhood services rather than visitor services.  
*Objective 2: Encourage community design characteristics with neighborhood distinctions.*  
Strategy 1: Develop Public art connected to neighborhood identification and traffic control.  
Strategy 2: Develop Neighborhood murals at entrances.

Strategy 3: Use neighborhood design theme for functional items (bus stops, etc.)

Strategy 4: Use particular kinds of trees mark particular neighborhoods.

*Objective 3: Encourage attractive residential properties.*

Strategy 1: Clean up alleys.

Strategy 2: Improve enforcement of codes related to appearance.

Strategy 3: Appropriate street lighting for circumstances and needs.

## IV. GOALS AND OBJECTIVES SUMMARY

The City of Tempe is unique in Maricopa County in that it is a nearly fully-developed, landlocked community that has maintained and enhanced its rich historic heritage over time. However, the pressures of more intense development and redevelopment require careful consideration in the northwest Tempe neighborhoods. As a result of discussions generated at a series of public meetings, a Vision and Mission Statement have been written to reflect the neighborhoods' desires. To further expound on these, distinct Goals, Objectives and Strategies were identified by participants during the planning process. The Vision and Mission Statements are delineated below, then followed by a general definition for goals and objectives.

### VISION

The northwest Tempe neighborhoods seek to create a sustainable urban village with a high quality of life.

### MISSION STATEMENT

The Northwest Tempe Neighborhoods Strategic Plan seeks neighborhood sustainability by establishing policies that enhance valuable housing stock and encourage responsive and responsible development that preserves and enhances local heritage and character, while fostering livability.

The Arizona Revised State (ARS) Statutes require that a community develop goals and objectives as part of the General Plan. These terms are generally defined as follows:

- Goal:** A broad, flexible, long range aim that, through long term pursuit, achieves the desired result in terms of community development, revitalization, or preservation.
- Objective:** A realistic, affordable and verifiable end which, when implemented over the next five years with other objectives, results in the attainment of the desired goal.
- Policies:** Policies are specific actions that identify what will be accomplished, by whom, when and how. If the goal sets a general direction for action, the strategy specifies exactly how to get there. The Tempe General Plan 2020 defines policies as “strategies” which are described in each element following this summary.

Citizen-identified issues, concerns, opportunities and principles established the foundation for the specifics of the community plan. The goals, objectives and policies are not necessarily prioritized in any order, nor does the Plan imply zoning. The following section is a summary of the Goals and Objectives for the individual Elements that comprise the Northwest Tempe Neighborhoods Strategic Plan.

## **A. Land Use**

**The overall goal of the Land Use element is to improve the neighborhoods' sustainability by allowing increasing development of land for residential and commercial uses that serve the neighborhoods' needs and existing character and create a compatible transition from Downtown Tempe, the Rio Salado Project and Arizona State University to the northwest Tempe neighborhoods.**

**Objective 1:** Assure that increases or decreases in density or intensity are appropriate to the neighborhood character and community goals.

**Objective 2:** Encourage a mix of residential and commercial land uses that enable residents to live, learn, work and recreate in the area.

**Objective 3:** Promote development of compatible uses adjacent to each other.

## **B. Circulation /Transportation**

**The overall goal of the Circulation/Transportation Element is to enhance multi-modal (auto, transit, bicycle and pedestrian) transportation methods within and between the neighborhoods, while discouraging through traffic by diverting it onto regional roadways.**

**Objective 1:** Discourage high speed and through traffic in neighborhoods.

**Objective 2:** Encourage bus, bicycle, pedestrian and other non-automotive transport as the preferred and funded mode.

**Objective 3:** Improve parking management in neighborhoods.

## **C. Urban Design and Neighborhood Character**

**The overall goal of the Urban Design and Neighborhood Character Element is to promote the beautification of all neighborhood areas while reflecting the unique characteristics of the distinct neighborhood areas in terms of building design, landscaping and art.**

**Objective 1:** Encourage architecture that relates to street character and activity.

**Objective 2:** Require functional landscape for all types of land uses and streets.

**Objective 3:** Establish general design and maintenance guidelines and policies for the different neighborhoods.

## **D. Housing**

**The overall goal of the Housing Element is to encourage a diversity of housing types and costs, while increasing owner-occupancy rates, allowing for increased housing densities within specific areas and encouraging development that blends with the character and scale of existing housing stock.**

**Objective 1:** Maintain and increase residential property values.

**Objective 2:** Accommodate additional population through small scale in-fill housing options appropriate to zoning, without adversely affecting the character of the neighborhoods.

## **E. Economic Development**

**The overall goal of the Economic Development Element is to encourage the growth of stable employment opportunities and the provision of basic goods and service businesses, while discouraging the encroachment of Downtown destination-oriented businesses.**

**Objective 1:** Redevelop obsolete commercial areas as a buffer between homes and high activity areas or major streets.

**Objective 2:** Encourage neighborhood work places for residents.

## **F. Parks and Recreation**

**The overall goal of the Parks and Recreation Element is to enhance the utilization of available open spaces, parks and recreation facilities through both improvements and connections.**

**Objective 1:** Develop a cohesive, comprehensive network of paths to activity nodes and open spaces.

**Objective 2:** Establish public spaces not tied to the automobile.

**Objective 3:** Provide places of rest and solitude, as well as recreation throughout the neighborhoods.

## **G. Conservation, Preservation and Redevelopment**

**The overall goal of the Conservation, Preservation and Redevelopment Element is to identify the specific areas and ways that the neighborhoods will be either preserved or re-used in the coming years to meet a vision of sustainability.**

**Objective 1:** Incorporate resource and energy savings into the architecture and siting of structures.

- Objective 2:** Encourage preservation of the historic character of the area.
- Objective 3:** Encourage preservation of the mature landscape in the Heritage Character Study Area.
- Objective 4:** Establish redevelopment study areas and specific redevelopment projects.
- Objective 5:** Establish an overall mandate to coordinate and incentivize preservation and enhancement throughout the service area.

## **H. Public Buildings and Services**

**The overall goal of the Public Buildings and Services Element is to further define uses for existing facilities, to recommend the need for new facilities and to identify gaps in City services.**

- Objective 1:** Enforce City of Tempe ordinances effectively and proactively.
- Objective 2:** Enhance communications among neighborhood associations, citizens and the City of Tempe.
- Objective 3:** Utilize available facilities more effectively for community use.

## **V. NEIGHBORHOOD STRATEGIC PLAN ELEMENTS**

The northwest Tempe neighborhoods are an integral portion of Tempe's urban core. They have developed and matured in proximity to the City's major centers, Downtown and the University. The neighborhoods' physical components relate to the adjacent activity centers, but in many respects are distinctly different. Studying the Plan Elements highlights these contrasts, which stem principally from its predominant residential use adjacent to commercial and institutional uses that attract tens of thousands of students, employees, shoppers and persons seeking leisure time diversion each day.

The strategic planning challenge is to preserve quality of life for residents of this in-town area, while continuing to co-exist with the City's most concentrated urban growth and destination centers. The neighborhoods should be respected as an essential support function to Downtown Tempe's increasingly "cosmopolitan" character.

Residents of the northwest Tempe neighborhoods have expressed their concerns on common issues, individual neighborhood problems and things they cherish about their area. Through this planning process, goals, objectives and strategies have been framed to guide the residents, City officials and City staff in maintaining a quality and sustainable area in northwest Tempe that continues to be an asset to all of the City. In the following pages, the eight Elements that are incorporated in this plan articulate the Goals, Objectives and Strategies proposed by the neighborhoods.

Elements are assessed in a format that allows evaluation of the Plan within a similar framework to the adopted General Plan, addressing the same basic subject matter. For each Element, an evaluation of existing conditions is made, problems and opportunities are recorded, recommendations are offered in terms of response both to neighborhood goals and City-wide perspectives. Some Elements, such as Land Use and Circulation are highly relevant to neighborhood concerns or aspirations; others are indirectly applicable.

The maps appearing on the following pages offer general graphic illustrations for Element recommendations. The Strategic Plan calls for some changes in land use. Although it does not specifically prescribe zoning changes, the second map shows where such changes might be needed to implement the recommendations made. Decisions on zoning changes would be made during further planning efforts toward a Specific Area Plan or Redevelopment Plan.



**Figure 11      Proposed Land Use Map**

**Figure 12 Possible Zoning Changes Map**

## **A. Land Use**

**The overall goal of the Land Use element is to protect improve the neighborhoods' sustainability by allowing development of land for residential and commercial uses that serve the neighborhoods' needs and match existing character.**

**Objective 1:** Assure that increases or decreases in density or intensity are appropriate to the neighborhood character and community goals.

### **Rationale**

The City's overall General Plan 2020 stresses the importance of residential quality, yet many of its development policies encourage business expansion to create more jobs and retail sales tax revenues. There is little land available for housing development; therefore, to accommodate housing demand here, it is suggested that homeowners may be given an opportunity to invest in and manage additional dwelling units on their lots. Citizens have indicated a willingness to consider moderate to higher-density housing as part of the use mix (buffering single-family) along University Drive. Maintaining neighborhood and community character, especially through preservation of historic residences and other buildings, is a significant corollary to the Plan's land use objectives.

Commercial uses, including basic goods and services and employment uses, are acceptable under the Plan along arterial corridors, where access is good and single-family development is inappropriate. Preference is to limit non-residential construction to the types of use that depend on the immediate neighborhood rather than those attracting destination customers. The Plan aggressively discourages "Downtown Encroachment" into the residential areas, stating that such incursions are damaging to neighborhood quality of life.

Current public spaces and vacant land are limited. A trails or path system for pedestrians and bicyclists connecting public parks, Downtown, neighborhoods, schools and other services is desired. Vacant lots should be evaluated for possible use as pocket parks or community gardens. Dressing up existing parking lots in the neighborhoods with landscaping could help make those spaces blend better with the limited open areas. School grounds could be better utilized if made more accessible as parks.

### **Implementation Strategies**

- 1.1. Identify desired low, medium and high densities in each neighborhood.
  - 1.1.1. Indicate Plan designations to illustrate desired future density ranges.
  - 1.1.2. Adjust the General Plan designation where there are conflicts.
  - 1.1.3. Transitions in housing types will be discussed and recommended through Specific Area Plans.
  - 1.1.4. Recommend changes in zoning where conflicts exist, per property owners' requests.
- 1.2. Indicate appropriate sites for future in-fill or redevelopment.
  - 1.2.1. Carefully evaluate each proposed development's density, intensity and scale for impacts and contributions to the neighborhoods per the Neighborhood Strategic Plan.
  - 1.2.2. Assess proposals in accord with their built-environment context.

- 1.2.3. Consider contributions to neighborhood amenities as prerequisites for allowing intensified development.
- 1.3. Seek to replace incompatible uses and substandard structures. Where appropriate bring structures up to standards.

**Objective 2:** Encourage a mix of residential and commercial land uses that enable residents to live, learn, work and recreate in the area.

### **Rationale**

The majority of the acreage in the planning area is single-family residential, however, the exact residential breakdown is as follows: single-family and single-family attached - 2,761; duplex - 833; multi-family units - 2,536. Commercial is concentrated along University Drive, Mill Avenue and Broadway Road. There are few vacant parcels left for development, therefore in-fill and re-use are necessary in some areas.

The paramount concern is preserving and sustaining these neighborhoods' housing stock. Key issues identified in the goals are consistency and compatibility in density for residential development, encouraging attraction of residential units that are traditionally owner occupied and maintaining a clean, safe environment by stepping up code enforcement where needed.

The area contains approximately 14,500 people with basic retail needs and services not available in the immediate vicinity. Residents would like to see such things as a grocery store, pharmacy and child care locate in appropriate in-fill or redevelopment areas. Additionally, home-based occupations are compatible and will blend well in the neighborhoods. It is hoped that residents will increasingly work in nearby businesses.

### **Implementation Strategies**

- 2.1. Target basic goods and service businesses and outdoor activities.
  - 2.1.1. Support the local businesses as much as possible.
  - 2.1.2. Encourage blends of commerce, higher density housing and open plazas where appropriate.
- 2.2. Allow joint use (shared) parking.
  - 2.2.1. Adapt current parking regulations as needed per Specific Area Plans.
  - 2.2.2. Review parking by demand options for inclusion in parking ordinances.
  - 2.2.3. Use structured parking in development on arterial streets.
- 2.3. Encourage increased residential uses as described in the housing element.
- 2.4. Promote residential and non-residential use along University and other arterial frontages.
  - 2.4.1. Designate areas for ground floor retail and restaurant with dwelling and office units above.
  - 2.4.2. Consider artisan studios and home-based business (live/work) in upper level dwellings.

**Objective 3:** Promote development of compatible uses adjacent to each other.

### **Rationale**

Lacking available land, the neighborhoods face a challenge for making good decisions regarding use of vacant or underutilized land or the designation and timing of redevelopment areas. Active, unified neighborhood organizations offer excellent cooperation for developers and City-sponsored projects that are in accord with Strategic Plan objectives. A problem that could rapidly turn into a positive opportunity is the status of certain areas on the borders of the neighborhoods along University Drive and Mill Avenue.

Monitoring the effect ASU's growth and Downtown redevelopment has on the neighborhoods is important for future land use decisions and maintaining the relatively quiet, residential character in existence. Plans for re-use of Mitchell School facilities should be developed in preparation for the end of ASU's lease. Shared use of the facilities should be explored as an opportunity for providing events or programs for the neighbors.

### **Implementation Strategies**

#### **3.1. Buffer uses as necessary.**

3.1.1. Introduce landscaped perimeter treatments.

3.1.2. Provide separation distances and appropriate differentiated structure wall treatments at the rear of commercial uses.

#### **3.2. Establish policies that require multi-level development to "step down" in scale from arterial frontage to two-story neighborhood interiors, as determined by the Specific Area Plan.**

##### **3.2.1. Encourage a processional gateway along University on approach to Mill.**

3.2.1.1. Allow up to three stories along University between Mill and the railroad; three stories along University between the railroad and Roosevelt; two stories between Roosevelt and Priest. Allow up to three stories along Mill to 10th and two stories from 10th to 13th.

3.2.1.2. Where higher than two stories at the arterial, require buildings to step down to no more than two stories facing the neighborhood mid-block.

3.2.2. Provide incentives for development less than three stories.

3.2.3. Mitigate impacts on adjacent residences' privacy.

3.2.3.1. Site the building to accommodate adequate sight line distance and landscaping.

3.2.3.2. Screen rooftop activity areas and orient balconies and windows away from existing dwellings.

#### **3.3. Improve land use and access compatibility.**

3.3.1. Discourage commercial traffic through residential areas.

3.3.2. Match traffic and parking solutions to the particular uses of property.

- 3.3.3. Ensure that neighborhood access for pedestrians, bicyclists and transit riders is adequately accommodated.

**Figure 13      Circulation Issues Map**

## **B. Circulation/Transportation**

**The overall goal of the Circulation/Transportation Element is to enhance multi-modal (auto, transit, bicycle and pedestrian) transportation methods within and between the neighborhoods, while discouraging through traffic by diverting it onto regional roadways.**

**Objective 1:** Discourage high speed and through traffic in neighborhoods.

### **Rationale**

Many of these neighborhoods were developed and active prior to the heavy use of the automobile. Meshing historic, peaceful developments with traffic and parking solutions has created a challenge for the neighborhoods. The planning boundary is surrounded by four key arterials for Tempe: Broadway Road, University Drive, Priest Drive and Mill Avenue. These arterials feed the newly opened 202 Freeway to the North and existing Interstate 10 and US 60. The City of Tempe has bus and bicycle/pedestrian programs and is exploring the enhancement of other modes of transportation to ease traffic congestion. Determinations need to be made on location of bus/transit stops, bike paths, traffic calming devices and the future of particular roads/streets.

Traffic calming or management was the most critical concern for all neighborhoods. Numerous streets have been identified as having unacceptably high traffic volumes and speeds. Part of the redesign of any streets for traffic calming should include pedestrian, bicycle and auto related features.

Proximity to intense activity centers is the primary circulation problem. Neighborhood residents are severely impacted by Downtown and ASU traffic, especially with trucks and commuter trips using residential streets as a short cut from traffic back-ups on arterials. The best chance for resolving this issue is to maximize opportunities for channeling traffic elsewhere, discouraging the convenience of outsiders making through-neighborhood trips.

### **Implementation Strategies**

- 1.1. Establish and enforce policies to prohibit truck traffic through neighborhoods that is not delivering to homes (i.e., furniture vans, moving vans).
  - 1.1.1. Provide appropriate signage.
  - 1.1.2. Conduct “neighborhood watch” and communicate with offending companies.
  - 1.1.3. Effectively use traffic police in ticketing offenders.
- 1.2. Request that the City conduct a comprehensive transportation study for the neighborhoods to minimize through-traffic on neighborhood roadways.
  - 1.2.1. Utilize proactive measures to optimize traffic flows on Rio Salado Parkway and Priest Drive and to discourage cut through traffic in the neighborhoods.
    - 1.2.1.1. Specifically address free left hand turns from southbound Priest to eastbound Rio Salado Parkway.
  - 1.2.2. Consider limited neighborhood ingress/egress from arterial road with strategic closures and traffic management solutions.



- 1.2.3. Redesign Priest Drive so that has a uniform number of lanes without negatively impacting the adjacent residential area.
  - 1.2.3.1. Utilize noise mitigation efforts (such as block walls) on the east side of Priest as necessary.
- 1.2.4. Research and implement traffic calming technologies (especially from the UK and Germany).
- 1.2.5. Identify preferred use and design for Broadway Road in concert with other effected neighborhoods to the east.

**Objective 2:** Encourage bus, bicycle, pedestrian and other non-automotive transport as the preferred and funded mode.

### **Rationale**

The completion of the 202 Loop north of the neighborhoods has taken some of the traffic off the east-west arterials within the planning area. Residents wish to work with the City on a comprehensive transportation plan that looks at the flow and volumes of traffic including those anticipated for the Rio Salado Project. Redesign, possibly narrowing and adding more landscaping and pedestrian amenities, may be a possibility for a number of roadways. Such efforts would enable the creation of truly multi-modal transportation corridors.

Discussions have taken place with the City to implement a circulator (electric or other non-polluting) bus route to go through the neighborhoods with expanded service that connects into the main system. Light rail systems and exploration of more technologically advanced transportation systems are being studied for the future of Tempe. Proximity to the neighborhoods of Downtown, ASU, Rio Salado and other activity centers is ideal for bus, bike and pedestrian travel.

### **Implementation Strategies**

- 2.1. Design safety features for pedestrians and cyclists into all transportation improvements and new development.
  - 2.1.1. Provide clearly identified bicycle lanes.
  - 2.1.2. Complete sidewalks throughout the study area where none currently exist, using existing street right of way where possible.
  - 2.1.3. Make crossings highly visible to motorists with pavement treatments, signage and other design treatments.
- 2.2. Plan transit, bicycle and pedestrian-oriented communities. Develop spaces not tied to auto travel.
  - 2.2.1. Expand bus service, stops and shelters.
    - 2.2.1.1. Locate bus shelters near compatible businesses and high density housing.
  - 2.2.2. Locate shelters appropriately and design to integrate into the character of the neighborhood.

- 2.2.3. Provide direct pedestrian access to stops from the neighborhoods.
- 2.2.4. Implement a mini-bus circulator service to grocery stores, the Post Office, Downtown and route connector to metro buses.
  - 2.2.4.1. Promote electric and alternative fuel neighborhood buses (non-polluting and low noise).
  - 2.2.4.2. Solicit neighborhood patronage to sustain this service.
- 2.2.5. Require land use decisions and new development to include direct transit and pedestrian access.
- 2.3. Create bicycle-enhanced routes.
  - 2.3.1. Design safe bicycle lanes along 13<sup>th</sup> Street, Hardy Drive, University Drive and Roosevelt Street between 13<sup>th</sup> and Broadway. Provide bike lanes on Broadway, Priest and Mill.
  - 2.3.2. Create bike paths along the railroad right of way.
- 2.4. Evaluate the redesign of some streets to make areas more pedestrian friendly and safer, creating usable “public space.”
  - 2.4.1. Explore the possibility of developing University Drive as the neighborhoods’ “Main Street.”
    - 2.4.1.1. Consider narrowing and other traffic calming treatments.
    - 2.4.1.2. Designate through traffic and transit lanes, maintain bicycle lanes and establish bus queue jumps.
    - 2.4.1.3. Increase crossing opportunities by adding pedestrian signals at Beck and Roosevelt streets.
  - 2.4.2. Identify and implement low-cost traffic calming methods for specific neighborhood streets.
    - 2.4.2.1. Consider traffic calming techniques and solutions as part of an ongoing planning process.
    - 2.4.2.2. Include strategies such as four-way stop signs, elimination of center turn lanes, on-street parallel parking, drainage dips, valley gutters, trees between on-street parking spaces, landscaped islands in streets and public art.
  - 2.4.3. Narrow neighborhood streets to encourage use of alternate routes.
    - 2.4.3.1. Provide pedestrian crossing and bulb-outs at intersections.
    - 2.4.3.2. Reinstate on-street parking on Hardy Drive and 13th Street.
  - 2.4.4. Create pedestrian-enhanced routes, especially those that link to open space and activity nodes.
    - 2.4.4.1. Complete all sidewalk connections throughout the neighborhoods. When right of ways are utilized for this purpose, the City should consider the best interest of the community.

- 2.4.4.2.Design pedestrian enhancements for Beck Avenue, Roosevelt Street, 13<sup>th</sup> Street and Hardy Drive.
- 2.4.4.3.Create multi-use paths along the railroad right-of-way.
- 2.4.4.4.Develop alleyways in areas with back houses as walkways and public spaces.
  - 2.4.4.4.1.Establish guidelines for enhancing, beautifying and increasing the safety of alleys through landscaping, etc.
- 2.4.5. Explore lighting options for safety as well as the beauty of the dark night sky.

**Objective 3:** Improve parking management in neighborhoods.

### **Rationale**

Although parking management should be viewed within the overall context of transportation management, proximity to intense activity centers creates parking problems for adjacent neighborhoods. Residents are severely impacted by Downtown events and ASU destination travelers using on-street parking. The best chance for resolving this issue is to maximize opportunities for event parking outside of the neighborhoods, increase reliance on alternative transportation methods and utilize permit parking within the neighborhoods.

For new neighborhood development where many residents may walk or cycle to instead of drive, reduced parking requirements and shared parking arrangements could reduce the size and cost of facilities, making redevelopment more plausible.

In terms of neighborhood enhancement, solutions need to be found to eliminate parked cars on lawns and unpaved areas. Most residents view this as an issue related to housing needs and over-occupancy per City codes, rather than a transportation issue.

### **Implementation Strategies**

- 3.1. Make adequate parking available for nearby events.
  - 3.1.1. Limit event parking fees on private property and unpaved lots.
  - 3.1.2. Require event holders to provide adequate transportation or off-street parking outside of the neighborhoods.
    - 3.1.2.1.Ensure that municipal parking facilities are not located within the northwest Tempe neighborhoods, but rather in satellite industrial areas.
- 3.2. Reduce non-neighborhood, non-guest on-street parking.
  - 3.2.1. Consider parking as an outcome of other circulation and land use issues not merely as an end in itself when planning for parking facilities.
  - 3.2.2. Develop parking permit system for residents in Maple Ash and east Mitchell Park that accommodates up to 24-hour limitations without inconveniencing residents.
    - 3.2.2.1.Consider alternative methods to the current program that provides only one guest pass per household.
  - 3.2.3. Interpose planter islands and stripe on-street spaces.

- 3.2.4. Enforce regulations prohibiting long-term parking.
- 3.3. Allow and encourage shared parking and vehicular access as well as parking by demand requirements.
- 3.4. Provide parking facilities for disabled per ADA.
- 3.5. Reduce “lawn parking.”
  - 3.5.1. Enhance parking restrictions and off-street paving options in all residential areas.
  - 3.5.2. Increase the use of vertical curbing rather than roll curbs where pedestrian enhancements are implemented.

## **C. Urban Design and Neighborhood Character**

**The overall goal of the Urban Design and Neighborhood Character Element is to promote the beautification of all neighborhood areas while reflecting the unique characteristics of the distinct neighborhood areas in terms of building design, landscaping and art.**

**Objective 1:** Encourage architecture that relates to street character and activity.

### **Rationale**

The neighborhoods' expectations for enhanced community appearance focus on private installation of landscaping (including tree replacement, xeriscape preference and maintenance of flood irrigation where available) and observance of "outdoor living" architectural/siting themes. Furthermore, residents advocate for architectural themes that replicate the period at which given housing tracts were originally developed.

### **Implementation Strategies**

- 1.1. Enact design guidelines or zoning regulations for residential areas to allow front porches, courtyards and front patios without roof structures to encroach into the required front yard setback.
  - 1.1.1. Review front yard setback standards for unenclosed structures.
  - 1.1.2. Enforce prohibition of parking in unpaved areas visible from the street.
- 1.2. Create active, enjoyable streetscapes along neighborhood commercial corridors.
  - 1.2.1. Reduce commercial setbacks to move buildings toward the street.
  - 1.2.2. Use architectural elements that increase the interest of passers-by (i.e. windows and doorways instead of walls).
  - 1.2.3. Provide widened sidewalks, outdoor dining and planters along University Drive and Mill Avenue.
  - 1.2.4. Place parking at side and rear of buildings, rather than at the front.
- 1.3. Utilize public art to enhance street character and encourage gathering spots.
  - 1.3.1. Establish neighborhood design themes for functional equipment such as street lights, traffic signals, bus shelters and sidewalks.
  - 1.3.2. Utilize a Heritage Character Area and Neighborhood Enhancement District to require utilization of context appropriate building and site design. (Described in the Conservation, Preservation and Redevelopment Element.)

**Objective 2:** Require functional landscape for all types of land uses and streets.

### **Rationale**

Many neighborhoods have mature vegetation that enhances the streetscapes. Continuation of landscaping could be used to soften areas, connect neighborhoods and provide shade and cooling. Greenery, with lots of variation from neighborhood to neighborhood, is a predominant

character component, distinguishing much of the area from other parts of the City and metropolitan region. This is most evident in areas served by flood irrigation.

Loss of aging trees was also noted as a problem in the area. The reliance on landscaping as a major visual feature requires a concerted, community-wide effort to replenish and vary local vegetation. Both the General and Strategic Plans advocate action opportunities, such as the Street Tree Program, for enhancing neighborhood urban design.

However, landscaping is not just desired for its effect on character and beauty. It is deemed a functional component of energy conservation through cooling, water retention and drainage through unpaved areas, traffic calming, pedestrianism and outdoor activity.

### **Implementation Strategies**

- 2.1. Provide information on xeriscape installation and upkeep for non-irrigated areas.
  - 2.1.1. Develop distinctive, low water use plant palettes.
  - 2.1.2. Make approved varieties of trees and understory plants available to residents at reduced costs.
- 2.2. Provide landscaping along streets for aesthetics and cooling to mitigate the urban heat island effect.
  - 2.2.1. Plant wildflowers along rights-of-way.
  - 2.2.2. Increase, maintain and replenish street trees for ample pedestrian shade.
  - 2.2.3. Increase streetscape plantings, including in-fill of gaps between existing vegetation.
  - 2.2.4. Identify and receive permission to use locations for community gardens or pocket parks.
  - 2.2.5. Utilize the Street Tree program to identify species for specific streets.
- 2.3 Recommend the use of permeable hardscape where appropriate and other means of underground water retention.
- 2.4 Implement an Urban Forestry program consistent with the neighborhood environment.

**Objective 3:** Establish general design and maintenance guidelines and policies for the different neighborhoods.

### **Rationale**

The development of the neighborhoods took place in the 1900s through the 1960s, although a small amount of in-fill development continues. Housing styles and lot sizes changed with the decades, giving each neighborhood a different character. Desire to maintain the existing flavor is strong. Goals emphasize the residents' desires to see new development follow the character and design elements in place. Specific design guidelines should be developed for each neighborhood to guide future projects. This is especially essential in areas where redevelopment will take place or commercial must blend with residential.

Bulky, box-like apartment buildings tend to create the most discordant visual intrusions. Commercial uses which have not observed adequate separation or buffering are also poor

examples of desired urban design. Existing residential style and scale should be used to create recommended design principles differentiated by each distinct area.

### **Implementation Strategies**

- 3.1. Strive for visual unity and attractiveness appropriate to distinct areas, without eliminating eclectic architecture and landscape design.
  - 3.1.1. Place utility lines underground.
  - 3.1.2. Use plant palettes in public areas to distinguish each neighborhood.
  - 3.1.3. Create design guidelines for distinct areas as defined in the Conservation, Preservation and Redevelopment Element.
- 3.2. Construct new structures at a human scale, especially on the street level.
  - 3.2.1. Include arcades and shade structures as architectural elements.
  - 3.2.2. Discourage massive, undifferentiated facades.
- 3.3. Protect neighborhoods with safety-conscious design, landscaping and lighting.
  - 3.3.1. Provide pedestrian level street lighting as needed.
  - 3.3.2. Work with neighbors to keep residential property attractive through programs such as a tool cooperative or volunteer yard work for those in needs of assistance.
  - 3.3.3. Use visibility and building placement to “self-police” public spaces.
  - 3.3.4. Encourage other participatory approaches to monitoring public space.

## **D. Housing**

**The overall goal of the Housing Element is to encourage a diversity of housing types and costs with an overall increase in owner-occupancy rates by allowing increased housing densities within specific areas and in-fill or redevelopment that blends with the character and scale of existing housing stock.**

**Objective 1:** Maintain and increase residential property values.

### **Rationale**

Tempe has seen an increase in multi-family rental property in comparison to single-family units in the last twenty-five years. These neighborhoods have seen the same increases—approximately 3,500 single-family homes with approximately 3,000 duplexes and apartments—according to the 1995 Special Census. Reversal of the trend to rental dominance, especially student shared single-family houses, is seen as the area’s main challenge. Some residents believe that gentrification could become a problem—forcing out neighborhood families with modest incomes.

Stronger enforcement of current City regulations and codes for junk, weeds, rental property, or violation of the zoning “family” definition needs to get underway. Residents have identified very specific areas the City needs to target immediately. Tempe code enforcement operations are recommended to become more neighborhood responsive, while, at the same time consulting with violators on a more educational basis to obtain compliance.

### **Implementation Strategies**

- 1.1. Improve maintenance standards.
  - 1.1.1. Consider rental housing as a commercial enterprise and regulate accordingly.
  - 1.1.2. Keep yards and alleys free of storage or clutter.
  - 1.1.3. Institute landscape requirements, whether owner occupied or rental.
  - 1.1.4. Institute a tree replacement program for dying landscape.
  - 1.1.5. Apply landscape requirements to single-family dwellings.
- 1.2. Attract families to neighborhoods.
  - 1.2.1. Promote affordable rentals and first time homebuyer assistance.
  - 1.2.2. Stress outdoor activity: safe pathway/access to parks and useable open space.
  - 1.2.3. Ensure provision of basic goods and service businesses.
  - 1.2.4. Encourage neighborhood schools.
  - 1.2.5. Provide “tot lots” where parks are not available.
- 1.3. Support housing for special populations (e.g., disabled, elderly, etc.).



**Objective 2:** Accommodate additional population through small scale in-fill housing options appropriate to zoning, without adversely effecting the character of the neighborhoods.

### **Rationale**

More families moving in and more owner-occupied homes versus rentals are the preferences of many. With this trend, acceptance of some apartments being developed as in-fill may occur. The current character in the neighborhoods is a blend of different styles of architecture and housing types. This diversity, instead of the cookie-cutter homes expanding throughout the metropolitan area, is cherished.

Specifically, the Maple Ash and Mitchell Park neighborhoods are home to the majority of remaining historic structures in Tempe. Planning for some of the oldest remaining neighborhoods in the City of Tempe places even greater emphasis on neighborhood preservation and sensitive in-fill or re-use. Development opportunities include adding single-family scaled units such as coach houses, accommodating relatively intense apartment or condo projects along arterial streets as buffers to single-family enclaves, and utilization of R-1 PAD for clustered single-family housing.

### **Implementation Strategies**

- 2.1. Designate historic districts and/or properties to encourage National Historic Register designation (as described in the Conservation, Preservation and Redevelopment Element).
  - 2.1.1. Establish designation criteria.
  - 2.1.2. Create or integrate with overlay district regulations.
- 2.2. Encourage in-fill rental dwellings where an owner is on-site.
  - 2.2.1. Encourage in-fill of individual carriage houses rather than large-scale re-use (private redevelopment).
  - 2.2.2. Consider alley-accessed units in appropriate locations where acceptable to landowners and residents on the block.
- 2.3. Encourage diversity of residential types and structure designs.
  - 2.3.1. Encourage townhouses and courtyard style development rather than larger scale multifamily development.
  - 2.3.2. Vary dwelling sizes and ownership opportunities (e.g. co-op, condo).
  - 2.3.3. Provide opportunities for a mix of household types and income levels.
  - 2.3.4. Allow flexible siting arrangements that serve the neighborhood goals.
- 2.4. Individualize multi-family units.
  - 2.4.1. Incentivize offering of varied floor plans and facades.
  - 2.4.2. Limit number of units per entry point.
  - 2.4.3. Employ compatible, but distinguishing, colors, textures, window and roofline treatments.

#### 2.4.4. Incentivize for-sale versus for-rent opportunities.

## **E. Economic Development**

**The overall goal of the Economic Development Element is to encourage the growth of stable employment opportunities and the provision of basic goods and service businesses.**

**Objective 1:** Redevelop obsolete commercial areas as a buffer between homes and high activity areas or major streets.

### **Rationale**

City-wide economic development initiatives are best supported in these neighborhoods not by jobs or retailing, but by providing excellent housing choices close to ASU and Downtown with the necessary basic goods and service businesses for a sustainable residential area. The neighborhoods resist plans for extending core area commerce into the neighborhoods—including the arterial streets.

The neighborhoods advocate shopping convenience and job opportunities on a residential scale. Acceptance of some redevelopment, including commercial frontages for local shopping as well as multiple family units as buffers to single-family homes, constitutes the extent of the area's desired contribution to the local economy.

Current economic activity includes commercial operations on the arterial corners and strip development along University Drive. Many of the businesses on the perimeter of the planning area cater to through traffic and the tourist trade especially toward Mill Avenue. However, there are also many businesses in the neighborhoods that residents frequent.

A problem perceived by residents is the possibility that demand for economic expansion of Downtown may cause approvals of uses that could overwhelm the neighborhoods. Pressure to tear down existing homes or businesses and establish more intense development is an ever present concern of residents who are closest to the major arterial streets, especially Mill Avenue and University Drive. Residents, landowners, developers and City representatives must meet to establish a set of rules that all parties can live with. Specifically, the proposed use types, building configuration, site buffering, amenity package and development timing of proposals should be discussed, negotiated and agreed upon.

A redevelopment area boundary needs to be agreed upon so that specific locations can be identified for a grocery store, pharmacy, child care and other potential businesses that would serve area residents. In accord with Tempe's historic development patterns, non-residential uses would be located with arterial street access.

### **Implementation Strategies**

1.1. Provide more basic goods and services.

1.1.1. Use financial incentives to attract neighborhood-serving businesses, including commercial and office uses.

1.1.1.1. Consider providing technical and financial resources for local, small-scale development.

1.1.2. Facilitate pedestrian system linkages.

1.1.3. Mitigate impacts of intensification.

- 1.2. Design space for neighborhood professional/personal service needs.
  - 1.2.1. Utilize upper level, side or rear-facing space.
  - 1.2.2. Encourage joint-use reception, waiting, employee relaxation, rest room facilities.  
Consider shared conference, clerical, copying facilities.
- 1.3. Identify specific areas for commercial and mixed use redevelopment or in-fill (as discussed in the Conservation, Preservation and Redevelopment Element).

**Objective 2:** Encourage neighborhood work places for residents.

**Rationale**

With technology rapidly changing more people are able to telecommute or operate small-scale home businesses. The City zoning regulations are “friendly” to this type of opportunity, so long as impact issues such as parking are resolved.

**Implementation Strategies**

- 2.1. Accommodate establishment of home-based businesses.
  - 2.1.1. Determine methods to mitigate impacts from outside employees, traffic, parking and signs.
  - 2.1.2. Encourage telecommuting.
- 2.2. Develop incubator space for small business growth and expansion.

## **F. Parks and Recreation**

**The overall goal of the Parks and Recreation Element is to enhance the utilization of available open spaces, parks and recreation facilities through both improvements and connections.**

**Objective 1:** Develop a cohesive, comprehensive network of paths to activity nodes and open spaces.

### **Rationale**

A multi-purpose pathway system is a primary open space goal; not only for recreation, but also to serve neighborhood trips and provide alternative links to Downtown and Rio Salado. The acquisition, design and implementation of a comprehensive bicycle/walking path network are of high priority to improve quality of life.

Cyclists and pedestrians want areas to ride or walk that are continuous, pleasant to traverse and connect them to public spaces, buildings, the bus system and services. Where bicycle lanes currently exist, review redesign potential for safety and a separation of bicycle from automobile lanes. The railroad right-of-way has been identified as a possible area to have a key path and linear park system.

### **Implementation Strategies**

- 1.1. Add parks, plazas, open space and lineal connections as needed.
  - 1.1.1. Obtain utilization of the railroad right-of-way.
  - 1.1.2. Incentivize private development system dedications.
  - 1.1.3. Identify vacant areas in which to create pocket parks or community gardens.
- 1.2. Better utilize neighborhood schools' outdoor space.
  - 1.2.1. Connect with multi-purpose pathway links.
  - 1.2.2. Improve access and comfort for use as "parks."
- 1.3. Improve walking/cycling connections to existing, re-use (e.g., Mitchell School) and new neighborhood open spaces.
  - 1.3.1. Make streets more pedestrian-oriented so they serve as open space.
  - 1.3.2. Utilize alleys as public open space.

**Objective 2:** Establish public spaces not tied to the automobile.

### **Rationale**

Traffic management was consistently identified during the planning process as the core obstacle to livability. Traffic calming and diverting alone cannot solve the problem. Reduction in the use of automobiles is critical. Design elements, essential for calming and diversion can also provide support in this area. Public spaces, recreational areas and commercial development can be sited, scaled and designed to encourage and support non-auto traffic and when necessary, to discourage auto use.

## **Implementation Strategies**

- 2.1. Accommodate non-auto users with pedestrian and bicycle amenities..
  - 2.1.1. Include shaded bicycle racks and storage lockers, seating areas and drinking fountains in public spaces.
  - 2.1.2. Consider restrooms with baby-changing, storage lockers, vending and phones.
  - 2.1.3. Recruit volunteers for security supervision from neighborhoods and businesses.
- 2.2. Establish non-auto incentives and auto disincentives for new or renovated public facilities.
  - 2.2.1. Encourage less visible/convenient auto accommodations and more visible and convenient bicycle/pedestrian/alternatives.
    - 2.2.1.1. Intentionally “under park” public facilities (e.g. Mitchell School).
  - 2.2.2. Minimize parking requirements and increase requirements for alternative mode amenities in new development.
  - 2.2.3. Require more effective transportation support in facilities design.

**Objective 3:** Provide places of rest and solitude as well as recreation throughout the neighborhoods.

## **Rationale**

There are approximately twenty acres of parks in the entire NewTowN service area—less than half of accepted neighborhood park standards. These parks include Mitchell Park, Clark Park and Jaycee Park (in Riverside/Sunset). In close proximity to the neighborhoods approximately three quarters of a mile to the north is the forthcoming Rio Salado Park and Birchette Park on Mill Avenue at 13<sup>th</sup> Street and Apache Boulevard. In addition there are two elementary schools, Gililand and Holdeman, as well as Tempe High School with playgrounds and ball fields. Park features for adults and pets are limited.

Although a number of parks are within relatively easy walking or cycling distance, the neighborhoods have very few open spaces in closer proximity for people to access with their very young children. There is little land available for major recreation projects. A few needs, such as pocket parks for very young children, may be met as part of neighborhood redevelopment plans. Lineal open space connections, especially railroad right-of-way, represent an excellent opportunity to enhance outdoor enjoyment for neighborhood families. Pocket parks or community gardens may be designed to replace vacant strips, lots that have been cleared of slum and blight by the City or open areas provided by neighborhood property owners.

Utilizing facilities such as Mitchell School and the Clark Park recreation center for crafts and other local activities has been suggested. Residents have expressed preferences for seeing features such as dog runs and further development of existing parks take place over time. Better accessibility to school facilities is also seen as a possible addition to neighborhood recreational uses.

## **Implementation Strategies**

- 3.1. Identify potential pocket park opportunities throughout the neighborhoods.
  - 3.1.1. Develop procedures for converting abandoned private space or vacant public space to park use.
  - 3.1.2. Develop guidelines for use of private space as community shared space.
- 3.2. Pursue acquisition of and improvements to the railroad right-of-way for linear open space.
- 3.3. Redesign school facilities to improve visibility, accessibility and enjoyment as parks.
  - 3.3.1. Build a sound barrier along Priest Road at Holdeman School.
  - 3.3.2. Provide multiple neighborhood entry points to school grounds that remain unlocked during hours when school is not in session.
  - 3.3.3. Enhance entry points with signs and directional information.
  - 3.3.4. Seek fencing material improvements and equipment enhancements to create a more enjoyable, park-like environment.
  - 3.3.5. Consider possible lighting needs.
- 3.4. Provide amenities such as benches, drinking water and shade along open space connecting routes and activity nodes.

Figure 14      Proposed Special Study Areas Map



Figure 15      Historic Structure Inventory Map

## **G. Conservation, Preservation and Redevelopment**

**The overall goal of the Conservation, Preservation and Redevelopment Element is to identify the specific areas and ways that the neighborhoods will be either preserved or redeveloped in the coming years to meet a vision of sustainability.**

**Objective 1:** Incorporate resource and energy savings into the architecture and siting of structures.

### **Rationale**

New construction or expansion should take advantage of technology, talent and programs at ASU to design structures that will save energy and utilize natural resources to their full potential. Building orientation, construction methods, water conservation and retention methods, natural warming/cooling approaches, landscaping placement, solar power access—all should be considered in improving energy efficiency.

### **Implementation Strategies**

- 1.1. Offer incentives for sustainable building methods.
  - 1.1.1. Consider higher density homes for energy-conserving site planning and construction.
  - 1.1.2. Protect solar access without jeopardizing opportunities to provide shade.
- 1.2. Set goals and monitor resource/energy use indicators.
  - 1.2.1. Determine and inform residents of neighborhood use averages on a block by block basis.
  - 1.2.2. Encourage new construction to incorporate conservation methods or devices.
  - 1.2.3. Encourage homeowners to use low-cost energy/water conservation programs (e.g., landscaping, weatherizing) available through the City.

**Objective 2:** Encourage preservation of the historic character of the area.

### **Rationale**

Boundaries need to be reflected on maps showing heritage character study areas and individual properties that are eligible to be nominated for the National Register. Revitalization of areas within neighborhoods through historic preservation grants should be pursued and utilization of the Tempe Historic Preservation Ordinance provisions should be considered. However, further planning is required to complete this process.

### **Implementation Strategies**

- 2.1. Identify a Heritage Character Study Areas and specific sites/buildings for possible historic designation.
  - 2.1.1. Allow for development through in-fill and re-use to allowed zoning densities and heights.
    - 2.1.1.1. Consider changes in zoned densities only to eliminate “spot-zoning” conditions, in conformance with the Specific Area Plans.

- 2.1.2. Establish specific design criteria within the district through a redevelopment plan and/or zoning overlay. (Requires additional community-based planning.)
  - 2.1.2.1. Require that intensified uses maintain the scale and character of the historic character of predominant existing uses.
  - 2.1.2.2. Include conservation of the streetscape.
  - 2.1.2.3. Develop a method that eliminates the need for multiple variances to preserve front houses with in-fill at the back.
  - 2.1.2.4. Explore methods of in-fill and redevelopment that create a scale and design that fits existing neighborhood character.
- 2.1.3. Encourage property owners to register historic buildings both locally and nationally.
- 2.2. Encourage relocation of viable, historic structures in the path of redevelopment to locations within the heritage character study area.
  - 2.2.1. Explore public and private sources of financial assistance for relocation.
- 2.3. Utilize public and private financial resources for relocation, restoration and preservation efforts.
- 2.4. Determine the feasibility of utilizing the Tempe Historic Preservation Ordinance.

**Objective 3:** Encourage preservation of the mature landscape in the Heritage Character Study Area.

### **Rationale**

A unique characteristic of the northwest Tempe neighborhoods is the availability of flood irrigation which is operated both by the City of Tempe and the Salt River Project Water Management District. This irrigation system dates back to times when these neighborhoods were used for farming, household gardens, orchards and dairies. The lush landscape in these areas contributes as much to the character of the neighborhoods as does the built environment. Furthermore, they provide food and shelter for a host of wildlife, most notably a variety of birds. Therefore, these unique areas should be preserved.

### **Implementation Strategies**

- 3.1. Preserve the lush landscape in areas that can receive irrigation.
  - 3.1.1. Explore ways to rehabilitate and preserve the existing irrigation system.
  - 3.1.2. Encourage property owners to utilize irrigation when available.
  - 3.1.3. Carefully consider development that replaces vegetation and trees with pavement and structures.
- 3.2. Explore establishing a “bird conservation overlay” including existing flood irrigation areas.

**Objective 4:** Establish redevelopment study areas and specific redevelopment projects.

## **Rationale**

Focused on sustainability, Tempe's General Plan is attuned to protecting older neighborhoods in which conservation, preservation and redevelopment programs may be administered simultaneously. Tempe has a rich historic heritage that has been preserved through many transitions over the century. However, the City has been innovative and a leader in Arizona in redevelopment, blending the existing historic with new economic vitality. The City of Tempe is looking for resident input in regard to possible expansion of redevelopment and revitalization efforts in the northwest Tempe neighborhoods.

The northwest Tempe neighborhoods offer an excellent laboratory for testing the General Plan 2020 goal of balancing public and private development. Sensitive transition areas may benefit from dual designation as redevelopment and historic preservation areas. These revitalization initiatives are seen as applicable in the neighborhoods, however, the "balance" is delicate, perhaps requiring assurance of preservation before engaging in extensive redevelopment.

Locations where commercial services have become obsolete or unattractive need to be redeveloped. Redevelopment would require removal of existing structures to provide useful development for the area. Establishing a specific boundary for a redevelopment district is advocated to foster grants and other funds for neighborhood improvements. Tempe staff concepts for individual, site specific renewal of substandard properties is considered to have particular merit and applicability for the entire area, where wholesale clearance is unlikely to gain support. Removal and redevelopment of specific sources of blight, on the other hand, fits well into the Neighborhood Strategic Plan.

Redevelopment opportunities present a potential threat to the sensitive historic neighborhoods that could be irreparably damaged by overly aggressive construction. Citizen preference is to accommodate tactical redevelopment, but to err on the side of preservation if necessary. Would-be developers are challenged to assure compatibility of function and appearance (including replication of style and scale) in order to gain neighborhood acceptance for project proposals.

Mill and University are critical boundaries and markers for the service area. Appropriate redevelopment along these travelways is essential to retaining neighborhood character and livability. The intersection of University and Mill is a key gateway/transition area to the intense commercial and institutional issues associated with ASU. On the west side of Mill, south of University, several structures of importance for maintaining historic/neighborhood character are in jeopardy. In addition, traffic concerns at the Mill and University and the Mill and 13th/Apache Boulevard intersections, are threatening livability within the eastern section of the service area. A redevelopment area determination would focus efforts and resources for coordinated private redevelopment, in-fill and preservation activities.

## **Implementation Strategies**

- 4.1. Identify redevelopment study areas and specific sites for redevelopment projects separate and distinct from the existing Downtown redevelopment district.
  - 4.1.1. Include the *frontage* along University Drive from Lindon Lane to Mill (both sides of the street) and along Mill Avenue from University to 11th Street.
    - 4.1.1.1. Determine how deep the potential redevelopment study area comes into the neighborhood interior based on the feasibility of successful redevelopment;

the long term viability of both the neighborhoods and individual properties within the redevelopment study area; and the establishment of a firm transition into the heritage character study area.

- 4.1.2. Create a Redevelopment Plan for the identified study area that balances community needs with individual property rights (requires additional community-based planning).

- 4.1.2.1. Establish a Project Area Committee to continue planning efforts.

- 4.1.2.1.1. Ensure balanced geographic representation such as including representatives from a minimum of each quarter mile, with at least 80% being property owners and 20% community-at-large members (including residents).

- 4.1.2.2. Outline the scope, character and guiding principles of the redevelopment study area in a Redevelopment Plan.

- 4.1.2.3. Ensure that property owners and businesses are protected in the redevelopment process.

- 4.1.2.3.1. Minimize the City's use of eminent domain to assemble land for redevelopment.

- 4.1.2.3.1.1. Encourage property owners and the community to determine their own fates through the redevelopment plan process.

- 4.1.2.3.2. Ensure adequate compensation for property and/or proportionate participation in the development project.

- 4.1.2.3.3. Establish "loss of business" protections during construction activity.

- 4.1.2.3.4. Provide adequate free parking both during construction and in replacement development for preserved housing and businesses.

- 4.1.2.3.5. Consider appropriateness of neighborhood service use when offering existing tenants/owners first right of refusal for ownership or leasing in redevelopment projects.

- 4.1.2.3.5.1. Ensure affordability of space for small businesses.

- 4.1.2.4. Establish specific design criteria within the redevelopment study area through a Redevelopment Plan.

- 4.1.2.4.1. Establish character and density boundaries and transitions from the arterial into the neighborhood as described in the Land Use and Urban Design Elements.

- 4.1.2.4.2. Ensure that sensitivity to adjacent neighborhood areas is implemented in terms of use, design, scale and intensity of redevelopment.

- 4.1.2.4.2.1. Identify transition areas that blend redevelopment study area and heritage character study areas to ensure sensitivity.

- 4.1.2.5. Accommodate housing at zoned densities in the redevelopment study area to minimize development pressures on the neighborhood interiors.

- 4.1.2.6. Identify locations for desired basic goods and service businesses such as grocery and pharmacy.
- 4.1.3. Adjust zoning if necessary to achieve goals stated in the Neighborhood Strategic Plan without causing undue variance requirements.
- 4.2. Explore the need for a second redevelopment study area to include the frontage properties along Broadway Road between Priest Road and Mill Avenue in order to: 1) create a buffer zone between the residential neighborhoods and the industrial corridor; 2) promote basic goods and service businesses for the residential area; and 3) to improve the appearance and quality of development in the area.

**Objective 5:** Establish an overall mandate to coordinate and incentivize preservation and enhancement throughout the service area.

### **Rationale**

All neighborhood areas not in a specific, identified area would be included in an overall category for preservation and enhancement. An alternative would add the power of a Single Purpose Overlay District that would enable the City of Tempe to utilize the power of condemnation over slum and blight properties whose owners have resisted all other City enforcement efforts to mitigate the existing conditions.

### **Implementation Strategies**

- 5.1. Create a Neighborhood Enhancement Study Area in all areas not included in either the Heritage Character Study Area or the Redevelopment Study Area.
  - 5.1.1. Pursue both public and private methods of implementing the strategies delineated in the other elements of the Neighborhood Strategic Plan.
  - 5.1.2. Specifically seek prioritization and scheduling of capital improvements described in City right-of-way.
- 5.2. Consider a Single Purpose Redevelopment District throughout the neighborhoods to remove slum and blight conditions when all other City enforcement efforts have failed.
  - 5.2.1. Identify legal tools for establishing a Single Purpose Overlay District.
  - 5.2.2. Review options with community in preparation for the Specific Area Plan.
  - 5.2.3. Determine best options and locations and secure community and City agreement.
- 5.3. Encourage public reinvestment through Capital Improvement and Neighborhood Program Grants.
- 5.4. Encourage private reinvestment by individual property owners and non-profit organizations.

## **H. Public Buildings and Services**

### **Overall Goal of the Public Buildings and Services Element:**

The overall goal of the Public Buildings and Services Element is to further define uses for existing facilities, to recommend the need for new facilities and to identify gaps in City services.

**Objective 1:** Enforce City of Tempe ordinances effectively and proactively.

**Rationale**

Tourism plays a key role in Tempe’s economy and considerable emphasis has been placed on attracting visitors to Downtown and to the coming Rio Salado Project. Businesses (and streets) that attract non-neighborhood crowds are seen as doing a disservice to the nearby neighborhoods. Lowering the quality of life in these areas will eventually have a negative impact on these destination centers. Therefore, residents would like to see stronger concentration on services for the people living in the community.

The general consensus is that a more focused and effective job needs to be done on enforcement of all City regulations—from speeding motorists to removal of dangerous buildings. Changes and increases in city staffing will be beneficial to the neighborhoods. Enforcement activities are particularly important to the City’s credibility with residents, including appointment of a City ombudsman and adequate staffing for a high density/high violations area.

**Implementation Strategies**

- 1.1. Achieve compliance through innovative code and ordinance enforcement efforts.
  - 1.1.1. Appoint a City ombudsman as a single point of contact for multiple department violations.
  - 1.1.2. Educate citizens about code enforcement through multiple media including the City web-site, City cable channel, brochures and neighborhood presentations.
  - 1.1.3. Streamline violation correction procedures.
  - 1.1.4. Promote proactive community education strategies on enforcement.
    - 1.1.4.1. Staff enforcement officers per population or violation density, not geographic area.
    - 1.1.4.2. Conduct “grace day” neighborhood walk throughs to educate, warn and help property owners/renters comply with requirements.
      - 1.1.4.2.1. Link enforcement with neighborhood clean-up days.
- 1.2. Identify different types of violations to create different solutions.
  - 1.2.1. Provide assistance to elderly, low income or disabled individuals who are in violation.
  - 1.2.2. Make incentives and funding available for beautification such as xeriscape demonstration gardens, tree replacement, cleaning vacant lots, structure demolition and property maintenance.
  - 1.2.3. Utilize “clean and lien” procedures more readily and effectively.

**Objective 2:** Enhance communications among neighborhood associations, citizens and the City of Tempe.

**Rationale**

The City has a neighborhood program in place and communication needs to continue between neighborhood associations and City staff to maintain the quality of life.

### **Implementation Strategies**

- 2.1. Conduct outreach to residents through City staff with educational programs regarding friendly violation notification and safety programs.
  - 2.1.1. Stock neighborhood associations with informational flyers and contact references.
  - 2.1.2. Increase bicycle police presence.
- 2.2. Serve neighborhoods as well as visitors with notices of public events, festivals or public participation opportunities.
  - 2.2.1. Include web-site information (e.g., agendas, outcomes) of public meetings.
  - 2.2.2. Maintain web-site listings of pending improvement projects and development incentives or programs.

**Objective 3:** Utilize available facilities more effectively for community uses.

### **Rationale**

There are minimal public facilities in the neighborhoods. In addition to the schools, Tempe Saint Luke's Hospital is within the NewTown service area. No new public buildings were requested by residents for the area. Street and pedestrian facility improvements and other public works related projects are needed to provide solutions to issues raised by residents.

### **Implementation Strategies**

- 3.1. Improve access to public school grounds and facilities.
- 3.2. Convert Mitchell School to a community-oriented use and rehabilitate the structures.
  - 3.2.1. Consider addition of an indoor swimming pool to provide year-round activities in northwest Tempe as provided in northeast Tempe and south Tempe.
- 3.3. Improve pedestrian and bicycle access to parks, schools, Downtown, ASU, Rio Salado Project and other public facilities such as the Westside Multigenerational Center.
- 3.4. Improve facilities and use at Clark Park, including the classroom building and pool.
  - 3.4.1. Consider adding a dog run to reduce over-use at Mitchell Park.



## **VI. RELATIONSHIPS WITH OTHER DOCUMENTS**

The Northwest Tempe Neighborhoods Strategic Plan is intended as an integral link among the City of Tempe's plans and policies regarding living quality excellence, preservation of wholesome urban environments, public safety and convenience, community appearance, maintaining a sound local economy, preservation of private property rights and related authority delegated to municipalities by the State of Arizona. The neighborhoods have taken the initiative to tailor the aspirations of local residents and business people into strategies that are consistent with long-range municipal goals and, at the same time, establish the foundation for additional refinements that may make desired change or preservation more attainable.

Coordination allows the City's policy-makers and administering staff to focus on these neighborhoods as exceptions that require special treatment within the broader guidelines established by the General Plan. By suggesting new techniques that accomplish citizens' objectives and fit into Tempe's planning framework, the Neighborhood Strategic Plan may create successful strategies that will have application in other parts of the community.

Some citizen ideas recorded during the issues mapping exercise cannot be adopted directly as part of this Plan because they conflict with community-wide principles. For example, "no up-zoning; no down-zoning" is contrary to property owners' rights to apply for reclassification. However, the objective may be accomplished by setting recommended guidelines for zoning changes or by implementing in-fill design guidelines. Similarly, "no outside neighborhood traffic" is not in accord with overall municipal transportation policy, but significant improvements may be achieved by adopting measures that discourage trips through residential areas.

Other resident preferences—improved ordinance enforcement, historic district overlay designation; emphasis on walking, cycling and transit use—definitely fit the comprehensive urban planning picture. These objectives strongly support basic Tempe planning policies.

Certainly, this Plan may advocate positions which are different from those that are applicable to all other sectors of Tempe. However, distinctions should be based on unique circumstances—and justified as being beneficial to the community. In most cases, goals/objectives/strategies recommended in the Plan are entirely consistent with General Plan 2020. Where there are deviations based on special neighborhood conditions, the different approaches arise as responses to different needs. These may most appropriately be addressed through consideration of a Specific Area Plan for Special Areas as defined in the Strategic Plan.

### **A. Tempe General Plan Consistency**

The Northwest Tempe Neighborhoods Strategic Plan is formulated to fit within the precepts of the City's adopted General Plan 2020. Its timing threshold as a strategic planning document is five years—coinciding with the early phases of the General Plan. As such, this Plan supports City-wide planning goals and supplies recommended implementation strategies for their accomplishment within this neighborhood context.

Each of the Elements addressed in General Plan 2020 has been evaluated as part of the Northwest Tempe Neighborhoods Strategic Plan process to ensure that there are no conflicting principles that would detract from the plans' coordinated application. Strategic Plan Elements, are analyzed to provide specific cross-references to General Plan Goals. Examples are provided

to illustrate the manner in which citizen planners have amplified goals, objectives and policies adopted by the City to drive certain neighborhood strategies.

## ***1. Land Use***

In the General Plan it is stated that: “The overall goal of the Land Use Element is to guide land use decisions as Tempe transitions from a growing, development-oriented City to a mature, built-out City oriented towards redevelopment, land re-use as well as maintenance and management.”

The Strategic Plan’s land utilization strategies, representing mature, built-out neighborhoods, are directly in line with this philosophy: they seek to work with the City of Tempe to assure increases or decreases in density are appropriate to the neighborhood and community goals and to encourage a mix of residential and commercial land uses that serve the neighborhoods. The neighborhood plan does not resist public and private sector initiatives to intensify Downtown commerce or add facilities in the Arizona State University sectors, but it does underscore the nearby residents’ insistence on “maintenance and management” to retain the living quality for adjacent residential areas.

As the only built-out municipality in Arizona, Tempe must rely on making correct land re-use decisions to accommodate demands for housing and to continue economic growth. The Downtown Redevelopment Plan calls for development that affords the opportunity to “live, work and recreate.” This Plan reflects these goals within limits: 1) new housing should be constructed at the established residential scale and with specific design guidelines; 2) commercial development should prioritize neighborhood-serving basic goods and services; and 3) development should be designed to reduce impacts of increased visitor attraction. The City-wide land use advantage propounded in the strategic plan is preservation of socio-economically mixed housing in close proximity to one of the State’s most urban city centers.

The City’s overall General Plan 2020 stresses the importance of residential quality, yet many of its development policies encourage business expansion to create more jobs and retail sales tax revenues. There is little land available for housing development; therefore, to accommodate housing demand here, it is suggested that homeowners may be given an opportunity to invest in additional dwelling units on their lots, where multifamily zoning exists. Citizens have indicated a willingness to consider moderate to higher-density housing as part of the use mix where zoning permits. However, improving and maintaining community character, especially through preservation of historic residences and other buildings, is a significant corollary to the Plan’s land use objectives. Appropriate residential density ranges, properly buffered, represent the Strategic Plan’s primary goal. Resolution of housing type compatibility requires case-by-case consideration of amenities and impact mitigation to assure the preservation of existing neighborhoods.

Commercial uses, including basic goods and services and employment uses, are acceptable under the Plan along arterial corridors, where access is good and single-family development is inappropriate. The Plan prioritizes the types of use that depend on the immediate neighborhood rather than those attracting destination customers. The Plan discourages “Downtown Encroachment” into the residential areas, stating that such incursions are damaging to neighborhood quality of life, especially if basic residential needs are not being met.

## **2. *Transportation***

General Plan 2020 calls for: “...a balanced transportation system within and through Tempe which complements land use and air quality goals, is community based, preserves neighborhoods and provides mobility for all.” Every objective references alternative transportation modes and/or neighborhood involvement in addressing improvements to the City’s circulation system. The General Plan 2020 calls for a transportation system balance that can carry through trips more efficiently past, rather than penetrating into, residential neighborhoods.

The Neighborhood Strategic Plan is strongly supportive of City-wide goals. Plan circulation goals stress alternative transportation modes and improvements for pedestrian convenience and amenity. These aims support the City goals for reduction of cut-through vehicular traffic. Another Plan goal, “Discourage through traffic in neighborhoods,” is consistent with Tempe’s long-range traffic planning by incorporating objectives and strategies to achieve “optimum traffic flows on Rio Salado Parkway and Priest Drive.”

Designing local streets with affordable effective traffic calming devices—for which a pilot program is already underway—is the predominant neighborhood transportation goal. Providing transit, cycling or walking choices to area residents is also a high priority. Citizen planners urge further study to determine methods for funneling trips onto regional roadways and away from their neighborhoods.

## **3. *Economy of the City***

The intent to “...retain, increase and diversify...” industry and business in the community is the expressed overall goal of this Element in the General Plan. It states that “As the City approaches build out, economic growth can no longer be based on an increasing tax base from a rapidly-expanding development area... Being land-locked and built-out, it is important that the viable enterprise be retained and expansion be accommodated;” and, “The City must be increasingly selective in obtaining the best diversity for a sustainable economic base.”

The Neighborhood Strategic Plan complements the economic Goal principally by maintaining a quality living environment for the local workforce and by pursuing a sustainable economic base that meets the needs of the resident population. Achieving stability will provide greater support for the success of larger economic development activities in the Downtown and Rio Salado Project. Residents from the area are able to walk or bike to Downtown and ASU jobs. Keeping the neighborhoods viable will help Tempe achieve its greater vision of “live, work and recreate” for the Downtown and Rio Salado Project. The Plan adds “learn” to the list of activities, as proximity to the University and maintenance of neighborhood schools are clearly identified as important to the sustainability of the neighborhoods.

New businesses, especially retail/service uses geared toward residents are specifically encouraged along the neighborhoods’ arterial street frontages. Home-based businesses can bolster household incomes. However, expansion of some existing industry that is incompatible with residential enjoyment would not be supported.

## **4. *Public Buildings/Services***

These brief Elements establish Goals (Public Buildings): “...to guide development of necessary public buildings throughout the City to meet and maintain the wide range of services provided by the City;” and, (Public Services): “...the provision of a full range of utility services, both by

the City and other utility providers.” Their objectives include adopting a Facilities Master Plan to be implemented through the Capital Improvement Program as well as Environmental and Infrastructure Management Plans, all to be coordinated with outside agencies. Coordinating municipal and investor owned utilities, including underground installation of wires and cables, is an Element Goal for which the City takes responsibility. Several master plan programs are advocated for future development and implementation, some of which, such as Environmental Management, could directly benefit the neighborhoods.

From a neighborhood perspective, coordination of City services, such as code and ordinance enforcement and capital improvements to transportation facilities, pathways and landscaping, are of higher priority than major building programs. The Plan would support the Facilities Master Plan needs for other Tempe communities and call for the City’s efforts in determining appropriate, neighborhood-oriented re-use for such neighborhood facilities as Mitchell School, the Woman’s Club and City of the Lord. Improvements to Clark Park facilities are also cited as being needed.

## **5. *Urban Design***

Strategic Plan directions are closely-aligned with the General Plan Urban Design Element goal “...to encourage the use of urban design in public development,” including its emphases on landscaping, a street tree program, designed roadway medians, underground utility installation and entry treatments. However, the General Plan focuses on public right-of-way and property only, encouraging creativity rather than strictly regulated design in private development.

The Northwest Tempe Neighborhoods Strategic Plan calls for utilization of public art, design excellence and right-of-way landscaping, but proposes to expand on City urban design approaches. Recommendations for private installation of landscaping (including tree replacement and xeriscaping preference) and observance of “outdoor living” (especially related to streets) architectural/siting themes direct the neighborhoods’ expectations for enhanced community appearance. Residential construction themes that replicate the period at which given housing tracts were originally developed are also advocated. Together, these goals seek to utilize urban design to create usable outdoor spaces, both public and semi-public in addition to strengthening and maintaining neighborhood character.

## **6. *Housing***

Tempe’s Plan 2020 states: “The overall goal of the Housing Element is to encourage and maintain a diverse range of housing opportunities for Tempe residents.” Its objectives—diversity through implementation of the Consolidated Plan; fostering safe, healthful housing; comprehensive rehabilitation and maintenance programs—directly parallel the neighborhoods’ planning aims.

The Northwest Tempe Neighborhoods Strategic Plan amplifies the Element to include accommodation of additional population; once again, on neighborhood terms, with preference for owner-occupied dwellings and owner-anchored multi-family development. There is strong advocacy for diversity, not only in types of housing, but, also, in terms of residential design and availability for a broad socio-economic mix of families and individuals. Maintaining the historic, as well as financial, value of residential property is a key premise of neighborhood strategy.

## ***7. Conservation of the Man-Made and Natural Environments***

Separate Elements set goals in the General Plan “...to guide redevelopment and historic preservation” and “...to balance public and private development with sustainability and environmental sensitivity.” City objectives range from implementing the housing and redevelopment Consolidated Plan and Historic Preservation Ordinance to reducing air pollution and recycling. Related neighborhood initiatives, consistent with the General Plan, include: stressing historic preservation, encouraging establishment of a redevelopment study area and considering energy/resource conservation in building design.

Focused on sustainability, the General Plan is attuned to protecting older neighborhoods in which conservation, preservation and redevelopment programs may be administered simultaneously. The northwest Tempe neighborhoods offer an excellent laboratory for testing the General Plan 2020 goal of balancing public and private development. These revitalization initiatives are seen as applicable in the neighborhoods, however, the “balance” is delicate, perhaps requiring assurance of preservation before engaging in extensive redevelopment. However, sustainability also refers to the natural environment through reduced reliance on automobiles and construction and design methods that have a positive (or at minimum neutral) effect on the environment.

## ***8. Recreation***

The Strategic Plan generally conforms with General Plan park and recreation goals. As mature, developed neighborhoods, the residents are reasonably satisfied with available recreational facilities. However, some non-traditional, urban approaches to recreational facilities are called for in the Neighborhood Strategic Plan.

The Plan calls for public recreation spaces and multi-modal transportation connections that coordinate with such other Elements as Land Use, Circulation and Housing. The Plan calls for an integrated open space system linked by a comprehensive network of pedestrian/bicycle travelways and linear parks. A multi-purpose pathway system would provide for recreation and provide alternative links to neighborhood destinations (schools, parks, public facilities and local businesses) in addition to the Downtown and Rio Salado Project. The acquisition, design and implementation of a comprehensive pedestrian/bicycle circulation system is a priority of the Plan.

The Plan also calls for public parks that are not dependent on automobile access and that are easily accessible for families with very young children on foot. Therefore, the plan calls for better access to and use of public school grounds as “parks” and smaller scale “pocket parks” throughout the neighborhoods to provide usable park spaces at no greater than the quarter mile.

## ***9. Safety***

The Element specifically relates to the Tempe Emergency Management Program, to which the Plan subscribes by reference. Strategic Plan citations to Safety are contained in several of its elements. For example, safety is a primary goal of traffic calming and pedestrian/bicycle enhancements in the Circulation Element. Creation of defensible space through lighting, building siting and design is referenced in several elements where development guidelines are discussed.

## **B. Specific Plan Refinement**

General Plan 2020 contains Element-level sections pertaining to Neighborhoods/Specific Area Planning; Downtown/Rio Salado; and Arizona State University. All of these subject areas are addressed throughout the Northwest Tempe Neighborhoods Strategic Plan.

This Neighborhood Strategic Plan is organized and proposed in a manner that may allow for further refinement in the nature of a Specific Plan, as contemplated in the Arizona Statutes for portions of municipalities in which additional development/preservation guidance detail is desired. Statutes allow for the adoption, by way of amendment to the municipality's adopted General Plan, of a Specific Plan that imposes conditions of either advisory or regulatory nature, or both, for the purpose of clarifying the types, intensities and styles of development that are regarded as most appropriate for the subject area.

The northwest Tempe neighborhoods, with an established development pattern and located immediately adjacent to the City's development-attracting focal points, is particularly susceptible to debilitating urban impacts. For the benefit of the entire City as well as for the stability of the neighborhoods, a finer grain of regulation, in some cases down to the individual lot, is in order. A strategic plan can call out areas of special sensitivity; a Specific Plan can protect them.

It is recommended that the Strategic Plan achieve Specific Plan status through City format changes and legal adoption processes to amend the General Plan. This consists primarily of completing property inventories to provide background data to any proposed redevelopment area or potential historic preservation area; adding print-quality graphics, maps and illustrations to the document; and proceeding through two formal public hearings before the Planning and Zoning Commission and adoption by the City Council.

Opportunity for including regulatory effect is the driving rationale for undertaking this additional step. Residents and landowners in the area have expressed desires for the assurances represented by acquiring Specific Plan empowerment. Amendment of the General Plan increases assurances that the Plan's goals will be achieved and sustained. Adopted Specific Plans run with the General Plan; they do not "sunset" and require formal public processes in order to make amendments.

Specific Plan adoption also puts teeth into policy. As a full amendment to the Tempe General Plan 2020, the Northwest Tempe Neighborhoods Specific Plan would become integral to, not separate from, the General Plan. In effect, it would replace vague and broad statements in the General Plan with specificity in regard to individual properties or circumstances particular to the area. Defining precise expectations for use and development intensity will encourage neighbors and developers to engage in meaningful negotiations to clarify the area's long-term prospects.

To be in full conformance with recent interpretations of state statutes regarding specific area plans, the Neighborhood Strategic Plan requires formalization as a General Plan Amendment. Without adoption as part of the General Plan, planning principles expressed in the Strategic Plan could be overridden while making land use decisions.

## **C. Further Planning Needs**

The Neighborhood Strategic Plan also recommends the formation of three special areas: a Redevelopment Study Area, a Heritage Character Study Area and a Neighborhood Enhancement Study Area. Both of these areas will require further planning detail from the Specific Plan. Perhaps the most important reason for recommending this approach is to create the opportunity for meaningful negotiations among homeowners, would-be developers and City staff. Decisions need to be made regarding preservation of certain structures and uses, acceptable redevelopment intensity and design, neighborhood amenities or joint use improvements and many other factors.

Through a redevelopment plan, comprehensive development guidelines can be created—more than a statement of preferences (Strategic Plan) or policy (Specific Plan); these guidelines would become criteria that must be met or otherwise responded to by prospective developers in creative, alternative ways. Standards may be tailor-made to acknowledge existing neighborhood conditions (such as altering setback requirements to allow for “coach house” in-fill development).

At minimum, a redevelopment plan would be created for the areas identified as a proposed redevelopment study area. If a Resolution of Intent to form the redevelopment district is approved by the City Council, a planning committee would be established to complete further planning efforts. This plan would be created by a Project Area Committee (PAC) as defined in the Conservation, Preservation and Redevelopment Element. Such a plan would allow investment of federal funds available to the City for redevelopment purposes and enable private dollars to be raised by non-profit sources to augment City investment. The PAC would choose if and how to utilize redevelopment powers such as eminent domain or recommendations for investment of federal grant funds.

In terms of the Heritage Character Study Area and the Neighborhood Enhancement Study Area, decisions must be made on how to implement the preservation goals established. It may be as simple as drafting an overlay zoning ordinance or as detailed as creating a redevelopment plan that focuses on removing “uncharacteristic” structures and replacing them with either in-fill development in character or relocated historic structures from the redevelopment district. Therefore, further planning efforts must determine if it will be related to the General Plan, the Historic Preservation Ordinance or the zoning ordinance. The methods chosen will be based on the level of control and flexibility desired by the PAC.

Once plans are finalized for these special areas, individual projects will move forward as prioritized by the plans.

## **VII. IMPLEMENTATION ACTION**

The Northwest Tempe Neighborhoods Strategic Plan is intended to work with the City's adopted plans and policies and for the specific objectives of the northwest Tempe neighborhoods' residents and property owners. Just as the Plan itself recognizes the variety of unique circumstances that exist, the implementation strategies attempt to tailor individualized initiatives that directly address local conditions.

Together, recommended implementation actions form a tactical approach to assured enhancement of livability. Individually, the projects, techniques and development guidelines are suggested steps toward increased neighborhood stability. The overall Plan, though unique to this area, may serve as a model for other localized planning initiatives; and some of the tools that have been fashioned for the northwest Tempe neighborhoods may have applicability elsewhere, as well.

Implementation action consists of three parallel processes: Initiatives, Monitoring and Updating. The first of these, Initiatives, refers to the process of accomplishment which may either cause desired improvements to occur or change the status of neighborhood features so as to preserve them. The measurement of performance success, Monitoring, includes shared responsibility by the neighborhoods and the City, to sustain, nurture and build upon implementation activities. Finally, the Updating process recognizes that, periodically, the Neighborhood Strategic Plan should be reviewed, in conjunction with Tempe's General Plan and changes of circumstance in the neighborhoods, to fine-tune its development or maintenance criteria and renew residents' enthusiasm for its principles.

### **A. Plan Initiatives**

Implementation means getting results. Successful, on going response to neighborhood goals depends on realistic staging that establishes momentum and follows through to desired conclusions. Three sequential phases are recommended to focus public and private efforts to get from "here" (formulation of a Plan) to "there"(the realization of the neighborhood citizens' vision).

#### ***1. Short-Term Action***

Certain programs may be undertaken immediately to establish the Plan's solid foundation. These first steps include conducting necessary studies, creating special implementation tools, correcting critical problems and taking advantage of time-sensitive opportunities. Actions which can reasonably be started, promoted and produce early success are scheduled in the short term: 1998-99.

Resources required for these efforts should be currently available, requiring little or no advance preparation before instituting the action. That is, specific projects should have appropriated funding in place through the City's Capital Improvement Program or other committed budgets. Individuals, groups or agencies responsible for administering each action step should have the necessary time and expertise to carry the initiative forward.

Examples of recommended, first-phase implementation include:

##### ***a. Specific Plan Detailing***



The Strategic Plan requires further development as a Specific Plan in accord with Arizona Statutes, to convey both a guiding and regulatory intent.

*b. Ordinance Drafting*

The guidelines presented for the Special Areas describe a need for fine-tuning adjustments to Tempe development codes and policies called for in the Specific Plan's regulatory powers sections. This may be completed through further planning for the Redevelopment Study Area and the Heritage Character Study Area and the Neighborhood Enhancement Study Area.

*c. Code Enforcement Improvements*

Neighborhoods should immediately begin working with the City to utilize inspection and enforcement personnel in prioritized public information and violation correction programs.

*d. Comprehensive Traffic Calming Measures*

The City's experimental speed hump installation in the Maple Ash neighborhood should be monitored and other measures should be undertaken within existing transportation budget appropriations.

These action steps are summarized in chart form, indicating the agency or group responsible.

**Figure 16 Short-Term Action**

<b>Project</b>	<b>Description</b>	<b>Timing</b>	<b>Responsibility</b>
Specific Plan	Add regulations, guidelines	98	Planning/consult
Ordinances	Redevelopment issues	98-99	Planning/Law
Code Enforcement	Neighborhood focus, ombudsman	98	Devt. Services
Traffic Calm	Pilot program, Maple Ash	98-99	Traffic

**2. Mid-Term Action**

With first steps in place, the Plan is ready to sustain larger, more significant projects that may include redeveloping or re-using sites for purposes that conform with neighborhood vision. Both private sector investments, such as in response to City redevelopment requests for proposals and municipal capital improvements would have been positioned during the initial implementation phase so site construction or installation of neighborhood amenities can begin as planned.

These activities, for which plans or engineering studies may have been undertaken during the initial implementation phase, are intended for completion in the Year 2000-2005 time frame. A listing of proposed, priority projects is as follows:

*a. University Drive Improvements*

"Main Street" concept should be explored to calm through traffic and add landscaped shade, pedestrian/cyclist and transit facilities.

*b. Neighborhood Business Development*

Private response to neighborhood shopping needs may require City assistance and write-down.

*c. Pedestrian pathway linkages*

Internal circulation alternatives with connections to Rio Salado and Downtown require alignment study, acquisition and improvements.

*d. Neighborhood In-fill*

Homeowners are encouraged to add dwelling units with owner on premises management in higher density areas. Housing production is particularly desired on vacant or underutilized parcels in accord with zoning or overlay district guidelines.

The Mid-Term action summary (with responsibilities designated) is as follows.

**Figure 17 Mid-Term Action**

<b>Project</b>	<b>Description</b>	<b>Timing</b>	<b>Responsibility</b>
University Drive	Redesign, ped/bike & transit improvements	00-03	Traffic
N'hood business	Neighborhood shopping	01-05	Private
Pedestrian Pathways	Interconnections, Downtown, Rio Salado	00-05	Pub/Private
In-fill	Homeowner dwelling additions	01-05	Private

**3. Long-Term Action**

The horizons set in this Strategic Plan are meant to be adjusted forward on a regular basis. Particular projects, even neighborhood goals, will likely take on different shapes and degrees of urgency as earlier stage implementation occurs. However, it is essential to conceive longer range status for the community's desires in order to plan positive steps toward those goals.

The long-range steps, viewed as larger initiatives beyond the Strategic Plan scope seven to twenty years into the future, are nonetheless relevant to this document because they indicate where the neighborhoods' residents want to be heading. these more general action programs illustrate today's expectations for future generations:

*a. Major Transition*

Intensification and mix of use along Mill and University is established, tapering down in building height/bulk to blend with and secure continued enjoyment of one-story dwellings in neighborhood interiors.

*b. Traffic Reduction*

Advances in alternative types of transportation reduce the need for car ownership.

*c. Neighborhood Preservation*

First phase redevelopment upgrading completed and historic structures secured, all or most of the NewTowN service area becomes overlay protected.

**Figure 18 Long-Term Action**

<b>Project</b>	<b>Description</b>	<b>Timing</b>	<b>Responsibility</b>
Major Transition	Step-down transition	2006+	Parks&Rec/Priv
Traffic Reduction	Neighborhood car pool, alt. modes	2010	Traffic
N'hood Preservation	Broadened overlay protection	2010	Planning/Law

## **B. Plan Monitoring**

Maintaining plans in a current condition is frequently overlooked. As discussed in the following section on Updating, regular review of the driving principles, especially for strategic plans, is a key exercise for assuring the document's continued applicability. Keeping current data on building activity, traffic statistics, enforcement activities and the like helps to foster the partnership between citizens and municipal staff and can be instrumental in the neighborhood organizations' assessment of how effectively the plan is being implemented. Criteria for evaluating development proposals and scheduling public investment in the area should also be scrutinized from time-to-time to factor these plans into the neighborhood improvement status.

Monitoring responsibilities are shared among residents, landowners and personnel from several City of Tempe departments. Keeping and analyzing pertinent records, as well as timely notification on budget, zoning and General Plan hearings would generally be a function performed by Tempe staff, perhaps through a "point person" in the neighborhood program or special projects department.

Citizens would be expected to indicate the types of information needed and make good use of the opportunities for input. Plan implementation performance judgments and advisory suggestions for revising decision-making guidelines may more properly be the role of a representative neighborhood body, in consultation with appropriate City staff.

### ***1. Status Reporting***

Relevant monitoring data should be made available at frequent intervals, such as quarterly, by the City. Neighborhood groups may wish to compile a brief status report, highlighting the information's implications on Plan strategies to the Tempe Planning and Zoning Commission and City Council.

### ***2. Performance Measurement***

Targets for first phase Plan implementation accomplishment should be set. Quantitative, qualitative and scheduling standards may be appropriate, according to the type of project. Funding or other resources may also be specified.

For instance, the "traffic calming" project cited above might call for measurements such as: speed hump pilot program installation within ninety days; traffic engineering assessments of the program at ninety day intervals thereafter; study of additional techniques recommended to reduce traffic volumes if necessary.

### **3. *Land Use Decision Keys***

As an adjunct to this Strategic Plan, the neighborhoods should establish guidelines for use in reviewing proposals for rezonings, use permits, site plans and related development entitlements. These criteria are intended to be advisory; their application may vary according to the specific circumstances and neighborhood sensitivities involved in an individual case.

As guides, they may be altered, deleted or new keys added, by recommending action of the Board, without additional, formal amendment to the Plan. Cumulative revisions to Land Use Keys, however, should be considered for ratification during the regular Plan Amendment process. (See: Board-initiated amendments, below.)

Examples of Keys applicable to the northwest Tempe neighborhoods are:

- Non-residential uses should provide basic goods and services to residents. New neighborhood-serving retail or service establishments, other than in publicly owned or operated facilities, should have direct access to an arterial street and be adjacent to existing non-residential or multi-family zoning and use or constitute at least fifty percent of the block frontage.
- Development should be limited to two stories or thirty feet in height within one hundred feet of any existing residential dwelling, designed so that no windows above the first floor provide direct lines of sight into single-family properties. These criteria may accommodate greater height along arterial streets, stepping down to the interior of the neighborhood.
- Parking areas for proposed multi-family, commercial, industrial or institutional uses, should be located at the rear and/or side of the principal structure, with shielded lighting, screening walls, perimeter landscaping and consideration of connection to pedestrian pathway and transit systems. Driveway access to residential streets is discouraged.
- Landscaping plans should be provided, illustrating consistency with applicable City installation and maintenance requirements as well as conformance with neighborhood planting themes, materials palettes and xeriscape preference.

### **4. *Capital Improvement Program Input***

Neighborhood representatives should confer with City staff and the elected Councilmen to prepare and present recommendations consistent with this Plan's implementation during the annual capital improvement budgeting process.

## **C. Updating**

The City of Tempe Development Services department is responsible for updating of the Neighborhood Strategic Plan and any plans following (Specific Area Plan, Redevelopment Plan, Heritage Character Plan, or Neighborhood Enhancement Plan). With the understanding that City Council approval is required for any revision to planning documents, citizens will be involved in the review and modification of the document through Development Services and the Planning and Zoning Commission. This will be done for the purpose of maintaining the plan's effectiveness.

### ***1. Regular Plans Review***

Adopted neighborhood plans are recommended for review on an annual basis. Information regarding recent activity, such as development or City programs, which has occurred since the last such review may be prepared for consideration and discussion at public meetings. The City may wish to call upon affected property owners to make presentations or provide testimony for purposes of this factual updating.

### ***2. Tempe General Plan Amendments***

The City will request notice of all proposed amendments to the General Plan which pertain to the area, its immediate vicinity or which will otherwise impact the neighborhoods through the Neighborhood Program. Property owners should provide appropriate commentary regarding these matters to Development Services and the Planning and Zoning Commission.

Changes to the General Plan which would alter adopted Neighborhood Strategic Plans should be framed as amendments to all affected documents. If a Plan amendment is contemplated by the City, residents and property owners should be afforded an opportunity to consider the revision for purposes of forwarding a recommendation to the City beforehand.

### ***3. Criteria for Plan Amendment***

Property owners and prospective developers in the neighborhoods will be expected to apply for modification or amendment to adopted plans when a proposed change in the use, intensity, operation or appearance a property or structure is considered to be of significant impact to the vicinity. The request for amendment would be heard by the appropriate City decision-making body in conjunction with a rezoning or other development entitlement application and may be preceded by an informal public meeting.

Circumstances of “significant impact” include any of the following findings:

- any development found also to require a General Plan Amendment;
- change of use or increase in intensity requiring City rezoning for a property one acre or greater in area;
- any development proposal which does not meet the guideline standards of this Plan’s Land Use Decision Keys;
- variance from otherwise applicable regulations that results in an increase of building height, a reduction in required parking for any use other than a single-family residence, or alteration of any other standard by more than 25%; and
- establishment or boundary change for any overlay or redevelopment district.