

# planPHX

**2015 GENERAL PLAN**

City Council Adopted Version  
March 4, 2015



## DEAR FRIENDS:

It has been our honor and great privilege to work with this exceptional PlanPHX Leadership Committee, as we organize and present this update to the Phoenix [General Plan](#). Since we began this process in August 2012, we have held to very clear, overarching goals:

- Listen and connect to all parts of our great city, by creating an accessible and open process to contribute.
- Find the commonality that reflects all aspects of our community interests and goals.
- Create more than a simple map, but a strategic outline for the future of our city's growth and development.



With the leadership and support of the rest of the City Council, and the diligent work of our Leadership Committee, we believe we met our goals, with meaningful and impactful results.

Our intent was not to start over. Indeed, the current plan has many important directions which remain as valuable today as when it was adopted. Instead, we proposed to update the General Plan as needed, based on dramatic and broad conversations, conducted in every part of our city and interest group, including neighborhoods, businesses of all scale, families, educators, and multiple organizations. During these months, we have engaged thousands of people and conducted more than 150 community meetings and workshops in every council district.

Our most significant statement is the large degree of support surrounding the establishment of Five Core Values which form the basis of this Plan proposal. We believe this creates a platform for planning that is unique for any city, and visionary as we move our city forward. We present this information not as a code, but as a story—the story we have consistently heard from the citizens of Phoenix, a story told in your own words and a story that will resonate with all ages, walks and aspects of our community.

At the same time, we have not changed the General Plan Land Use Map. The purpose of PlanPHX is to create honest and meaningful planning. There is a clear and transparent process in place to update the Land Use map. We do however, provide new definition for the "how and why" to determine land use pattern and compatibility, through these value statements.

Building from the Five Core Values, we provide a tool kit to embed these goals in our community. We take the effort one step further, by suggesting the process is as important as the product. Ours will be an ongoing planning process, which sets goals, establishes benchmarks and will be reported and evaluated annually. Rather than a stagnant plan, updated every ten years, this is the beginning. Think of the city presenting a PlanPHX Annual Report, with planning being an informed, ongoing process, reporting on our success and where we must focus our energies and experience. Concurrently, we have brought a renewed mission to the Village Planning Committees to implement this plan in their areas and have provided the resources to train and mentor a new generation of community planners.

We thank all who have participated with us to date, and look forward to your continued support and ideas as we implement the General Plan together.

Respectfully,

**Greg Stanton**  
Mayor  
City of Phoenix

**Morris A. Stein, FAIA, FACHA**  
Chairman  
PlanPHX Leadership Committee

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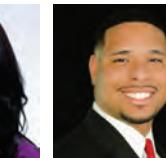
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## Special Recognition

The city of Phoenix thanks the **Arizona Community Foundation** and the **Industrial Development Authority** for their generous contributions to the PlanPHX Project.

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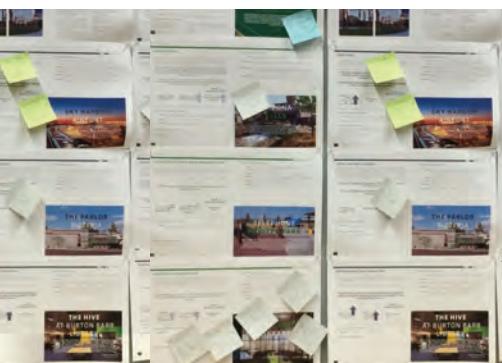
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llamando al 602-262-6823, o visitando las oficinas  
ubicadas en:  
200 W. Washington Street,  
Phoenix, Arizona 85003.

# PHOENIX RESIDENTS

This General Plan is dedicated to you in honor of the amazing stories and effort you have provided in helping put this plan together.



## PlanPHX Collaborates

PlanPHX is a concerted effort by the city of Phoenix to collaborate with residents on the future of their city. The results of this initial collaboration have been used to update the city of Phoenix General Plan. With the leadership of Mayor Stanton and the rest of the Phoenix City Council, the Planning and Development Department launched PlanPHX in the fall of 2012 with the goal of engaging the community as comprehensively and efficiently as possible.

[PlanPHX Interim Report.](#)





PART I

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# OUR STORY

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Where we've been, how we got here,  
and where we can go.

# WHY DO WE NEED A GENERAL PLAN?

A city's natural and built environments are its primary building blocks. From its parks to its neighborhoods, a city's landscape has a tremendous impact on how it is defined and ultimately what makes it a place people want to call home, visit or conduct business. How the natural and built environments take shape for a city are of the utmost importance in determining a city's quality of life. A General Plan provides the vision and policies that determine how a city will grow and develop.

**Strategy for the Future**  
Phoenix, in many ways, is still a very young city and it will continue to be one of the fastest growing cities in the country. This continued growth, in a still maturing urban landscape, provides Phoenix residents a tremendous opportunity to shape the future of their city like no other place in the world.

The General Plan provides a powerful medium for residents to strategize on how the city will grow. Through this General Plan, Phoenix can continue to shape

its natural and built environment in ways that meet the needs of its residents and achieves their vision for its future.

## Building on the Past

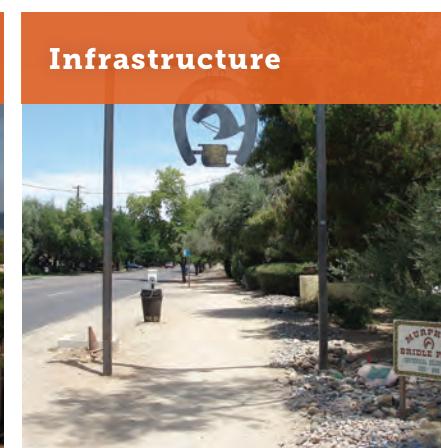
Arizona Revised Statutes require every city in Arizona to prepare

and maintain a long-range general plan that provides a vision and policies for the growth and development of the city. The city of Phoenix has been developing comprehensive plans for more than 50 years.

The last General Plan was approved by the voters on March 12, 2002.

## How is this Plan Different?

One of the goals from the very beginning of the PlanPHX Project was to develop a General Plan



*How the natural and built environments take shape for a city are of the utmost importance in determining a city's quality of life.*

that was much more user friendly than the current version. Going beyond the need to create a document that residents and developers were more likely to use, was the importance of telling the story of what Phoenix wants to be, and outlining how it can get there as a city. That's why this updated General Plan is aimed at being a visionary, concise and strategic document.

The following pages of this plan outline a new planning framework and tell the story of Phoenix.



The Vision of the Connected Oasis is at the top of the framework and is founded on the three Community Benefits of prosperity, health and the environment. These Community Benefits will provide the structure for the challenges we face in achieving the Connected Oasis, but also the ways in which we will define success. This new

structure will ensure that the General Plan is designed and ultimately evaluated on how well it helps enhance the quality of life of Phoenix residents in these three important areas. Each of the Core Values will house the policy portion of the document including goals, benchmarks and land use / design principles. The

Tools represent the final piece of the overall framework for the updated General Plan and serve as the implementation strategies. Continuing to refine each of the elements of the framework will be an ongoing process that will take place beyond the eventual adoption of the updated General Plan.

## The four primary parts of the General Plan



### 1 Vision



#### Prosperity

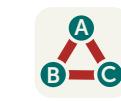


#### Health



#### Environment

### 3 Community Benefits



#### Connect People & Places



#### Build The Sustainable Desert City



#### Strengthen Our Local Economy



#### Celebrate Our Diverse Communities & Neighborhoods



#### Create an Even More Vibrant Downtown

### 5 Core Values



#### Plans



#### Codes



#### Operations



#### Financing



#### Partnerships



#### Knowledge



#### I PlanPHX

### 7 Strategic tools

A Vision for the Future of **Phoenix**...

# OUR CONNECTED OASIS

Phoenix will continue to be like no other city in the world – a place steeped in history, defined by its beautiful desert landscape, activated by unique neighborhoods and businesses and embodied by a pervading sense of opportunity and equity. Phoenix will become an even greater city by building on its existing wealth of assets and by enhancing residents' opportunities to connect to these assets and each other. By becoming a more "connected" city, Phoenix residents will benefit with enhanced levels of prosperity, improved health and a thriving natural environment. Bringing the great people and places of this flourishing desert metropolis together is what will solidify Phoenix's identity as the Connected Oasis.



# PHOENIX: THE CONNECTED OASIS

The Vision of the Connected Oasis was derived from all the major themes from PlanPHX participants' ideas; it is a concept that has been around Phoenix for some time. Most recently it was utilized to describe the "big idea" of creating a vibrant pedestrian path and [open space](#) network for downtown Phoenix as part of the Downtown Urban Form Project in 2008. But the concept of the Connected Oasis goes well beyond a pedestrian and open space network. It is an ideal with deep roots in Phoenix's history and one that provides a simple, yet intriguing direction for the city to follow into the future.

## City of Garden and Trees: An Oasis in the Desert

At the turn of the twentieth century, Phoenix was an oasis with lush trees sprouting tall along wide canal banks that crisscrossed Phoenix and its suburbs. In fact, Phoenix was once called – A city of gardens and trees. As Phoenix experienced an explosion of growth after World War II, much of the oasis was transformed into [subdivisions](#), retail stores and employment opportunities. Some of the early components, like the Murphy Bridle Path in north central Phoenix, serve as a reminder of Phoenix's beginnings.

### Phoenix Mountain Preserve System

While Phoenix continued to see significant growth after the 1950s, the desire to preserve and incorporate the beautiful desert setting was a priority for Phoenicians. As a result, in 1972 the City Council established the Phoenix Mountain Preserve system, which at the time included North Mountain, Shaw Butte and Dreamy Draw totaling 7,500 acres. Today, Phoenix's mountain and desert preserves total more than 35,000 acres and includes 200 plus miles of trails.

### Commitment to Open Space

Phoenix residents have continually demonstrated a commitment to preserving and expanding the city's open space network. In 2008, 83 percent of voters renewed the Phoenix Parks and Preserve Initiative for 30 more years. The initiative sets aside one cent of sales tax for every \$10 of purchases to improve and renovate existing

parks, and to expand and improve the city's desert preserve system. Phoenician's historic and continued efforts to preserve and expand the city's natural and man made open space networks speaks to the importance the concept of creating an "oasis" has had in shaping what Phoenix is today. As such, continuing to create and strengthen this oasis should be an integral part of the city's future.



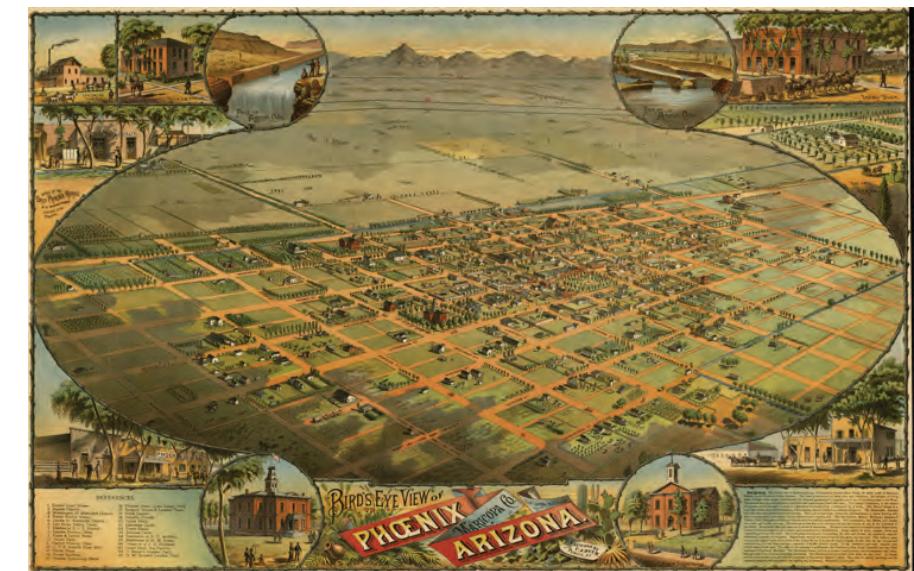
## Transportation and Water Infrastructure: A Blueprint for a Connected City

The notion of "Creating a Connected Oasis" also addresses perhaps the other most prominent elements of Phoenix's past and future, and that is its transportation and water infrastructure. Phoenix's canal system dates back to as far as 2,000 years ago and helped sustain life for numerous indigenous villages in the Salt River Valley until the 16th century.

### Canals

Today Phoenix is home to more than 1,811 miles of canals, far more than even Venice, Italy with only 125 miles. Beyond delivering Phoenix's most precious resource, water, throughout the city, the canals have the potential to serve as a catalyst for "elevating the Phoenix metropolitan region into the ranks of one of the most livable cities."<sup>1</sup> There is no other city in the world with a resource so uniquely tied to its past that provides such possibilities for its future. Second only to our street network, the thousands of miles of canal banks provide a tremendous service in giving the opportunity for residents to cut across Phoenix's vast urban and desert landscape without the use of an

*There is no other city in the world with a resource so uniquely tied to its past that provides such possibilities for its future.*



automobile. The canals represent a multimodal infrastructure that no other city in the world can lay claim to.

### Street Network

At 4,818 miles, Phoenix's network of streets are more extensive than the city's canal system. Phoenix's street network, like many other western cities was built on a

[grid](#). This grid system has arguably had the greatest influence on how the city has taken shape since the original town site was

identified in 1870. As Phoenix continued to grow outwards, its growth always extended the grid. Phoenix's one mile grid pattern has not only helped Phoenix's urban form take shape, but has been the primary avenue for resident transportation.

This simple and efficient transportation layout allows residents and visitors alike to easily navigate the city. The street grid's role in connecting residents and visitors to Phoenix and all of its neighborhoods, businesses, parks and other destinations cannot be overstated. The ability for residents to connect with their destinations easily and efficiently as possible has long been a point of pride for residents and a defining element of Phoenix's quality of life.

### Building Upon Our Assets

Given the historic context that creating an oasis and [connectivity](#) have had in shaping what Phoenix is today, makes them natural fits for the plan's Vision. It is the terms' ability to speak to Phoenix's future that truly makes them transformative.

<sup>1</sup> Ellin, Nan. Canalscape. Authentic and Desert Urbanism for Phoenix. [www.canalscape.org](http://www.canalscape.org). 2009, Arizona State University



# THE CONNECTED OASIS: A CITY OF ASSETS

## Place + Connectivity

As part of the PlanPHX process, residents shared what they loved about the city and what their big ideas for the future of Phoenix are. A common theme amongst all of their answers was "place" and "connectivity". For example, the top response to the question "What do you love about Phoenix?" was parks and open space. The city's parks and open space system with its mix of traditional parks to Sonoran desert and mountain preserves is something truly unique to Phoenix (sense of

place) and provides residents the opportunity to connect with each other or the city's beautiful Sonoran desert setting.

When asked, "What is your big idea for the future of Phoenix?", residents time and time again focused on enhancing and diversifying the city's transportation infrastructure and creating more places to connect with one another. This took the form of ideas like expanding the city's mass transit system, to supporting the growth of more activities downtown.

The results speak to a desire amongst city residents that calls for reinforcement of Phoenix's strengths, while finding more ways for residents to connect with those strengths and to each other. This call for reinforcing Phoenix's existing assets and greater connectivity captures the spirit of the vision of a Connected Oasis.

## A Unique City

Phoenix in many ways is still a very young city, with most of its growth occurring within the last 60 years. While much of this growth has long been associated with urban sprawl,

the ideas of Phoenix residents symbolize a progression in Phoenix's growth as a city. By no means, does this mean Phoenix will no longer build anything new, but by focusing on its existing assets Phoenix will continue to reinforce its unique identity as that growth occurs.

Through embracing a commitment to strengthening its own sense of place, Phoenix will utilize an approach to city building that ensures its natural and social heritage are preserved and strengthened as it continues to grow as

a city. This approach will allow Phoenix to continue to distinguish itself as a truly special place to call home, do business or visit.

## Assets

This General Plan begins to spotlight just some of the assets that Phoenix has. By celebrating its strengths, the General Plan helps to tell the story of what makes Phoenix...Phoenix... and highlights what the city is already doing to help become the Connected Oasis.

# CROSS-CUTTING ISSUES...

# 3 COMMUNITY BENEFITS

The Vision of the Connected Oasis aims to ultimately enhance the quality of life for all city of Phoenix residents. It is framed by residents' enhanced levels of prosperity, improved health and a thriving natural environment (Prosperity, Health, and Environment).

While all of the aspects of our city and the plan cannot be neatly placed into these three categories, they do create a framework from which we can provide a balanced and equitable approach towards making Phoenix an even better place to call

home. Simply stated, Prosperity, Health and the Environment are the three Community Benefits that the General Plan strives to integrate into the future of our city.

The following is a summary of the components of each of the Community Benefits for the purposes of this General Plan Update. These components will certainly evolve over time, and provide a foundation from which to begin to address Phoenix's quality of life.



## PROSPERITY

- Resident's connectivity to:
  - + Education
  - + Training
  - + Jobs
  - + Services
  - + Housing
  - + Arts and culture
  - + History
  - + Transportation options
- Progress in the areas of:
  - + Decreased cost of government
  - + Decreased cost of living



## HEALTH

- Resident's connectivity to:
  - + Parks
  - + Recreation facilities
  - + Trails
  - + Healthy food
  - + Clean and safe neighborhoods
- Progress in the areas of:
  - + Reducing obesity
  - + Reducing asthma
  - + Pedestrian safety



## ENVIRONMENT

- Resident's connectivity to:
  - + Natural open space
  - + Mountain, rivers, washes
  - + Clean air
  - + Clean water
  - + Clean soil
- Progress in the areas of:
  - + Lower nighttime temperatures
  - + Lower utility costs



Gateway Community College

Goelet A.C. Beuf Community Center

Desert West Skate Park



# COMMUNITY BENEFITS: **EFFECTIVE TOOLS FOR PLANNING**

Effective long range city planning must take into account a host of factors, from jobs, to air quality, to access to healthy food. Ensuring that these factors are all considered is an important function of the Community Benefits. Each of the Community Benefits uniquely contributes to the city's quality of life, and how it is viewed by residents, visitors and other communities.

## **Prosperity**

Economic development planning has long been a staple of long range plans. Issues such as jobs and educational resources are vital towards a city serving as a hub for future investment. A prosperous city is also one where residents have access to services, housing, transportation and even arts and culture. Cities across the country constantly have to find new and innovative ways to address prosperity in today's economic climate where competition is fierce for not only resources, but attracting talent to work in the city.

## **Health**

Planning for the health of city residents is a relatively new concept in long range planning, but given some of the growing health trends in cities – from obesity to asthma – it may be the most important consideration for cities to make. A city's built environment can have a significant influence on its residents' ability to live a healthy lifestyle. Everything from limited access to safe walking routes or a grocery store can have an impact on such things as transportation and health care costs. It is the residents with a limited capacity to find ways around the city's hurdles to healthier living, such as low-income

families and children that are most negatively impacted by a city's failure to address this issue. By doing more to become healthier, cities can help to improve the lives of their residents.

## **Environment**

Protecting its natural resources is a common goal for cities across the country. The benefits range from preserving habitat that contributes to a clean water supply to creating places for residents to recreate. As cities continue to grow, so do the demands placed on their natural environment. From air pollution to waste, managing these environmental demands is an important part of a city remaining a viable place to call home. Failure to plan accordingly can result in cities having to enact measures that will negatively impact their quality of life.

## **Opportunities and Challenges**

Like any big city, Phoenix has its own set of challenges. Recognizing and embracing these challenges is the first step in planning for the city's bright future. Phoenix is also home to an incredible offering of amenities and opportunities that create an even more prosperous, healthy and sustainable place.

The following pages highlight some of Phoenix's challenges and opportunities using each of the three Community Benefits as the structure. The intent is to highlight just some of the issues Phoenix should look to address in the future and which assets to build on. The selected challenges and opportunities also begin to further frame how each of the Community Benefits is defined.



## PROSPERITY

Providing for a robust and healthy climate for both large and small businesses, enhancing the skills of our workforce, and ensuring that the costs associated with building and maintaining our great city do not place an economic burden on our residents, are just some of the challenges we face in becoming a more prosperous city.

Phoenix has made strategic investments in transportation and education over the last decade that have already begun to provide for more job growth and educational opportunities for its residents. Continuing to build on these investments provides for a more prosperous future for the city.

## Challenges

### Jobs

According to the 2009 *Arizona We Want Report*, Arizonans continually rank creation of job opportunities as the area where the state needs the most improvement. Phoenix's current employment profile highlights areas of strength, but it also indicates a strong dependence on the service industry. The primary employment sectors and their share of total employment in the Phoenix metropolitan area consists of the following: service industry (43%); trade (18%); government (14%); construction (5%); financial activities (8%); and manufacturing (6%)<sup>1</sup>.

### Educational Attainment

Attracting a wider variety of employers will require Phoenix to strengthen the skills and education of its residents. U.S. adults aged 25 and above who have attended some college but don't have a degree had an unemployment rate of 7.7% in 2012 according to the Bureau of Labor Statistics<sup>2</sup>. That's only marginally better than the rate for high school graduates. According to a 2012 report by the New York Times the Phoenix metro area (Phoenix, Mesa, Glendale) ranked 66th in the country in college educated residents<sup>3</sup>. Of the Phoenix population 25 years and older, 79% of the population has at least graduated high school. Below is a breakdown of Phoenix's education levels for the population 25 years and older<sup>4</sup>:

High School Graduate: 24.59%

Some College: 22.53%

Associates Degree: 7.25%

Bachelor's Degree: 16.45%

Graduate Level or Doctoral Degree: 9.09%

### Infrastructure Maintenance & Cost of Government

At more than 519 square miles, Phoenix is one of the largest cities in the country. The 2014 – 2015 Capital Improvement Program for the city of Phoenix is \$748.8 million, which represents a significant investment by the city in infrastructure<sup>5</sup>. Challenges exist in ensuring that this investment and resulting infrastructure are deployed and maintained as efficiently as possible given the vast area they are required to cover. For example, the Street Transportation Department has to maintain more than 4,800 miles of road every year<sup>6</sup>. That's the distance from Phoenix to New York City and back.

## Opportunities

### Sky Harbor International Airport

Phoenix Sky Harbor International Airport is one of the ten busiest in the nation for passenger traffic. In 2010, Sky Harbor served nearly 40 million passengers. Sky Harbor services approximately 85 domestic and 18 international cities with daily flights, most of them nonstop. Direct and connecting service is available to and from to locations all over the world. International service includes direct flights to London, multiple cities in Canada, Mexico and San Jose, Costa Rica<sup>7</sup>. All of the air traffic has provided a substantial [economic impact](#) for Phoenix. A 2011 study by Arizona State University quantifies that impact at \$9.5 billion.

### METRO Light Rail

METRO Light Rail has been a tremendous success from a ridership standpoint, with increasing ridership levels in every year since it began operating in 2009<sup>8</sup>. But its economic development impact may be even more impressive. According

to a recent study by METRO the initial 20 mile segment has resulted in \$6.9 billion dollars in capital investment with \$5.3 billion coming from the private sector.

### Higher Education Growth

Phoenix has seen significant growth in the higher education sector in the last few years. All three state universities – University of Arizona (U of A), Arizona State University (ASU), and Northern Arizona University (NAU) – have an expanded presence in downtown Phoenix. In fact, more than 11,000 ASU students now call downtown Phoenix

home<sup>9</sup>. "This city of Phoenix and ASU partnership has created jobs, new public revenues, attracted significant private investment and brought great educational opportunities to the central city. The anticipated economic impact is \$570 million, including the creation of 7,700 jobs"<sup>10</sup>. In addition to the state universities' continued investment, there has been investments by Phoenix's community colleges. Included are: a new state of the art Center for Nursing Excellence at Phoenix College and the new Integrated Education Building at Gateway Community College.

### CITATIONS

- 1 <http://phoenix.gov/citygovernment/facts/stats/general/community/index.html>
- 2 <http://www.forbes.com/sites/ems/2013/02/21/the-u-s-cities-that-lag-and-excel-in-degree-attainment/>.
- 3 [http://www.nytimes.com/interactive/2012/05/31/us/education-in-metro-areas.html?\\_r=0](http://www.nytimes.com/interactive/2012/05/31/us/education-in-metro-areas.html?_r=0)
- 4 [http://phoenix.gov/webcms/groups/internet/@inter/@dept/@dsd/documents/web\\_content/pdd\\_pz\\_pdf\\_00179.pdf](http://phoenix.gov/webcms/groups/internet/@inter/@dept/@dsd/documents/web_content/pdd_pz_pdf_00179.pdf)
- 5 [http://phoenix.gov/webcms/groups/internet/@inter/@dept/@budget/documents/web\\_content/201419prelimcippropertytaxupd.pdf](http://phoenix.gov/webcms/groups/internet/@inter/@dept/@budget/documents/web_content/201419prelimcippropertytaxupd.pdf)
- 6 <http://phoenix.gov/citygovernment/facts/stats/general/transportation/index.html>
- 7 <http://phoenix.gov/citygovernment/facts/stats/general/aviation/index.html>
- 8 [http://www.valleymetro.org/publications\\_reports/ridership\\_reports](http://www.valleymetro.org/publications_reports/ridership_reports)
- 9 <http://www.asu.edu/tour/downtown/>
- 10 <http://phoenix.gov/econde/reinvest/focus/index.html>





## HEALTH

In 2012 the Maricopa County Department of Public Health and the Arizona Department of Health services completed the first Community Health Assessment for Maricopa County. Their research identified five issues as health priorities for the county – Obesity, Diabetes, Lung Cancer, Cardiovascular Diseases and Access to Health Care<sup>11</sup>. There is a growing evidence which links the built environment to a community's health (See list below). St. Luke's Health Initiative and the city of Phoenix have begun to analyze this connection further as part of the ReinventPHX Project. Their findings can be found in an issue brief that identifies walkable and bikeable streets and parks and recreation spaces as elements of the built environment that have direct impacts on a community's health<sup>12</sup>. Here is a list of studies linking the built environment and health:

- ULI: <http://uli.org/report/intersections-health-and-the-built-environment/>
- CDC: <http://www.cdc.gov/healthyplaces/>
- UCLA: <http://www.environment.ucla.edu/reportcard/article11963.html>

Phoenix's beautiful desert setting provides tremendous amenities that allow residents to live an active and healthy lifestyle. Few cities in the world can have the combination of climate and open space that Phoenix enjoys. Protecting and enhancing Phoenix's natural elements will not only provide recreational opportunities but improve residents' health with cleaner air, soil and water. Phoenix also serves as the medical epicenter for the state of Arizona. Its hospital and health care education infrastructure contribute to helping make the city healthier.

## Challenges

### Obesity

According to the Center for Disease Control more than 22% of metropolitan Phoenix residents are obese<sup>13</sup>. While this percentage compares favorably to other large metropolitan areas, there is still significant room for improvement.

### Asthma

Metropolitan Phoenix ranks in the top five of U.S. cities for asthma. Asthma rates have been found to be higher in low-income areas. This is especially true for children, as 16 percent suffer from asthma, representing twice the national average<sup>14</sup>.

### Safety

According to a 2012 report by the U.S. Department of Transportation's National Highway Safety Traffic Administration, Phoenix had the sixth most pedestrian deaths in the country<sup>15</sup>. A 2012 report by the Alliance for Biking and Walking ranked Phoenix in the top ten list of cities with the highest bicycle and pedestrian fatality rates<sup>16</sup>.

### Functional Needs

While Phoenix's median age of 32 years tells the story of a relatively young city. The city also has a growing population of residents with functional needs; from residents with disabilities to senior citizens.

## Opportunities

### Phoenix Mountain and Sonoran Preserves

Phoenix is home to more than 30,000 acres of desert parks and preserves<sup>17</sup>. This includes South Mountain Park, which is the world's largest municipal park. National Geographic recently named Phoenix as one of the best hiking cities in the country<sup>18</sup>.

### Canals

In addition to its tens of thousands of acres of open space, Phoenix is also home to one of the most extensive canal systems in the world. At more than 181 miles, Phoenix is home to more linear length of canals than Venice or Amsterdam<sup>19</sup>. The

canals have become one of Phoenix's most popular recreation destinations and their popularity will only continue to grow as improvements to the canal trail system are made.

### Health Care Network

Phoenix is home to five out of the ten Trauma Level 1 hospitals in Arizona, among the 15 major hospitals located in the city. Phoenix Children's Hospital has been consistently recognized as one of the nation's top children's hospitals<sup>20</sup>.

Combined with the establishment of the University of Arizona College of Medicine – Phoenix located in downtown Phoenix, and the partnership between the Mayo Clinic Hospital and Arizona State University in northeast Phoenix, the city has experienced significant growth in the health related fields like no other time in its history. The growth of the hospital and medical education sectors provides an opportunity for Phoenix to forge an impressive set of partnerships to tackle its most pressing health challenges.

### CITATIONS

- 11 <https://www.maricopa.gov/publichealth/Programs/OPI/pdf/CHA-2012.pdf>
- 12 [http://phoenix.gov/webcms/groups/internet/@inter/@dept/@dsd/documents/web\\_content/reinvent\\_brief.pdf](http://phoenix.gov/webcms/groups/internet/@inter/@dept/@dsd/documents/web_content/reinvent_brief.pdf)
- 13 <http://www.governing.com/gov-data/obesity-rates-by-state-metro-area-data.htm>
- 14 <http://caplter.asu.edu/research/research-highlights/research-highlight-5/>
- 15 <http://www-nrd.nhtsa.dot.gov/Pubs/811888.pdf>
- 16 <https://www.bikewalkalliance.org/storage/documents/reports/2014BenchmarkingReport.pdf>
- 17 <http://phoenix.gov/citygovernment/facts/stats/general/recreation/index.html>
- 18 <http://adventure.nationalgeographic.com/adventure/trips/best-trails/best-us-hiking-cities/>
- 19 <http://canalscape.org>
- 20 <https://www.phoenixchildrens.org/newsroom/press-releases/phoenix-childrens-hospital-ranked-four-specialties-us-news-world-reports>





## ENVIRONMENT

Creating a thriving city in the desert has taken centuries of ingenuity and innovation by generations of Phoenix residents. We will need to continue to call upon this ingenuity and innovation if we are to address the challenges we face regarding our natural resources.

Phoenix has long been a leader in the environmental movement. From its commitment to having new facilities meet or exceed Leadership in Energy and Environmental Design ([LEED](#)) standards, to its ongoing efforts to acquire and preserve thousands of acres of desert and mountain areas. By continuing to celebrate and harness its natural assets, Phoenix will continue to build a sustainable future.

## Challenges

### Climate Adaptation

With increasing temperatures and sustained droughts, the changing climate is a significant challenge for Phoenix. In the past century, the temperature in Phoenix has exceeded 100 degrees an average of 92 days a year<sup>21</sup>. In the past 30 years, this average has increased 18 days to 110 days a year. It's estimated by the American Regional Climate Change Assessment Program that sustained heat waves above 114 degrees will be a yearly crisis by 2040. Not only are daytime temperatures rising, but due in part to the urban heat island, Phoenix nighttime temperatures have risen 9 degrees over the last several years<sup>22</sup>.

Climate change has also resulted in more intense storms causing serious storm water management challenges and localized flooding; high wind events causing major dust storms or haboobs, and a higher risk for forest fires in Phoenix's Verde and Salt rivers' watersheds.

### Waste

Phoenix residents generate 625,000 tons of solid waste each year. This amount could fill Chase Field from bottom to top seven times.<sup>23</sup>

### Air Quality

In 2012, there were a total of 28 days where one or more monitors exceeded 0.075 parts per million. In 2013, there were 13 exceedance days in the region. The Valley has made great strides with regard to ozone. The region was redesignated to attainment for the one-hour standard, effective June 14, 2005. There have been no violations of this standard since 1996. In 2004, EPA designated the region as a Basic non-attainment area for the

eight-hour ozone standard of 0.08 parts per million. There have been no violations of the 0.08 parts per million standard since 2004. On May 21, 2012, EPA published a final rule to designate the Maricopa non-attainment area as a Marginal Area with a December 31, 2015 attainment date.

## Opportunities

### 334 Days of Sunshine

The city of Phoenix has done more to take advantage of its sunny weather by completing the installation of solar panels at 28 projects across the city. The panels have resulted in the generation of 15.3 megawatts of electricity<sup>24</sup>.

### Natural Ecosystems

Phoenix recognizes the importance of protecting, enhancing, and restoring natural ecosystems and cultural landscapes to support clean water and air, food supply, and public safety. The Salt River has long provided life to Phoenix and its neighboring communities. Through the years Phoenix has made significant investments in the Salt River including the Tres Rios Wetlands and Rio Salado Habitat Restoration projects; both are landmark projects for habitat restoration.

### Water Resource Planning

The city of Phoenix water customers use about 112.4 billion gallons of water each year<sup>25</sup>. Over the last 20 years, Phoenix's average per person water usage has dropped by 25%. Many residents and business are continuing to find ways to be more water efficient and lower their water usage by installing water efficient appliances and using xeriscape plants and trees.

Water is supplied from a set of diverse sources including surface water, groundwater, and [reclaimed water](#). As temperatures continue to rise in the southwest, experts expect reduced average rainfall which will become more highly variable than Phoenix's main surface water sources – the Colorado, Salt and Verde rivers<sup>26</sup>.

Phoenix has the ability to meet water demands during normal and mild to moderate drought conditions. Continued, vigilant water supply planning and research for extreme drought scenarios will ensure Phoenix is able to meet water demand under any circumstances.

### CITATIONS

- 21 <http://www.npr.org/2012/08/14/158776471/scorching-phoenix-plans-for-an-even-hotter-future>
- 22 [https://arizonaindicators.org/sites/default/files/content/publications/PolicyPoints\\_vol3\\_issue3.pdf](https://arizonaindicators.org/sites/default/files/content/publications/PolicyPoints_vol3_issue3.pdf)
- 23 <http://phoenix.gov/publicworks/garbage/disposable/index.html>
- 24 [http://phoenix.gov/webcms/groups/internet/@inter/@env@sustain/documents/web\\_content/111035.pdf](http://phoenix.gov/webcms/groups/internet/@inter/@env@sustain/documents/web_content/111035.pdf)
- 25 <http://phoenix.gov/citygovernment/facts/stats/general/wasteandwater/index.html>
- 26 <http://phoenix.gov/waterservices/wrc/news/ndrought.html>



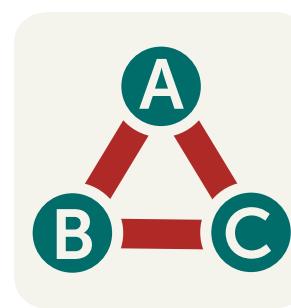
Desert Botanical Garden

# THE WAY FORWARD

# 5 CORE VALUES

The PlanPHX Leadership Committee and staff identified Five Core Values that will help achieve the Vision and embed the Community Benefits into our city. This effort begins and ends with the residents of Phoenix. These Core Values will provide the framework for the policy portion of the updated General Plan and serve as the new principles for growth and development in the city.

Each of the Core Values addresses Phoenix's many assets. By building on and ultimately expanding these assets Phoenix will employ an asset based approach to community development. This approach enhances Phoenix residents' connectivity to the benefits that all of these assets provide, and further enhances Phoenix's unique character and identity.



## Connect People and Places

- [Cores, Centers & Corridors](#)
- [Infill Development](#)
- [Opportunity Sites](#)
- [Transit Oriented Development](#)
- [Complete Streets](#)
- [Bicycles](#)
- [Public Transit](#)
- [Parks](#)
- [Canals & Trails](#)
- [Access & Functional Needs Infrastructure](#)
- [Knowledge Infrastructure](#)



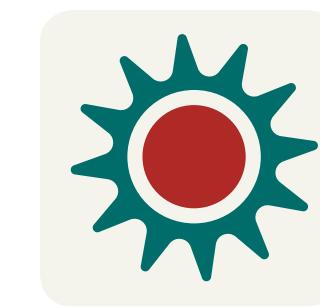
## Strengthen Our Local Economy

- [Employers](#)
- [Local & Small Business](#)
- [Entrepreneurs & Emerging Enterprises](#)
- [Manufacturing & Industrial Development](#)
- [Education and Training Facilities](#)
- [Airports](#)
- [Tourism Facilities](#)



## Celebrate Our Diverse Communities & Neighborhoods

- [Certainty & Character](#)
- [Historic Districts](#)
- [Safe Neighborhoods](#)
- [Connected Neighborhoods](#)
- [Healthy Neighborhoods](#)
- [Diverse Neighborhoods](#)
- [Clean Neighborhoods](#)
- [Arts & Culture](#)



## Build the Sustainable Desert City

- [Desert Landscape](#)
- [Rivers, Washes, & Waterways](#)
- [Redeveloped Brownfields](#)
- [Green Building](#)
- [Trees and Shade](#)
- [Healthy Food System](#)
- [Energy Infrastructure](#)
- [Waste Infrastructure](#)
- [Water Infrastructure](#)



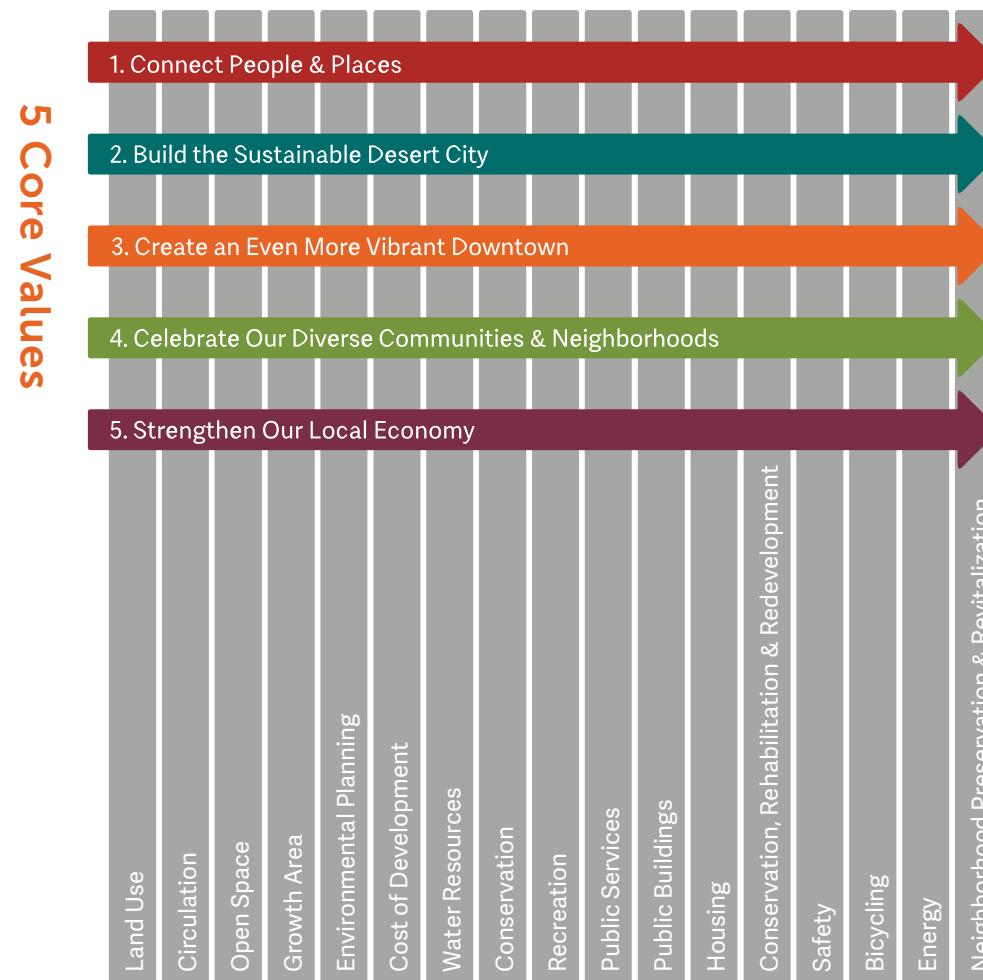
## Create an Even More Vibrant Downtown

- [History & Local Businesses](#)
- [Employers](#)
- [Downtown Housing](#)
- [Surrounding Neighborhoods](#)
- [Opportunity Sites](#)
- [Arts, Culture & Entertainment](#)
- [Transportation Infrastructure](#)
- [Open Space](#)



# CLARITY & COMPLIANCE

**ARIZONA STATE LAW** outlines a series of planning elements that cities must address dependent on their population. The 2002 Phoenix General Plan includes 17 elements, each with its own set of goals, policies and strategies. The 17 elements are as follows: Land Use, [Circulation](#), Open Space, [Growth Area](#), Environmental Planning, Cost of Development, Water Resources, Conservation, Recreation, Public Services, Housing, Conservation, Rehabilitation & Redevelopment, Safety, Bicycling, Energy, Neighborhood Preservation & Revitalization.



## 17 Arizona Statutory Required Elements

### Organization & Structure

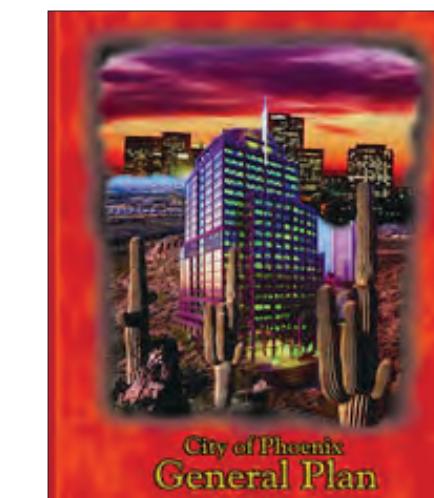
Through this more concise narrative, all of the state required elements will be organized under each of the Core Values, and will be developed to strategically address them. This approach will ensure that the General Plan does what it is supposed to do – provide a strategy towards achieving a city's vision for its future. This strategy is best achieved when the vision is embedded into the structure of the document. Organizing the plan by the Five Core Values provides this structure.

### Better Readability Means Improved Application

A key part of the updated General Plan is the reorganization of the required planning elements under the Five Core Values. There are two primary objectives associated with this reorganization. First, it will result in a General Plan that is easier to read and navigate. The current General Plan format requires the reader to traverse through multiple elements under the comprehensive sets of goals and policies associated with addressing an idea. Organizing the plan by the Five Core Values will allow for a more comprehensive, yet succinct, policy narrative on given topics.

### Keeping What Works

The [2002 Phoenix General Plan](#) has many great goals, policies and recommendations. The updated General Plan will build upon the 2002 General Plan as a means of carrying forward some of our best planning practices and policies.



The 2002 City of Phoenix General Plan was an instrument that provided a significant framework for land-use and urban form for Phoenix. The 2002 plan identified areas of targeted growth, whether it was on the periphery or in the core in the form of infill. Identifying growth areas allowed for the city to set priorities for the development of infrastructure and expansion of services. This plan also reinforced and reflected the previous desires of citizenry to protect, preserve and create open space.

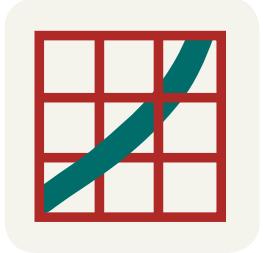
# 7 STRATEGIC TOOLS

The Tools represent the final piece of the overall framework for the updated General Plan. The Tools contain the policies and actions that will be used to achieve the outlined goals. Below is summary of each of the Tools.



## Plans

- A reference to an existing plan and call to implement or update it
- Creation or adoption of new plans, studies or planning exercises



## Codes

- Creation of new codes or regulations
- Update of an existing code or regulation



## Operations

- Continuation or expansion of a current city program or practice
- Support for change to city program or practice
- Identification of a need for city financing for [capital improvements](#)
- Pursuit of philanthropic or other funding sources



## Financing



## Partnerships

- Identification and development of partnerships that could help achieve the goal.



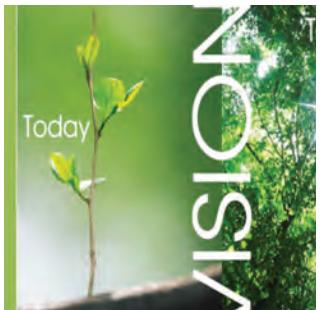
## Knowledge

- Creation of a public awareness on a topic
- Enhancement of staff and community capacity



## "I PlanPHX"

- Items that residents can do right now to implement the goal and play a direct role in shaping Phoenix's future



**PLAN:**  
TREE AND SHADE  
MASTER PLAN



**CODE:**  
SEVENTH AVENUE  
URBAN MAIN STREET  
OVERLAY



**OPERATION:**  
FITPHX



**FINANCING:**  
2006 BOND PROGRAM



**PARTNERSHIP:**  
ADOPT-A-STREET



**KNOWLEDGE:**  
REIMAGINE PHOENIX



**IPLANPHX:**  
VOLUNTEER PHOENIX

## Implementation Strategies

The Tools not only provide a concise and practical way to organize the implementation strategies for the updated General Plan, but also allow all of the great projects and initiatives that are already occurring to be integrated into the Plan. From the Parks and Recreation Department's *Tree and Shade Master Plan* (Plan) to the Public Works Department's *ReimaginePHX* (Knowledge), Phoenix is already well on its way toward achieving the Vision of the Connected Oasis. PlanPHX provides a tremendous opportunity to begin to connect the efforts from the Phoenix City Council and city departments into one comprehensive plan for the future of the city. In addition to helping implement the General Plan, these initiatives and projects have and will continue to play a significant role in helping to inform the contents of the General Plan. The graphic on the inside back cover helps to illustrate the relationship between some of Phoenix's current efforts and the General Plan. – (Phoenix Projects + PlanPHX)

# CONNECTING THE DOTS...

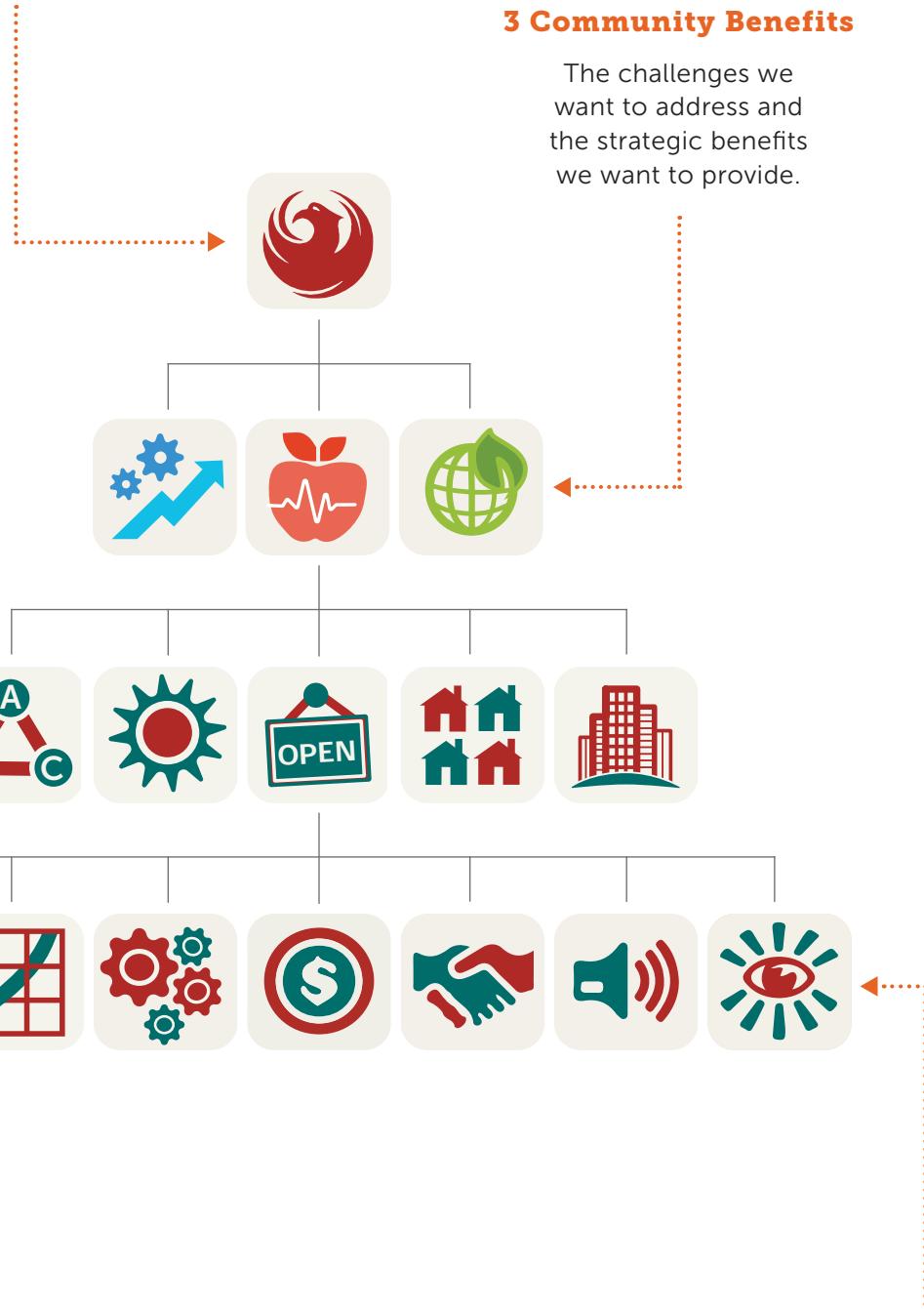
The PlanPHX Framework is meant to provide a simplified, yet effective approach for planning for the future of Phoenix. The goals, benchmarks, principles, policies and actions contained in the Core Values and Tools sections help to enhance the Prosperity, Health and Environment of the community.

Over time, how Phoenix defines Prosperity, Health and the Environment for long range planning purposes will certainly change, and as such so should the components of the Core Values and Tools. The last page of each of the Core Value sections begins to "connect the dots" for how the Core Values connect with each of the three Community Benefits. The graphic on the right attempts to further illustrate the function of each element of the framework and how they interplay with one another.



## 1 Vision

What we want to be as a city...where we want to go.



## 5 Core Values

How we will focus on the city we want to be... how we measure success along the way...how we see our city taking shape.

## 7 Strategic tools

How we will make it all happen.



## PART II

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# GROWTH, INFRASTRUCTURE & LAND USE

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Achieving the vision of a connected oasis will require Phoenix to employ a strategic approach when planning for growth, infrastructure and land use. By using the five core values this new strategy begins to take shape.

# GROWTH

Addressing our challenges and strengthening our assets requires the city and its residents to employ a strategic approach to planning our city. Phoenix's beautiful Sonoran desert setting with mountains, rivers and washes has offered a unique and picturesque landscape in which to build a city.

This landscape and the city's transportation network help to define Phoenix's communities, each with their own character, history and scale. These communities, and the landscapes and transportation network that frame and link them, are Phoenix's basic building blocks for the Connected Oasis.

Continuing to build our city across this special landscape has always been our greatest challenge and opportunity. Over the last decade, Phoenix has continued to grow outward, with its city limits now encompassing more than 519 square miles.

## Strategy

While Phoenix has grown on the periphery, it has also experienced a renaissance in its downtown and along the existing 17-mile light rail line. Moving forward, if we are truly to become a Connected Oasis we must ensure that we coordinate land use and infrastructure planning in a more strategic way.

A renewed strategy that calls for redevelopment and new growth to be targeted close to existing or planned infrastructure, everything from public transit to parks, will help to make Phoenix a more connected city. This focus on development adjacent to existing infrastructure allows for a more efficient way to build and maintain our city. This efficient approach to city building is often called "smart growth" and has been a growing trend in cities across the world.

Phoenix's growth strategy has been broken down into two parts – Growth and Preservation Areas and Infrastructure to align with this smart growth approach.

## Growth / Preservation

Growth and Preservation Areas highlight places or elements of our city that we want to see expanded, protected or enhanced. The identified Growth and Preservation Areas will ultimately help to guide the update of the General Plan Land Use Map discussed later in this section.

The following is a list of Phoenix's Growth and Preservation Areas:

- Cores, Centers and Corridors
- Infill Development
- Opportunity Sites
- Transit Oriented Development
- Downtown
- Employers
- Local and Small Business
- Entrepreneurs and Emerging Enterprises
- Manufacturing and Industrial Development
- Unique Neighborhoods
- Historic Districts
- Natural Open Space
- Redeveloped Brownfields
- Rivers, washes and waterways

## Infrastructure

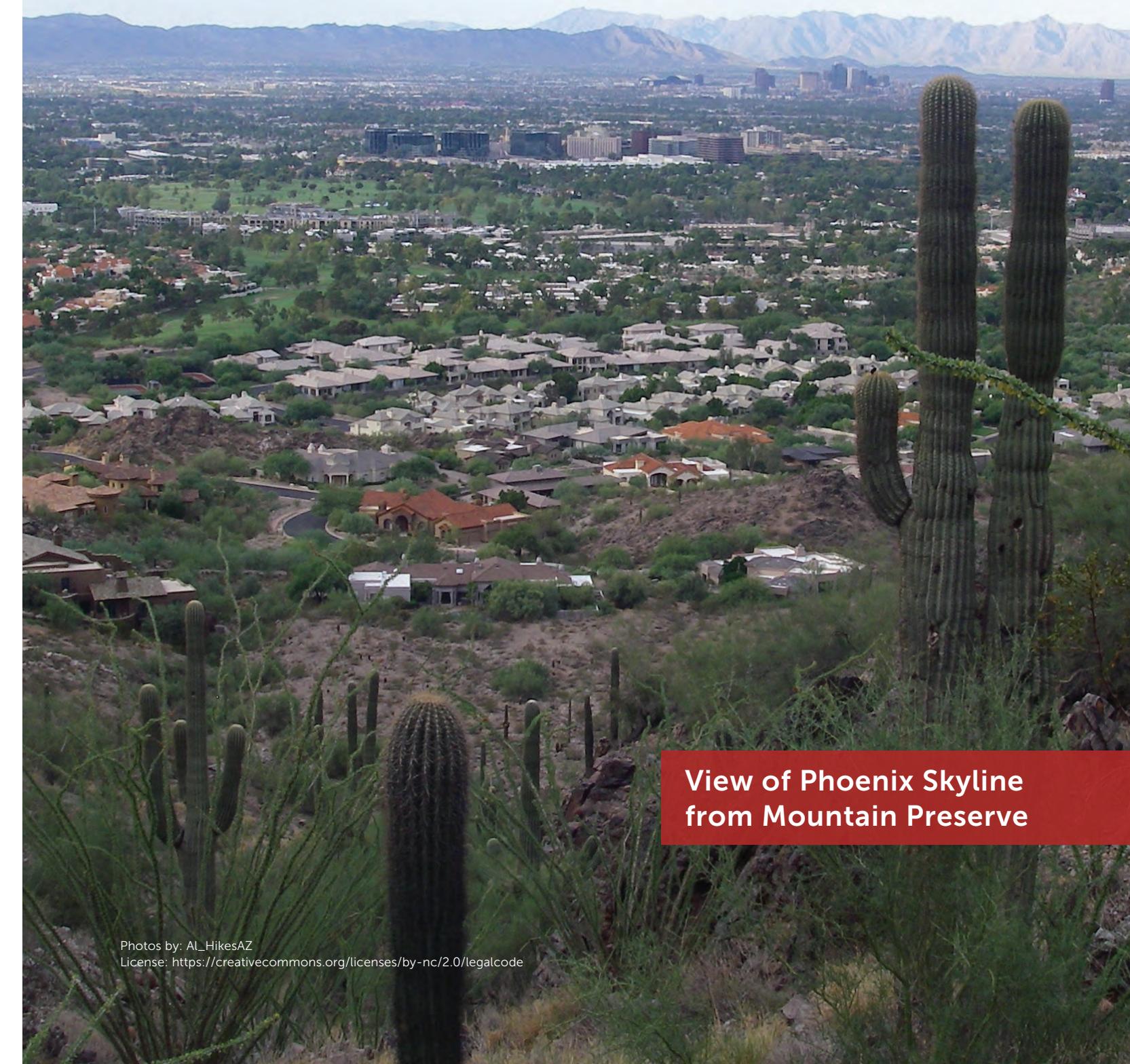
Infrastructure addresses the components of our city that we can invest in to help achieve our goals. Unlike the Growth and Preservation Areas, Infrastructure typically refers to facilities or programs.

The following is a list of the Infrastructure Areas:

- Arts & Culture
- Complete Streets
- Bicycles
- Public Transit
- Parks and Recreation Facilities
- Canals and Trails
- Access and Functional Needs Infrastructure
- Knowledge Infrastructure
- Education and Training
- Airports
- Tourism Facilities
- Police Facilities
- Fire Facilities
- Traffic Safety Infrastructure
- Diverse Housing
- Water Infrastructure
- Waste Infrastructure
- Energy Infrastructure
- Healthy Food System
- Trees and Shade
- Green Building

## Core Values + Growth / Preservation + Infrastructure

The Growth, Preservation and Infrastructure areas will appear again in each of the Core Values in Part III of the General Plan. Each of the Five Core Values will house their own unique set of Growth and Preservation and Infrastructure areas. The areas will serve as the organizational structure for each of the Core Value's subsections.





# Phoenix **TODAY**

**POPULATION** **1,464,405** PEOPLE

**SIZE**

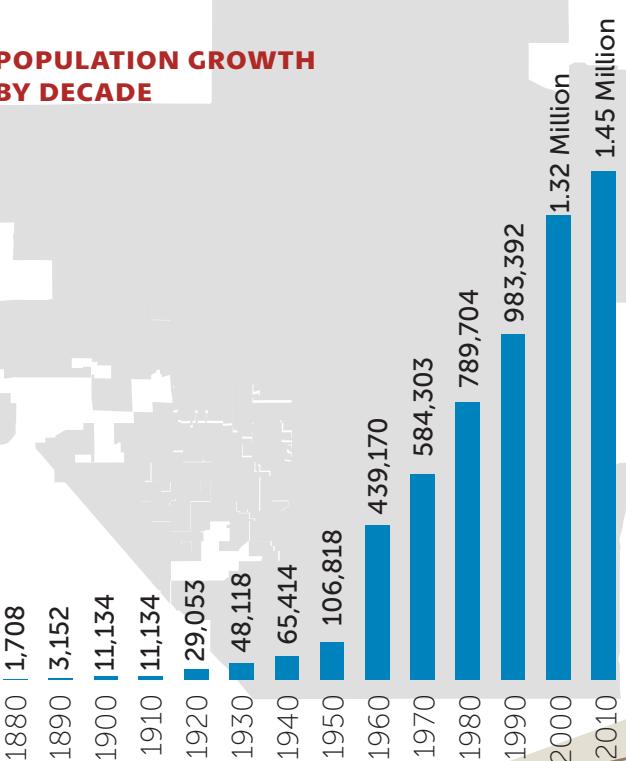
**519** SQUARE MILES

Los Angeles = 503 square miles  
 New York = 468 square miles  
 Philadelphia = 142.6 square miles  
 Chicago = 227 square miles

**MEDIAN AGE**

**32.2** years old

**POPULATION GROWTH  
BY DECADE**



\*Data provided by  
Maricopa Association  
of Governments (MAG)

AVERAGE ANNUAL  
TEMPERATURE:

**74.2**

**FAHRENHEIT**

**SUNSHINE**

**334**

**DAYS PER YEAR**

PHOENIX IS HOME TO MORE THAN

**30,000** acres

OF DESERT PARKS & PRESERVES.



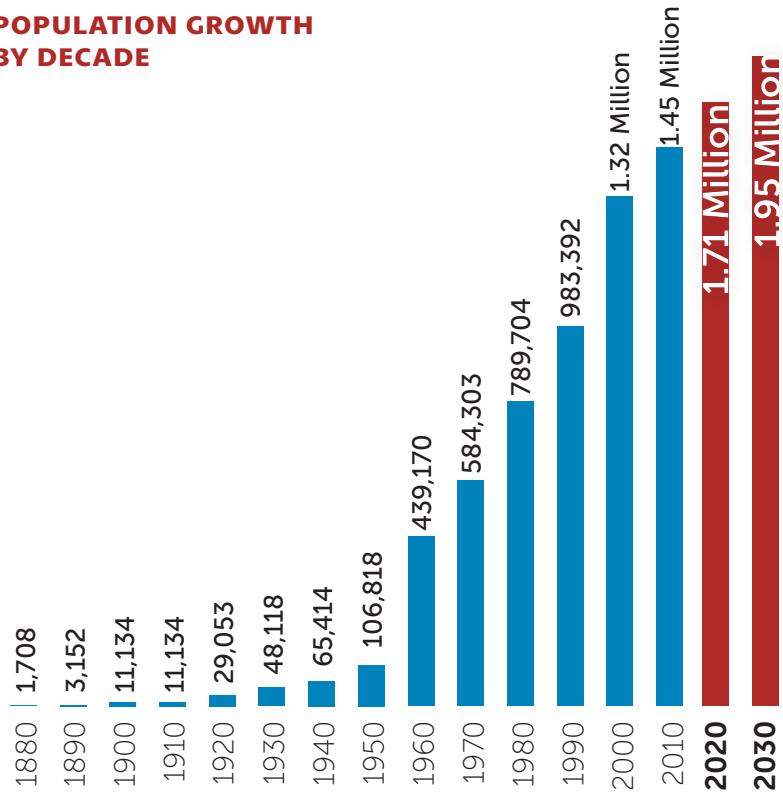
# Phoenix 2030

**POPULATION** **1,953,806** **PEOPLE**

**HOUSING UNITS**  
**735,100**

**TOTAL EMPLOYMENT**  
**1,071,200** **JOBS**

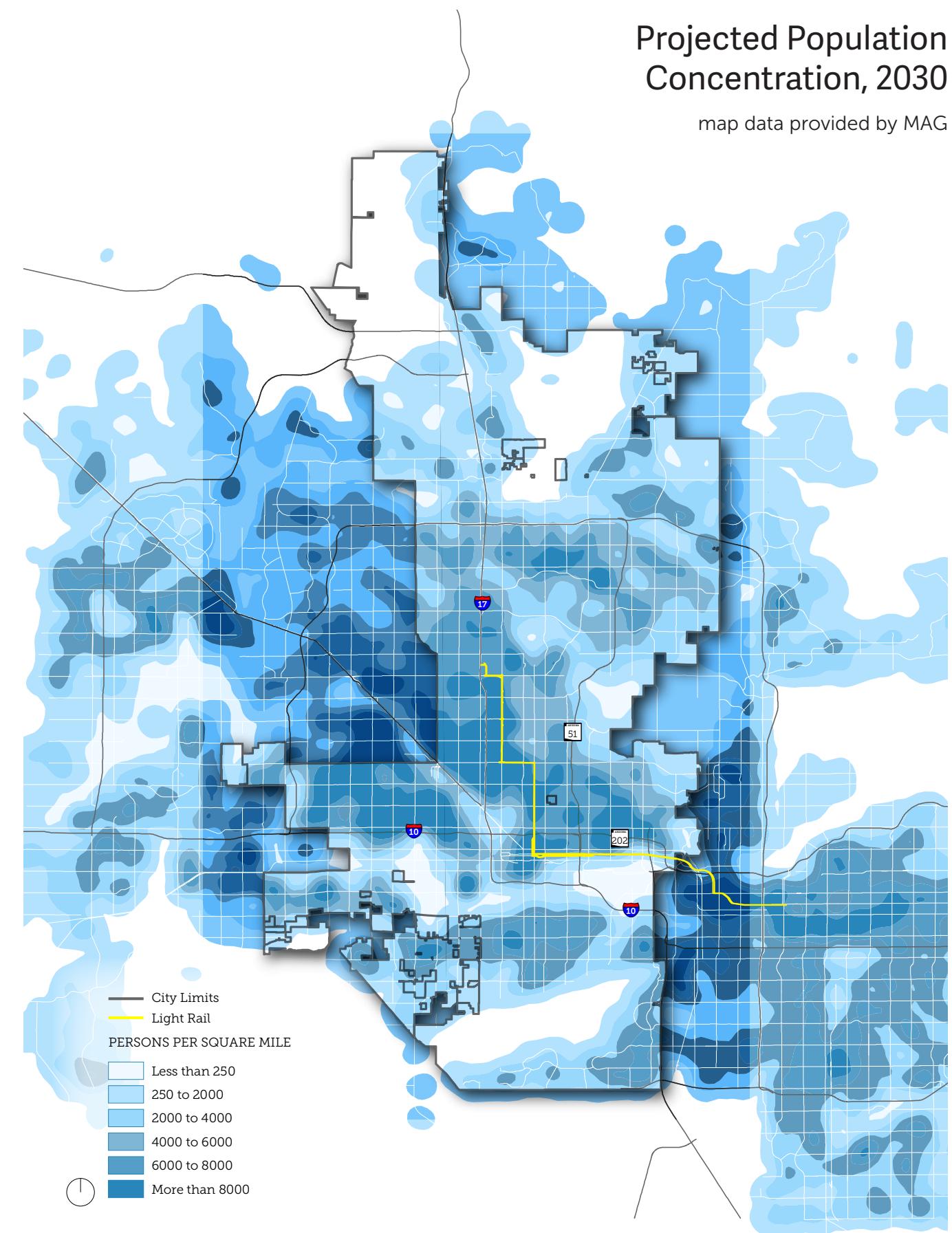
**POPULATION GROWTH  
BY DECADE**

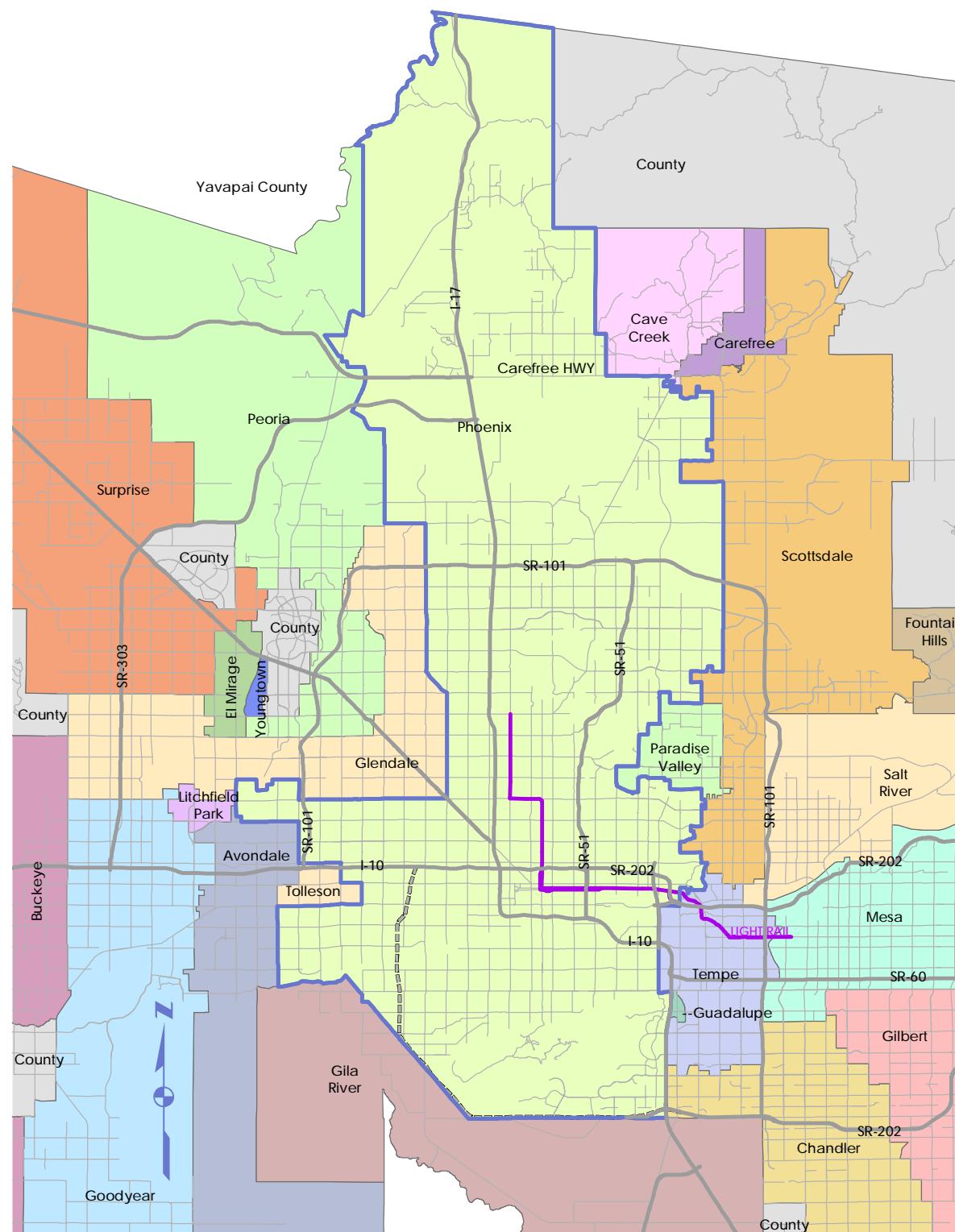


\*Data provided by  
Maricopa Association  
of Governments (MAG)

Projected Population  
Concentration, 2030

map data provided by MAG





**MARICOPA** is the nation's fourth largest county in terms of population and has a population greater than 21 states. Twenty-five cities and towns are located in Maricopa County. Measuring 137 miles east to west and 102 miles north to south, Maricopa County covers 9,225 square miles, making it the 14th largest county in land area in the continental United States, and larger than seven states.

# REGIONAL COORDINATION

As the largest city in both population and size in the state of Arizona and Maricopa County, Phoenix's urban form and development has a tremendous impact on its surrounding cities and the entire state. However, the lives of Phoenicians are not defined by the municipal borders, nor should the concept of the Connected Oasis just apply to Phoenix. Phoenix residents' lives are bettered by the city's proximity to other great cities and their respective assets.

Phoenix should continue to collaborate and coordinate with neighboring cities, Maricopa County, the State of Arizona and other local, state and regional partners. Continuing to be a leader in regional coordination will help to achieve the Vision of a Connected Oasis and address the plan's three Community Benefits.

The success of the METRO light rail system could not have been achieved without the cooperation between Phoenix and several other cities and regional partners. The issue of transportation planning and infrastructure development is a prime example of a project that requires regional coordination in order to be successful. Expanding the city's public transportation system is one of the items addressed in the plan's Five Core Values. The Core Values each contain projects or initiatives that will require Phoenix to continue with its role in coordinating with its regional partners for them to be realized.

## Spotlight on the **Maricopa Association of Governments**

In 1967, local governments in Maricopa County formed the Maricopa Association of Governments (MAG) as a nonprofit corporation to act as the vehicle to address areas of common regional interest. The initial focus and primary concern of MAG was in the areas of water, air pollution and solid waste disposal.

Today MAG is the regional air quality planning agency and metropolitan planning organization for transportation for all jurisdictions in Maricopa

County, including the Phoenix urbanized area and the contiguous urbanized area in Pinal County. MAG also serves as the principal planning agency for the region in a number of other areas, including water quality and solid waste management. One of MAG's most notable services is the development of population estimates and projections for the region.

For more information about MAG and MAG related projects visit [www.azmag.gov](http://www.azmag.gov).

# INFRASTRUCTURE

Phoenix will continue to grow at its periphery, and there is a cost associated with this growth. For the past two decades, Phoenix has ensured that these costs have been paid for by new development through its development impact fee program. Carrying forward the existing goals and policies related to the cost of new development is one important way the city continues to help our [local economy](#) by growing in a responsible manner.

The development impact fee program allows the city to avoid placing a financial burden on existing development while still providing new development necessary [public services](#), using the best financing and funding methods available. The program is designed to fund and finance public services for new development by charging costs that bear a reasonable relationship to the burden imposed. Development impact fees are an effective method for paying for necessary public infrastructure such as arterial streets, fire stations, police stations, parks, libraries, storm drainage facilities, and water and wastewater facilities.

Infrastructure financing can and should be tailored to the unique environment in different areas of the city. For example, improvement districts or community facility districts should be used in areas of new development where enhanced capital facility standards are desired.

## Cesar Chavez Library

Designed by world renowned architecture firm, Line and Space, the [Cesar Chavez Library](#) opened in 2007 and was funded by impact fees. The library was named one of 10 New Landmark Libraries by Library Journal in 2011. The library is located in Cesar Chavez Park. The library's floor plan, narrowing at its center like an hourglass, allows customers to find the central service desk easily. The curves of the building are a direct response to the powerful geometry of the nearby lake. The wing-like roof is a reminder of the historical importance of the flowering fields in Laveen.

Photo by Robert Reck



## Efficiencies

The city's infrastructure financing program will be maintained as highly efficient, with a regularly evaluated fee structure, requirements, and practices, to ensure a fair, balanced and efficient financing system.

As Phoenix grows, new areas on the periphery where development is occurring should be designated as impact fee areas, and staff will update policies associated with infrastructure financing and development to ensure they are effective in requiring new development to bear their proportionate share of the costs of new infrastructure. In addition, bond programs should be used in instances where development impact fees are not available.

Partnerships should be utilized with both the private sector and our regional partners to better develop our city's infrastructure. In many cases, the private sector may be capable of developing our city's needed infrastructure, or running infrastructure programs more efficiently.

Public / private partnerships should be utilized in these instances to take advantage of these efficiencies. In addition, many types of infrastructure such as parks, water and wastewater treatment facilities, and emergency call centers, benefit residents of multiple jurisdictions.

In instances where we can partner with regional partners to develop these and other similar facilities, we should maximize the benefit while limiting the cost to Phoenix residents.

## Economies of Scale

Infrastructure financing and development is often more efficient when facilities are developed for multiple projects. Developers should be required to install ultimate sized facilities both on-site and off-site in outlying areas where infrastructure is not programmed. Water and sewer repayment agreements should be made available. In addition, use of in-lieu fees in the form of payments to escrow accounts, to fund a developments proportionate share of facilities in cases where construction of those facilities is deferred and where impact fees are not available.

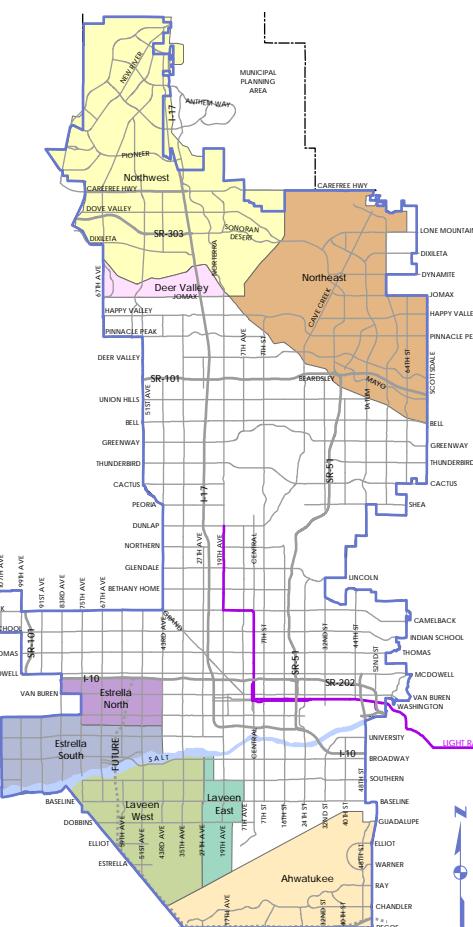
## Fairness

When asking the development community to contribute to infrastructure financing, it is important to maintain checks and balances to uphold an equitable system.

As new development is required to contribute to additional public facilities, consistency should be maintained with the city's policy on proportionality with appropriate exceptions consistent with the other goals and policies of the General Plan.

This policy keeps developers from contributing more than their fair share. In addition, staff will provide updates to the community through a triennial report on revenues and facility construction funded through the program, showing the program is working and fair.

For more information on the city's Development Impact Fee Program visit: <https://www.phoenix.gov/pdd/devfees/impactfees>.



IMPACT  
FEE AREAS  
FIGURE

# THE PHOENIX STREET GRID

The [Street Classification Map](#) was first adopted in 1961, laying the basis for the Phoenix grid street system. In 1994 the Map was modified to reflect the Street Classification System Policy and to incorporate information from the former Minimum Right-of-Way Standards Map. The Street Classification Map provides information on the city's street network, identifying the alignment and minimum right-of-way standards for existing and planned major arterial and collector streets. The map is regularly updated to reflect the changing landscape of the Phoenix region, providing guidance to residents, city staff and property owners alike, regarding the future of the city's transportation network.

## Major Arterial Streets

Major arterial streets provide for long distance traffic movement within Phoenix and between Phoenix and other cities. Service to abutting land is limited. Access is controlled through frontage roads, raised medians and the spacing and location of driveways and intersections. Opposing traffic flows are often separated by a raised median.

## Arterial Streets

Arterial streets provide for moderately long distance traffic movement within Phoenix or between Phoenix and adjacent cities. Moderate service is provided to abutting land. Access is controlled through frontage roads, raised medians and the spacing and location of driveways and intersections. Opposing traffic flows are separated by a raised median or a continuous left turn lane.

## There are 736 miles of arterial streets in Phoenix.

### Collector Streets

Collector streets provide for short distance (less than three miles) traffic movement; primarily functions to collect and distribute traffic between local streets or high volume traffic generators and arterial streets. Collector streets provide direct access to abutting land. Some access may be controlled by raised medians and the spacing and location of intersections and driveways.

### Minor Collector Streets

Minor collector streets provide for short distance (less than three miles) traffic movement; primarily functions to collect and distribute traffic between local streets and arterial streets. Minor collector streets provide direct access to abutting land. Some access may be controlled by the spacing and location of intersections.

## There are 612 miles of collector streets in Phoenix.

### Local Streets

Local streets provide for direct access to residential, commercial, industrial, or other abutting land, and for local traffic movements and connections to collector and/or major streets.

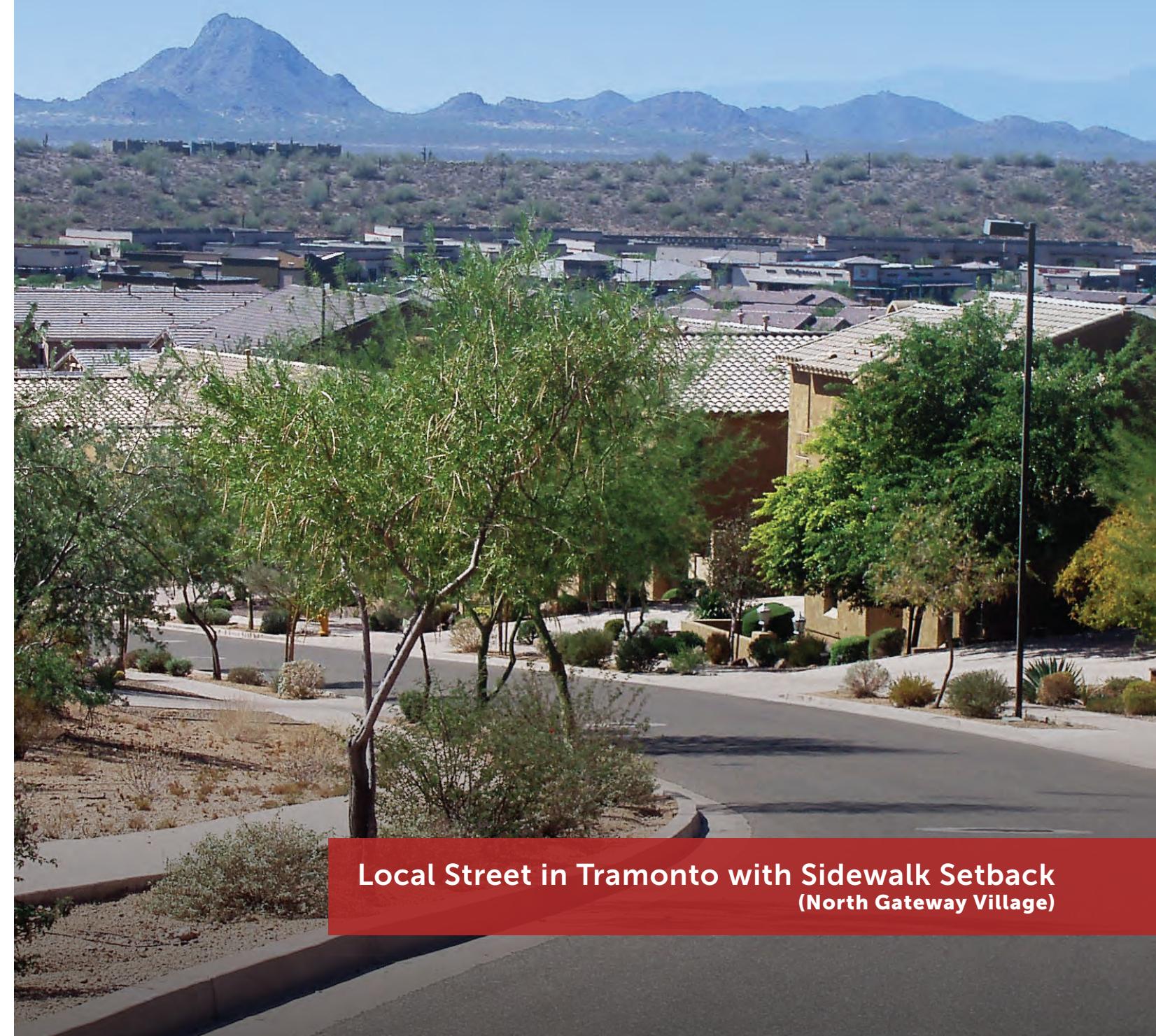
## There are 3,508 miles of local streets in Phoenix.

## In total, there are 4,856 miles of streets in Phoenix.

## Complete Streets

On July 2, 2014, city of Phoenix council members moved to adopt two new ordinances aimed at changing the way that streets are developed, designed, and constructed. [Complete Streets](#) are designed to encourage and facilitate active transportation and public health, and accommodate people of all ages and abilities, including pedestrians, wheelchair users, bicyclists, users of public transportation, motorists, emergency responders, and freight movers.

For the city of Phoenix, the primary focus of street design will no longer be solely on the speed and efficiency of automobile travel, but on the safety and comfort of all users of the public right-of-way (ROW). Phoenicians have been slowly making the shift towards a more [multi-modal](#) way of living, meaning that more and more people are beginning to incorporate some level of active transportation into their lives via walking or bicycling in order to reap the benefits of a healthy lifestyle, connect with the community and improve overall quality of life.





### Baseline Road Scenic Corridor

Baseline Road was the subject of a significant [streetscape](#) improvement project in 2005. The lush landscaped [setbacks](#), unique transit stops and meandering pedestrian paths in the project helped to implement the vision and goals of the 1997 City Council adopted Baseline Area Master Plan.

# SCENIC **CORRIDORS**

A scenic designation applies to a street, freeway or corridor that has or is intended to have a special character. The designation does not alter the classification for a street, but it does include special design features and/or policies. These design features relate to streetscape design, adjacent landscaping and encourage design aesthetics that support the scenic designation. The policies will preserve views, enhance character and encourage uses compatible to the scenic corridor.

A scenic designation should be a continuous feature, even though it may pass through several land-use areas. Each corridor designated as scenic should be of intensity and quality that harmonizes with the uniqueness or special character of the selected route.

The basis for selecting a scenic corridor may be:

- Preserving existing natural areas: desert, hills or mountains
- Recognizing the existing character or theme of adjacent areas: a preponderance of single-family development adjacent to freeways, tree-lined roads, undisturbed desert
- Designating areas of special or unique character: village core, village boundary and village's main street
- Preserving important views: mountain vistas, Salt River corridor, downtown Phoenix skyline, and undisturbed desert

#### EXISTING SCENIC CORRIDORS:

##### Cave Creek Road

- Approved by the City Council in August 1986
- Segment between Jomax Road and Carefree Highway
- Established a setback from street centerline
- A 205-foot setback from the street centerline is

recommended and is actively being pursued

##### Baseline Road

- Approved by the City Council in June 1996
- Segment between 16th and 40th streets
- Established design guidelines for all development adjacent to Baseline Road

##### Happy Valley Road

- Approved by the City Council in December 1996
- Segment between 67th Avenue and the Happy Valley Road crossing of the Central Arizona Project (CAP) aqueduct
- Created guidelines for development both within and adjacent to the right-of-way for Happy Valley Road

##### Dobbins Road

- Study completed January 2000
- Segment from Central to 67th avenues
- Defined criteria to move traffic safely and efficiently through the area

##### Carefree Highway

- Approved by the City Council in June 1997
- Segment from Black Canyon Highway to Black Mountain Boulevard
- Established a setback from the street centerline
- A 205-foot setback from the street centerline, leaving a

135-foot tract of undisturbed land between the street improvements and urban development, except in commercial areas where a 120-foot setback from the centerline is required

##### State Route 51 and Loop 101

- Approved by the City Council in June 2011
- Segment from northern boundary of the Phoenix Mountain Preserve to the Loop 101; along the Loop 101 from the Phoenix/Scottsdale border (Scottsdale Road) to the Phoenix/Glendale border (51st Avenue)
- Established policy to discourage off-premise signs and primary outdoor uses

##### GOAL:

Scenic corridors should be identified and maintained to preserve natural areas, views and areas of unique character adjacent to arterial streets and freeways.

##### POLICIES:

1. Designate scenic corridors that respond to their local environment as well as design goals and policies for adjacent areas.
2. Designation of scenic corridors on the Street Classification Map should be based on a plan that first enumerates goals, policies and standards of the street.

# LAND USE

As a result of this General Plan Update, a majority of the land use policies can be found in each of the Core Values sections. This section contains specific policies related to the following specific land use topics that are unique in nature or are required by the Arizona Revised Statutes 9-461.05.

## Adjacent County Islands

County Islands create unique challenges for cities. County zoning ordinances allow for some uses not allowed within Phoenix and provide for different development standards. Although the uses can no longer expand if annexed into the city, they may have a long economic life whether in the county or the city. These uses and their different development standards can create negative impacts on adjacent uses and cause a discontinuous visual image. In some cases opposite sides of the street will develop under different streetscape, landscaping and setback standards.

As of September 2014, there were 9,830.47 acres of unincorporated land within the Phoenix city limits. This is approximately three percent of the entire city's acreage.

### GOAL:

Land uses and development standards for unincorporated land adjacent to or surrounded by the city should be consistent with adopted city plans where applicable. Annexed land uses and development should be compatible with the surrounding land uses and character of an area.

### POLICIES:

1. Review county rezoning requests and work with applicants to facilitate annexation into the city of

Phoenix in conjunction with the City Clerk Department.

2. Encourage annexation of all county lands that are adjacent to the city and wish to develop, rather than providing water and service beyond the city limits.
3. Support legislation that would make it easier to annex small county islands.
4. Continue to analyze the costs and benefits of annexations, including the ability to fund provision of city services and maintain current service levels.

## Shooting Ranges

Arizona Revised Statutes require that General Plans provide land use policies for development for any shooting range that is owned by the state and that is located within or adjacent to the exterior municipal boundaries on or before Jan. 1, 2004. Additional requirements per the statute are as follows:

*"The general plan shall establish land use categories within at least one-half mile from the exterior boundaries of the shooting range that are consistent with the continued existence of the shooting range and that exclude incompatible uses such as residences, schools, hotels, motels, hospitals or churches except that land zoned to permit these incompatible uses on*

*August 25, 2004 are exempt from this exclusion." (ARS 9-461.05.G)*

The city of Phoenix is home to one range that meets this definition – The Ben Avery Shooting Range at 4044 W. Black Canyon Boulevard.

The Land Use designation for Ben Avery was designated Public/Quasi-Public in 2005 through General Plan Amendment GPA-NG-3-05-1. This amendment was completed to preserve the future use of the range through the long range plan for the area.

The surrounding area was also designated for a mixture of land uses including Parks/ Open Space, Commercial, Commerce/Business Park, Public/Quasi-Public through the same amendment.

These designations create a balanced land use mix in the area and encourage employment and commercial uses in conjunction with open space preservation, while not jeopardizing the range with sensitive land uses.

Much of the land surrounding the range currently exists as natural, undisturbed open space, and the few existing nearby uses such as the Arizona Game and Fish Department offices and the Pioneer Living History Museum

are compatible with the facility. Consistent with state law, Ben Avery will remain preserved without the threat of sensitive land uses encroaching on the range.

## Sources of Aggregate

Growth, no matter what shape it takes, requires building materials for everything from roads to driveways. Ensuring that Arizona has adequate resources to provide these necessary materials was one of the main reasons behind a new requirement that cities begin to incorporate planning for sources of aggregate into their general plans.

The passage of the Aggregate Protection Act (Senate Bill 1598) added a provision in the Arizona Revised Statutes (9-461.05.C.1.g) that requires cities to address sources of currently identified

aggregates. In addition, cities are to provide policies to help preserve currently identified aggregates sufficient for future development, and policies to avoid incompatible land uses in the Land Use section of their General Plan. The language below addresses these requirements for the Phoenix General Plan.

### GOAL:

Provide equal protection for residential development and aggregate mining operations by promoting compatible land uses in areas of close proximity to existing or planned aggregate and mineral mining operations.

### POLICIES:

1. Discourage new residential zoning where future residences would be adjacent to an existing or planned

aggregate /mineral mining operation.

2. Discourage new mining operations adjacent to or in close proximity to existing residential development, schools or existing or planned city recreation areas.

3. Promote non-residential development such as business park and industrial uses adjacent to existing mining operations.

4. Update the General Plan Land Use Map to recognize existing mining sites and as needed when new potential mining sites are identified.



A report prepared for the Arizona Rock Product Association estimates that in 2006, Arizona produced 109 million tons of aggregates and crushed stone. Transportation of these materials generated 8.73 million truck trips traveling more than 174 million miles. This required more than 26.7 million gallons of diesel fuel and generated over 506.9 tons of truck emissions. Source: [www.haleyaldrich.com/downloads/publications/aggregate\\_protection\\_guidance.pdf](http://www.haleyaldrich.com/downloads/publications/aggregate_protection_guidance.pdf) The photo to the left highlights some of the materials provided by the aggregate industry, from cement to sand, that are needed for home construction.

# LAND USE MAP

The [General Plan Land Use Map](#) is the most prominent and widely used portion of the 2002 General Plan. It serves as a powerful planning tool that helps to guide the urban form of the city. Phoenix's urban form has followed the urban village model and its five components:

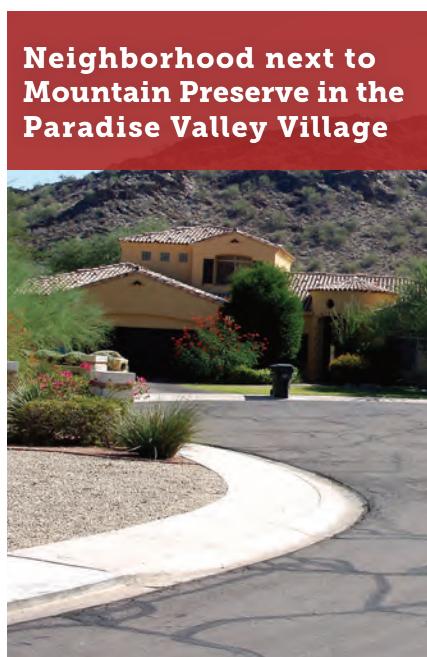
1. Core
2. Neighborhoods
3. Community Service Areas
4. Regional Service Areas
5. Open Space

There are no proposed changes to the Land Use Map as part of this update, nor are there any modifications to the General Plan Amendment procedures addressed in Appendix B. The General Plan Land Use Map shall continue to show the generalized land use plan for the city and proposed street system with the exception of local streets. Zoning granted subsequent to the adoption of the General Plan or any amendments shall be in conformance with the land use category shown and defined in the 2002 General Plan.

After the adoption of the updated General Plan, the Planning and Development Department will collaborate with the Planning Commission, [Village Planning Committees](#), residents and property owners to determine if any changes to the Land Use Map are needed as part of the development of the individual village character plans discussed in Part IV of this plan.

This exercise will involve the identification of four areas within

## Neighborhood next to Mountain Preserve in the Paradise Valley Village



## South Central Avenue



## Happy Valley Towne Center

planning can be employed to ensure those places are protected and enhanced.

### Areas of Growth

The purpose of the Areas of Growth is to channel growth where each village feels it is most appropriate and aligns with the General Plan's goal of coordinating new growth with existing or planned infrastructure.

Areas of Growth can be part of the village where most people agree that development or redevelopment would be beneficial. Areas of Growth should also be the places with the most intense scale of development in the village or a place where the village will be supportive of a change in the scale of development.

### Centers

Since the adoption of the 1979 Phoenix Concept Plan, Phoenix has employed a series of cores, in each of the urban villages. The cores were intended to be the clearly identifiable central focus for the village, housing a majority

of the village's employment and multifamily housing and ultimately serving as centers for connectivity and collaboration.

In the more than 40 years since the core concept was adopted, a few of the city's cores have developed as they were envisioned while many have not. In several villages, centers for employment, shopping, services and residential growth have developed that are not designated cores in the General Plan.

A set of centers will be identified in each village and be used to develop a citywide centers table that will augment the Urban Village Model and the existing cores.

### Corridors

Not all growth in Phoenix has occurred in a defined area, but has followed a more linear pattern of growth. Areas like Baseline Road in the South Mountain Village or 32nd Street in the Paradise Valley Village are great examples of corridors that

should be captured in the Land Use Map update.

Analyzing where Phoenicians are connecting with each other today is crucial to understanding how to most efficiently build the Connected Oasis for tomorrow. Identifying centers and corridors in each village will be a big step towards incorporating the concept of connectivity into General Plan's Land Use Map.

### Growth + Infrastructure

A key step in the Land Use Map update exercises will be an analysis of growth trends for the city and each village. Identifying areas projected for both residential and employment growth will be an important consideration in designating Areas of Growth and Preservation and Centers and [Corridors](#). In addition, a review of existing and planned infrastructure investments and existing and projected infrastructure demands will be critical towards identifying appropriate locations for future investment and growth.

## Piestewa Peak Corridor





## PART III

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# OUR CORE VALUES

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Using the thousands of residents' ideas about the future of the city, 5 core values emerged. These 5 core values embody all that makes our city great and what residents believe will make it even better.

# HOW TO USE THIS PLAN

The General Plan was designed to be a document that is easy for the reader to understand and use. Each of the Core Values' subsections is divided into the following six parts highlighted below

## Subsection Description

This is a brief overview of the subsection topic and its importance to the future of the city.

## Goal

One or two statements about what we aspire to achieve with respect to this topic.

## Measure for Success

These are items that the city will use to measure progress towards achieving the goal. In many cases the listed items are in need of refinement, but should be considered a first step toward developing more quantifiable measures in the near future. The measures will help to elevate the level of conversation about the topic during the regular review of the General Plan and add an element of accountability to the plan.

## Land Use and Design Principles

The principles provide guidance on how development should take shape when addressing the particular topic. They will be used to evaluate development proposals when reviewing land use and design requests.

Part III: Core Values

## CORES, CENTERS & CORRIDORS

Every community has a place where citizens may gather to meet and interact in a variety of ways. These places offer a multitude of activities to draw people together and keep them engaged, from shopping and restaurants to schools or arenas. These places have different needs influenced by the character of the community and the amenities available in the center. Each place is unique, and policies must be flexible enough to foster and encourage the natural growth of all of these places. **Each of the places can be organized into one of three categories - Cores, Centers and Corridors.** More detailed descriptions for each of these places is included in Part II of the Plan. This section begins to establish a policy foundation for the growth of Core, Centers and Corridors throughout the city.

**THE GOAL**

Phoenix residents should have an abundance of **places to connect** with services, resources and each other.

**MEASURE FOR SUCCESS**

Establish <b>place types</b> for cores, centers and corridors by 2020.	At least 10% of designated cores, centers and corridors will have an <b>adopted area plan</b> by 2020.	Cores, centers and corridors will have <b>pedestrian and bicycle connections</b> to the surrounding community.
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**Land Use and Design Principles**

**LAND USE** Locate land uses with the greatest height and most intense uses within village cores, centers and corridors based on village character, land use needs, and transportation system capacity.

**LAND USE** Plan cores, centers and corridors to include a variety of land uses: office, retail shopping, entertainment and cultural, housing, hotel and resort, and where appropriate, some types of industry.

**DESIGN** Encourage centers to provide a pedestrian environment with plazas, common open space, shaded walkways, separation of pedestrian and vehicular traffic, bicycle parking, and vehicle parking in architecturally disguised structures or underground where feasible.

**DESIGN** Promote development in compact cores, centers and corridors that are connected by roads and transit, and are designed to encourage walking and bicycling.

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Connect People & Places

## Policy Documents and Maps

Camelback East Primary Core Specific Plan	Estrella Village Core Plan	North Mountain Redevelopment Area Plan
Deer Valley Core Specific Plan	North Gateway Village Core Plan	Maryvale Core Urban Design Plan
Desert Ridge Specific Plan	Urban Villages and Core Maps	Urban Village Model
	North 32nd Policy Plan	

**Tools: Policies and Actions\***

**PLANS** Update or develop core, center or corridor plans to be incorporated into the General Plan or adopted as specific plans. The plans should provide the desired mixture of uses, with separate vehicular and pedestrian traffic, reduce through-traffic when practical and desirable, and achieve a high level of integrated urban design. Major property owners and developers, staff, and citizen volunteers should cooperate to develop individual core plans based on the above principles and village plan policies. Village core master plans, and tools to implement them, should be developed to coordinate and integrate individual center developments.

**PLANS** Work with Village Planning Committees to identify each core, center or corridor and an associated place type for their respective village.

**CODES** Support healthy urban villages, with a balance mix of housing, employment opportunities and services as a principal means to reduce vehicle trip length and associated emissions.

**CODES** Continue to update the Zoning Ordinance to facilitate appropriate growth in the city's cores, centers and corridors.

**24th Street & Baseline Rd**

Many of Phoenix's centers evolved naturally out-of-a need from the community for a gathering place. One such center is at 24th Street and Baseline Road. Because of the support of the community, the intersection now boasts a major shopping center, a community college and a library. This intersection has become the center of the community.

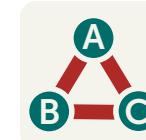
## Tools: Policies and Actions

A list of items that utilize the categories from the Tools layer of the PlanPHX Framework that provide a summary of what will be done to help achieve the goal.

\*In some cases there are additional Tools listed that do not appear on the page. In those instances (identified by an asterisk), please reference Appendix E: Supplementary Tools.

## Spotlight

The spotlights profile places in the city that are already helping to achieve the goal. They are meant to celebrate the many community assets that Phoenix already has in place and serve as examples that can be followed in other parts of the city.



# CONNECT PEOPLE & PLACES

Phoenix residents value and appreciate their role as stewards of our historically diverse transportation infrastructure. The historical system of canals, horse and hiking trails, bike pathways, street grid and freeways have helped to define and mold our city into the place we live today. But we are changing and mass transit, the internet and cellular technology are beginning to play a larger role in how we connect. We need to look to the future and ensure we continue to develop by taking advantage of the resources we have available.

Our transportation infrastructure is broadened by technological infrastructure that builds an economic, social and civic network for collaboration to share ideas and implement plans for connecting and sustaining our vibrant, diverse neighborhoods, businesses and communities.

From neighborhoods all across Phoenix, residents envision a transportation and knowledge-based infrastructure network that provides safe, affordable, and accessible connections to people, places and ideas for building a city able to pivot and face the challenges and opportunities of a changing physical, economic and technological environment.

Phoenix residents have begun to develop dense [activity centers](#), village cores and transit oriented development. These activity centers and corridors provide opportunities for residents to live, work and play in one place, and come together as a community. Clusters provide choices for

residents to walk or bike to their destination, reducing trip length and the dependency on the automobile. The increase in light rail ridership will continue to promote residential and commercial development surrounding transit stations. We intend to capitalize on existing transit infrastructure to increase the activity levels near transit stations.

The Connect People and Places Core Value focuses on the following Growth/Preservation and Infrastructure areas:

#### **Growth / Preservation Areas**

- Cores, Centers and Corridors
- [Infill Development](#)
- Opportunity Sites
- [Transit Oriented Development](#)

#### **Infrastructure Areas**

- Complete Streets
- Bicycles
- Public Transit
- Parks
- Canals / Trails
- Access and Functional Needs Infrastructure
- Knowledge Infrastructure



# CORES, CENTERS & CORRIDORS

Every community has a place where citizens may gather to meet and interact in a variety of ways. These places offer a multitude of activities to draw people together and keep them engaged, from shopping and restaurants to schools or arenas. These places have different needs influenced by the character of the community and the amenities available in the center. Each place is unique, and policies must be flexible enough to foster and encourage the natural growth of all of these places. **Each of the places can be organized into one of three categories – Cores, Centers and Corridors.** More detailed descriptions for each of these places is included in Part II of the Plan. This section begins to establish a policy foundation for the growth of Core, Centers and Corridors throughout the city.

## THE GOAL

Phoenix residents should have an abundance of **places to connect** with services, resources and each other.

## MEASURE FOR SUCCESS

Establish **place types** for cores, centers and corridors by 2020.

At least 10% of designated cores, centers and corridors will have an **adopted area plan** by 2020.

Cores, centers and corridors will have **pedestrian and bicycle connections** to the surrounding community.

## Land Use and Design Principles

**LAND USE** Locate land uses with the greatest height and most intense uses within village cores, centers and corridors based on village character, land use needs, and transportation system capacity.

**LAND USE** Plan cores, centers and corridors to include a variety of land uses: office, retail shopping, entertainment and cultural, housing, hotel and resort, and where appropriate, some types of industry.

**DESIGN** Encourage centers to provide a pedestrian environment with plazas, common open space, shaded walkways, separation of pedestrian and vehicular traffic, bicycle parking, and vehicle parking in architecturally disguised structures or underground where feasible.

**DESIGN** Promote development in compact cores, centers and corridors that are connected by roads and transit, and are designed to encourage walking and bicycling.

## Policy Documents and Maps

[Camelback East Primary Core Specific Plan](#)  
[Deer Valley Core Specific Plan](#)  
[Desert Ridge Specific Plan](#)

[Estrella Village Core Plan](#)  
[North Gateway Village Core Plan](#)  
[Urban Villages and Core Maps](#)  
[North 32nd Policy Plan](#)

[North Mountain Redevelopment Area Plan](#)  
[Maryvale Core Urban Design Plan](#)  
[Urban Village Model](#)

## Tools: Policies and Actions\*

**PLANS** Update or develop core, center or corridor plans to be incorporated into the General Plan or adopted as specific plans. The plans should provide the desired mixture of uses, with separate vehicular and pedestrian traffic, reduce through-traffic when practical and desirable, and achieve a high level of integrated urban design. Major property owners and developers, staff, and citizen volunteers should cooperate to develop individual core plans based on the above principles and village plan policies. Village core master plans, and tools to implement them, should be developed to coordinate and integrate individual center developments.

**PLANS** Work with Village Planning Committees to identify each core, center or corridor and an associated place type for their respective village.

**CODES** Support healthy urban villages, with a balance mix of housing, employment opportunities and services as a principal means to reduce vehicle trip length and associated emissions.

**CODES** Continue to update the Zoning Ordinance to facilitate appropriate growth in the city's cores, centers and corridors.



## 24th Street & Baseline Rd

Many of Phoenix's centers evolved naturally out of a need from the community for a gathering place. One such center is at 24th Street and Baseline Road. Because of the support of the community, the intersection now boasts a major shopping center, a community college and a library. This intersection has become the center of the community.



# INFILL

There is a significant amount of land in mostly small vacant parcels and larger, underutilized parcels that could develop and redevelop within the central villages. Development and redevelopment of this land is hampered by high land costs, potential environmental contamination, costs to relocate utilities, surrounding blight, difficulties in assembling parcels, crime and perceptions of crime, and/or concerns about the school systems. The city has provided incentives for developing these areas, through redevelopment area programs and a broader area single-family infill housing program.

## THE GOAL

Vacant and underdeveloped land in the older parts of the city should be **developed** or **redeveloped** in a manner that is compatible with viable existing development and the long term character and goals for the area.

## MEASURE FOR SUCCESS

**Increase building square footage** of new development located within the Infill Development District **by 5%** by 2020.

**Decrease the number of vacant lots** located in the Infill Development District **by 5%** by 2020.

**Increase the number of residents** living in the Infill Development District **by 5%** by 2020.

## Land Use and Design Principles

**LAND USE** Support temporary creative neighborhood uses for vacant properties and [greyfields](#).

**LAND USE** Promote and encourage compatible infill development with a mix of housing types in neighborhoods close to employment centers, commercial areas, and where transit or transportation alternatives exist.



### Old School 07

Old School 07 is a recently opened redevelopment of vacant and underutilized property in Central Phoenix. The property, located at the northwest corner of 7th Street and Osborn was home to a church for decades, but changing demographics caused the church to move to a new location. The church was built in 1948 while a school house on the property dates back to 1886. Both buildings have been converted to a mix of restaurant and retail spaces, while a new building was built to house a Starbucks Coffee.

## Policy Documents and Maps

[Infill Policies Summary](#)

[Infill Development District Map](#)

## Tools: Policies and Actions\*

### PLANS

Administer the infill development district in which development standards may be modified based upon approved text amendments or on use permit public hearings to encourage redevelopment and reuse of existing parcels and buildings. Infill is a development that is constructed within a built-up area on vacant to underutilized property or buildings. To qualify for infill-specific [regulatory relief](#), an infill development must be located within the infill development district map.

### PLANS

Implement the proposed infill development district shown on the General Plan Land Use Map, and prepare an infill policy for this area that includes new development prototypes and design guidelines. Pursue additional redevelopment focus areas where text amendments may be utilized to encourage appropriate redevelopment and reuse of existing vacant property and buildings.

### CODES

Develop policies and recommendations to encourage compatible infill development for single-family detached and attached housing, multiple family housing, live/work housing, neighborhood retail, and office and industrial uses. Identify ways to provide parks/open space in infill area neighborhoods deficient in open space and recreational opportunities. These policies and recommendations should be based on analysis of the market dynamics of infill projects in various locations within the infill development district. All infill development should encourage alternative modes of transportation.

### CODES

Support updating/amending appropriate codes and ordinances to facilitate activation of vacant lots in strategic locations.

### CODES

Maintain city wide and infill specific policies to provide regulatory relief from new construction development standards for redevelopment projects.

### CODES

Amend the Phoenix Zoning Ordinance to allow consideration of modifications to Zoning Ordinance standards within the adopted infill development districts as use permit requests rather than variances. Such standards might include some adjustment of height, parking, setback and lot coverage requirements that apply citywide and are designed for [suburban](#), not urban, locations. Public hearings on each case would still be required.

### OPERATIONS

Review infill policies and regulations on a regular basis to ascertain appropriateness and effectiveness.

### OPERATIONS

Establish an interdisciplinary infill team to provide expedited technical assistance in processing plans and resolving issues.

### FINANCING

Develop programs for eliminating blight and encouraging redevelopment.



# OPPORTUNITY SITES

With almost 1.5 million residents and more than 519 square miles, the city of Phoenix has many opportunities for growth. However, there is a cost when growth is built in areas with little or no infrastructure, especially, when the growth is in areas far away from existing services. Development and redevelopment of vacant and underutilized properties within the urbanized area reduces the cost of managing growth, by focusing new development in areas where the infrastructure has already been developed.

## THE GOAL

To promote **development of vacant parcels** or redevelopment of underutilized parcels within the developed area of the city that are consistent with the character of the area or with the area's transitional objectives.

## MEASURE FOR SUCCESS

Establishment of an **inventory of vacant and previously developed sites** of greatest priority in each village.

## Land Use and Design Principles

- LAND USE** Support reasonable levels of increased intensity, respectful of local conditions and surrounding neighborhoods.
- LAND USE** Encourage development of the taller and larger buildings in Areas of Change away from single-family and low-rise, multifamily housing.
- LAND USE** Promote and encourage compatible development and redevelopment with a mix of housing types in neighborhoods close to employment centers, commercial areas, and where transit or transportation alternatives exist.

## Policy Documents and Maps

### [Redevelopment Areas Map](#)

## Tools: Policies and Actions

- PLANS** In conjunction with the village planning committees, create an inventory of previously developed sites ranked by priority for development or redevelopment.
- PLANS** Develop a place type menu, and create a new opportunity site place type map, illustrating areas where a greater intensity of development is warranted, thereby allowing for appropriate code modifications.
- CODES** Maintain city wide policies such as the [Adaptive Reuse](#) Program to encourage redevelopment and reuse of aging and obsolete buildings within the urbanized area of the city.
- CODES** Develop policies and recommendations to encourage compatible development of opportunity sites for single-family detached and attached housing, multiple family housing, live/work housing, neighborhood retail, and office and industrial uses.
- OPERATIONS** Develop programs to overcome barriers to developing in [brownfield](#) areas.
- OPERATIONS** Develop programs to eliminate blight and encourage redevelopment.
- FINANCING** Invest in local infrastructure improvements to revitalize through redevelopment of blighted areas and catalyze public an/or private reinvestment in that same area.



## The Rock at 32nd Street

A long vacant grocery store in north Phoenix near the corner of 32nd Street and Thunderbird Road was full of opportunity. The community needed the building redeveloped, as the blighted big box was becoming a drain on the neighborhood. Several local community groups came together to adaptively reuse the building to create [The Rock at 32nd Street](#). The renovated space now houses a community center, a teen center and a local church and has transformed into an asset for the community.



# TRANSIT ORIENTED DEVELOPMENT

The city's light rail system not only transports thousands of riders, it also provides an array of benefits and **opportunities for the land around transit hubs**. One such opportunity is to create a new development pattern for communities near planned or existing stations, in many cases revitalizing some of Phoenix's neighborhoods with the greatest need for redevelopment. Light rail can help to support compact development where appropriate. Phoenix must support Transit Oriented Development (TOD) to take advantage of the opportunities it provides. Additionally, TOD planning can create an attractive investment environment for property owners, and **allow for more competitive federal grant applications**.

## THE GOAL

Design areas surrounding light rail and major transit corridors to **create a walkable environment** & increase activity levels.

## MEASURE FOR SUCCESS

**Decrease** the number of **vacant lots** located in the Infill Development District by **5%** by 2020.

A minimum of **5% residential projects** with a commercial component should be completed in the infill Development District by 2020.

## Land Use and Design Principles

- LAND USE** Support compact, small block, mixed use development in appropriate locations.
- LAND USE** Encourage high-density housing and high intensity employment uses to locate adjacent or close to transit stations per adopted transit district plans.
- LAND USE** Continue the development of Central Avenue as the city's transit spine and the principal street of Phoenix, concentrating the maximum intensity of commercial office and retail uses downtown.
- LAND USE** Develop land use and design regulations governing land close to transit centers and light rail stations, to maximize the potential for ridership.
- DESIGN** Design public infrastructure to include pedestrian and bicycle amenities.

## Policy Documents and Maps

- [Transit Oriented Development Strategic Policy Framework](#)
- [Light Rail Transit and Future Studies Map](#)

- [Mass Transit Bus and Light Rail Map](#)
- [ReinventPHX Transit Districts Maps](#)
- [ReinventPHX Transit District Plans](#)

## Tools: Policies and Actions\*

- CODES** Establish replacement zoning districts developed through the ReinventPHX project approximately one quarter-mile from each future light rail station. This new zoning district should encourage land uses that would benefit most from proximity to transit and prohibit those uses that have few employees or customers, or are only auto-oriented. Include desired uses and prohibited uses; intensity, density and development standards appropriate to the location; and design guidelines in the transit districts.
- CODES** Update codes to require street trees, or other shade providing elements, in areas within a 1/4 mile walk of light rail stations.
- CODES** Adopt the Walkable Urban Code.
- CODES** Adopt advanced parking strategies in transit-served areas and areas identified for compact, mixed use development.
- OPERATIONS** Create a utility database for developers researching Transit Oriented Development sites.
- OPERATIONS** Continue to Implement the Transit Oriented Development Strategic Policy Framework.
- FINANCING** Provide safe, convenient and attractive pedestrian and vehicular connections for transit riders from stations to homes and businesses.



### Divine Legacy on Central

[Divine Legacy on Central](#) is a large, residential apartment building designed to take full advantage of Phoenix Light Rail. The project is a dense, redevelopment of an aging, underutilized office building. The buildings entrance is oriented to the street, providing pedestrians easy access to the light rail station that is just steps away.



# COMPLETE STREETS

Since the founding of Phoenix, the grid system has been a critical part of our city's physical layout. Phoenix residents love the grid system, but want **more bicycle, pedestrian and transit infrastructure**. Existing streets were built with a focus on the automobile, but other modes are equally important, and infrastructure should be repurposed to support these needs. Complete Streets are streets which are planned, designed, operated and maintained to support and **encourage walking, bicycling** and transit use while promoting safe and effective operations for users of all ages and abilities.

## THE GOAL

Create a system of streets which encourage and facilitate active transportation, support investment in transit, foster social engagement and community pride, **improves safety for all transportation** modes, supports the local economy and property values, and improve the **livability and long-term sustainability** of our region.

## MEASURE FOR SUCCESS

**Increase** the percentage of **new street projects** that are multi-modal increasing as the mode share of daily commuters.

**Reduce** number of pedestrian and **bike crashes** and fatalities per 100,000 residents.

**Increase the miles** of streets that have compliant pedestrian accommodations.



## Grand Avenue

In 2013, the city of Phoenix reimagined what [Grand Avenue](#) could look like between 7th Avenue and 17th Avenue. For years, the roadway had been forgotten, mainly used for automobile traffic with little consideration for other users or the businesses located along the strip. The city, in partnership with the local community, repurposed the corridor to better fit how local residents want to use the street. Traffic lanes were reduced to one lane in each direction, a large bicycle lane was added, and street trees were added to create a large buffer for pedestrians. The added pedestrian and bicycle infrastructure has been a huge success and the street can now be used as it should, with equal access for all modes.

# Land Use and Design Principles

## DESIGN

Locate parking to the rear of a site to create a more pedestrian environment, when adequate shielding from noise and light can be provided to adjacent established neighborhoods. On-street parking in some areas may also promote a pedestrian environment.

## DESIGN

In order to balance a more sustainable transportation system, development should be designed to include increased amenities for transit, pedestrian and bicyclists such as shade, water, seating, bus shelters, wider sidewalks, bike racks, pedestrian scale lighting and way-finding.

## DESIGN

Design areas adjacent to scenic corridors to honor the natural setting of the area.

# Policy Documents and Maps

[Complete Streets](#)

[Street Planning & Design Guidelines](#)

[Complete Streets Design Manual \(Future\)](#)

[Tree and Shade Master Plan](#)

[44th Street Corridor Specific Plan](#)

[Baseline Area Master Plan](#)

[Black Canyon / Maricopa Freeway Specific Plan](#)

[Carefree Highway Scenic Corridor Design Policies](#)

[East Van Buren Corridor Assessment](#)

[Estrella Village Arterial Street Landscaping Program](#)

[Freeway Mitigation and Enhancement Ideas](#)

[North Central Avenue Special Planning District](#)

[Outer Loop Freeway Specific Plan](#)

[Squaw Peak Freeway Specific Plan](#)

[Street Classification Map](#)

# Tools: Policies and Actions\*

## PLANS

Develop a Complete Streets Policy.

## PLANS

Identify community streets of significance and create specific plans to protect and enhance the street.

## PLANS

Create the Complete Streets Design Manual.

## PLANS

Work with Village Planning Committees to establish street types for the major streets within each community.

## PLANS

Create and adopt a truck route policy, taking into consideration the weight of large trucks and the appropriateness of them on some city streets.

## CODES

Develop and adopt a new street type menu which will include a more descriptive list of street types that will be used as an overlay to the existing Street Classification Map to provide context and character and identify design elements of priority for specific street segments.

## CODES

Create design element standards for scenic corridors.

## OPERATIONS

Support the Complete Streets Advisory Board to help guide and advise implementation activities.

## PARTNERSHIPS

Coordinate with city departments, private industry and development to identify resurfacing opportunities for lane narrowing, bike lanes, buffer zones and road diets.



# BICYCLES

Bicycles have long been a popular mode of transportation for Phoenix citizens. As a city, we will ensure the community has the proper infrastructure **necessary for bicyclists to safely**, and efficiently travel from home to work, from work to school, and from school to a park or other recreational activities. Bicyclists, from those using the infrastructure to **commute**, to those using bicycles as a form of **recreation** are in need of a variety of different types of infrastructure, from the macro level bike-way system, to the micro level specifics such as bike lockers or showers.

## THE GOAL

Develop the city's bike-way system into an accessible, **efficient, connected, safe and functional** network which promotes bicycling and quick access to any destination.

Establish a **network of bicycle amenities** at major destinations.

## MEASURE FOR SUCCESS

**Increase** the number of miles of **bicycle lanes** **by 20%** by 2020.

**Increase** the number of bicycle lanes in **proximity to schools** by 2020.

**Increase** the number of **bike lockers** located in city facilities **by 25%** by 2020.

## Land Use and Design Principles

**DESIGN** Consider the feasibility of grade-separated crossings of freeways and arterials for pedestrian and bicycle travel, at locations where pedestrian and bicycle travel is significant and the freeway or arterial provides a barrier to safe movement. If grade-separation crossing is not feasible, crosswalks, traffic signals, High-intensity Activated crossWalk (HAWK) should be incorporated into the design of bicycle lanes, bike routes and canals paths where they traverse any road.

**DESIGN** Remove from newly constructed or reconstructed streets and sidewalks all physical barriers and hazards to bicycling, that are safety concerns.

**DESIGN** Development should include convenient bicycle parking.

## Policy Documents and Maps

[Map of city bike-way system](#)

[Comprehensive Bicycle Master Plan](#)

## Tools: Policies and Actions\*

**PLANS** Create and adopt a Bicycle Master Plan.

**PLANS** Work with the city's bicycle subcommittee to identify gaps in the existing system, and work to eliminate them.

**CODES** Update the Zoning Ordinance to require bicycle parking, when applicable.

**CODES** Update the Zoning Ordinance to require bike showers and bike lockers in new construction, adaptive reuse, or use changes.

**OPERATION** Maintain bike lanes through major road construction projects where possible.

**OPERATION** Create a bike [retrofit](#) program to add bicycle infrastructure to existing streets which do not have bikeways.

**OPERATION** Implement a comprehensive Bike Share Program.

**FINANCING** Require 1% of the cost of street construction be allocated to bicycle infrastructure.

**PARTNERSHIP** Participate in the Maricopa Association of Governments Bicycle and Pedestrian Committee.



## Bicycle Boulevard

Phoenix bicyclists have long had little infrastructure to safely traverse the city. In 2012, the city of Phoenix began building the Phoenix [Bicycle Boulevard](#). This new boulevard consists of dedicated bike lanes along city streets to connect downtown Phoenix with downtown Tempe. The new bicycle boulevard is improving safety and transportation options for the many bicyclists in the city.



# PUBLIC TRANSIT

Many Phoenix and surrounding community's residents rely on Phoenix's mass transit system as their **primary source of transportation for work**, school and other purposes. Our mass transit system is made up of buses and rail, but also includes our airport infrastructure, a crucial transportation link to the rest of the world. The system should be efficient, reliable, frequent and comprehensive. While the Phoenix system has and continues to provide a high level of service, **improvements should be made** to encourage ridership and provide relief to the local street and freeway systems.

## THE GOAL

**Develop the Phoenix transit system** into an efficient multi-modal transportation system which will allow for the movement of people safely and efficiently, **connecting the many activity** and employment centers and neighborhoods **throughout the city**.

**Meet the demand** for the range of services needed, connecting neighborhoods to local bus routes, rapid transit, and fixed guideway **transit systems**.

## MEASURE FOR SUCCESS

A minimum of **70%** of all housing units will be within **one-quarter mile** of a transit stop and a minimum of **90%** will be within **one half mile**.

Maintain local bus service frequencies of **at least 30 minutes** Monday through Sunday.

All **high priority transit stops** have shade features where city street right-of-way and infrastructure allow.

## Land Use and Design Principles

**LAND USE** Encourage integrated land uses and transportation systems, which furthers the urban village model and minimizes the adverse impacts of the transportation system on housing, businesses and public uses.

**DESIGN** Develop transit facilities in appropriate cores, centers and corridors to facilitate trip reductions and use of mass transit.

**DESIGN** Development should be designed or retrofitted, as feasible, to facilitate safe and convenient access to transit facilities by all existing and potential users.

## Policy Documents and Maps

[Light Rail Transit and Future Studies Map](#)

[Mass Transit, Bus and Light Rail Map](#)

## Tools: Policies and Actions\*

**PLANS** Update the Transit 2000 Plan to reflect new priorities as the city continues to evolve.

**OPERATIONS** Utilize neighborhood circulators (minibuses), bicycle lanes, and pedestrian paths to reduce internal core vehicular trips.

**OPERATIONS** Develop and expand bus service as a grid system to maximize connectivity and efficiency across the city.

**OPERATIONS** Prioritize new and expanded transit service in corridors with high percentages of transit-dependent populations.

**OPERATIONS** Engage the public in transit service planning to assess transit needs, receive feedback on current and proposed service, and to communicate impacts to the riders.

**FINANCING** Continue to facilitate the timely construction of the light rail transit system approved in the Transit 2000 Plan.

**FINANCING** Extend the Transit 2000 sales tax program.

**FINANCING** Construct bus bays where appropriate and as prioritized in the Bus Bay Priority Study.

**KNOWLEDGE** Participate in "Dump the Pump" day to promote transit use.

**PARTNERSHIP** Partner with our regional partners to study commuter and regional rail transportation with downtown Phoenix as a potential hub.



### Park N Ride at 40th Street & Pecos Road

[Park N Rides](#) provide parking for those who are not situated close enough to a METRO light rail station to walk or cycle, and must drive as a result. Parking at the stations is free, and the lots are monitored. Pecos Park N Ride, which was built in 2003 from Federal Stimulus Funds, is the most heavily used station in Phoenix. Pecos Park N Ride serves those in the Southeast Valley, including those in Ahwatukee, Chandler and Gilbert. The Station provides parking for 915 cars.



# PARKS

The Phoenix Parks and Recreation system **offers a unique experience for Phoenix residents**, and visitors through a varied and extensive collection of recreational facilities. The system is home to a range of facilities from small pocket parks and neighborhood [community centers](#), to large regional parks and sports facilities. During the community outreach portion of this project, Phoenix community members responded that **parks are the number one asset they treasure in Phoenix**. It is important to build off past successes and improve and expand the system for generations to come.

## THE GOAL

Provide a **world class park system** where every resident has a high level of access to a variety of recreational options that support a healthy lifestyle.

## MEASURE FOR SUCCESS

Add a **minimum of five new recreational amenities** to existing parks each year.

**Renovate** a minimum of five recreational **amenities** each year.

A minimum of **90%** of residents live within 5 miles of a District Park, 1.5 miles of a Community Park and 0.5 miles of a Neighborhood Park.

## Land Use and Design Principles

**LAND USE** Continue to provide adjacent park/school facilities that are highly effective in meeting the overall educational and recreational needs of the community, while not limiting park access to the general public while school is in session.

**DESIGN** Plan and design municipal swimming pools for the recreational needs of the community at large.

**DESIGN** Adopt design guidelines for new public spaces and improvements to existing facilities to strengthen environmental benefits and provide visitor amenities.

## Policy Documents and Maps

[Parks and Recreation Service Area and Sites](#)

[Map of Parks and Recreation sites](#)

[Parks and Recreation Facility Standards](#)

## Tools: Policies and Actions\*

**PLANS** Maintain a five year Capital Improvement Plan to identify future park development and redevelopment.

**PLANS** Develop, and as necessary, update master plans for signature parks.

**PLANS** Evaluate the need for retaining park facilities in areas that have lost their residential base.

**OPERATIONS** Provide a diverse and broad range of recreation programs and services. Offer services based on the demonstrated need of the community at large, public interest, and responsible fiscal management of public resources.

**FINANCING** Utilize redevelopment opportunities to acquire parks and open space in developed areas.

**FINANCING** Renovate and maintain older parks according to current community needs and department standards.

**FINANCING** Explore alternative funding mechanisms to finance new parks and community centers in Growth Areas of the city.

**PARTNERSHIPS** Pursue public / private partnerships to convert vacant or underutilized spaces to playgrounds or other public spaces.



## Desert West Park & Sports Complex

Parks and sporting events are important meeting places for people to connect with each other and gain a sense of community.

[Desert West Park and Sports Complex](#) at 6602 W. Encanto Blvd in the Maryvale Village is host to many activities and amenities that are geared to appeal and connect everyone, including families and competitive leagues. Playgrounds, a skateboard plaza, sports courts and fields, an urban lake and meeting places comprise the space.



# CANALS & TRAILS

Canals and trails are an important, historic part of our regional infrastructure. They can provide a safe, **dedicated system for pedestrians and bicycles to travel throughout the city** and region, and an oasis from the desert conditions found naturally in our community. Water is in high demand in Arizona, but the canals have become one of our most underutilized assets. [Canalscape](#), the creation of activity centers with a dynamic interaction with **our city's prized canals**, can change this.

## THE GOAL

Design the **Phoenix canals** and canal-adjacent property throughout the city for pedestrians and businesses to effortlessly interact with the canal, transforming the system into **a popular network of trails** which are safe, efficient and complete with shade and rest areas.

Create a functional network of **shared urban trails** which are accessible, convenient and connected to parks, centers, and major open spaces **such as the Sonoran Preserve**, connecting the entire city.

## MEASURE FOR SUCCESS

**Complete two trail crossing** projects per fiscal year.

**Increase** the percent of **canal trails by 10%** by 2020.

**Increase** the number of **connected miles of trail system by 5%** by 2020.

## Land Use and Design Principles

- DESIGN** Plan, design, and develop pedestrian linkages between parks, open spaces, village cores, neighborhood shopping centers, neighborhood schools, and neighboring municipalities.
- DESIGN** Provide multi-use trail connections where appropriate.
- DESIGN** Maintain continuity of trails and avoid creating barriers to bicycle, equestrian and pedestrian travel when designing new freeways and arterials.

## Policy Documents and Maps

[Sunnyslope / Arizona Canal Demonstration Area Master Plan](#)  
[Canalscape](#)

[City Trail System](#)  
[City Bikeway System](#)  
[Comprehensive Bicycle Master Plan](#)

## Tools: Policies and Actions\*

- PLANS** Update the Master Canal / Trail Map, including existing canals trails and planned trails to be built over next 25 years.
- FINANCING** Increase the number of safe crossings using methods such as tunnels, bridges or signalized crosswalks.
- FINANCING** Improve and increase trail signage system wide.
- FINANCING** Install clusters of drought resistant trees, preferable shade trees along trails.
- PARTNERSHIPS** Work with other agencies such as the Salt River Project and the Bureau of Land Management to assure the availability and accessibility of canal banks for trail usage.
- PARTNERSHIPS** Develop the pedestrian linkage system as a joint responsibility of the private and public sectors, as new development and infill development occurs. As appropriate, the city should enhance the pedestrian linkage system through the development of new parks.
- PARTNERSHIPS** In conjunction with the Phoenix Arts and Culture Commission, develop an arts program for the canal / trail system.



### Arizona Falls

Restored in 2003, the Arizona Falls is the crown jewel of the Phoenix canal system. [Arizona Falls](#) has been restored into a gathering place for the community and tourists alike. At the Arizona Falls, Phoenix residents and visitors not only gather and meet, but they also have the rare opportunity to enjoy one of Arizona's scarcest resources: water.



# ACCESS & FUNCTIONAL NEEDS INFRASTRUCTURE

Phoenix is a diverse city, with many residents who have access and functional needs to be independent and mobile. **Each person is unique and their mobility needs and abilities are different** from each other. Access and Functional Needs is about creating a city where every person with their distinctive abilities are taken into consideration and barriers to access are removed or minimized.

## THE GOAL

Establish Phoenix as a premier example of **inclusive access** for all its residents and visitors.

## MEASURE FOR SUCCESS

**Update all transit systems** to be ADA compliant by 2020.

Achieve **95% ADA Compliant** for city facilities and programs by 2020.

## Land Use and Design Principles

**DESIGN** Support the design, construction and retrofit of transportation infrastructure to meet standards in the Americans with Disabilities Act (ADA).

**DESIGN** Require all new development meet Americans with Disabilities Act standards.

## Policy Documents and Maps

[2010 ADA Standards for Accessible Design](#)

## Tools: Policies and Actions\*

**PLANS** Adopt Evaluations and Strategic Transition Plan to develop methods to evaluate for ADA compliance and address known deficiencies.

**CODES** Develop codes to conform with nationally recognized aging in place policies.

**CODES** Adopt universal design practices.

**OPERATIONS** Implement ADA compliance reviews at all city facilities and programs.

**OPERATIONS** Set signal timing at street intersections and street-trail intersections to allow safe crossing by all classes of pedestrians, including the elderly.

**OPERATIONS** Create fines for non-compliance or violations.

**FINANCING** Modify all curb ramps to meet or exceed ADA standards.

**FINANCING** Encourage the use of current technologies to eliminate barriers to access such as light rail kiosk height.

**KNOWLEDGE** Encourage employment of the Access and Functional Needs community within city government and within the private sector.



## Telephone Pioneer Park

Built in 1988, the [Telephone Pioneer Park](#) became the first barrier-free adaptive park for people with physical and special needs in the nation. The park offers inclusive amenities and activities to help people with access and functional needs with being active. Such amenities and activities include beep baseball fields, volleyball, tennis and basketball courts, shuffle board, a therapeutic heated pool, ramadas and picnic areas.



# KNOWLEDGE INFRASTRUCTURE

Over the past few decades, **technology has dramatically changed our lives as Phoenicians**.

Technology infiltrates our lives in almost every way imaginable, from the way we learn and gather knowledge, to one of the primary ways we communicate with the world. Technology is the infrastructure necessary for today's knowledge based economy. **We need to plan for our future technology needs** by being flexible enough to allow for new technology which has not yet been discovered, while still embracing the technology we have today.

## THE GOAL

Establish Phoenix as a **digital, economic and community development center** connected through local, regional and global communication networks.

## MEASURE FOR SUCCESS

**Increase** the number of users accessing city of Phoenix **WiFi systems by 10%** by 2020.

**Increase** available Broadband and Mobile speeds **by 10%** by 2020.

## Land Use and Design Principles

**DESIGN** Design libraries to provide access to technology for the general public.

**DESIGN** Allow use of right of way for use of placement of infrastructure to support cutting edge broadband technology.

**DESIGN** Support the unique architectural designs of Phoenix Public Libraries.

## Policy Documents and Maps

### Libraries and Library Service Areas

## Tools: Policies and Actions

**CODES** Update city codes and permitting practices to ensure new technologies have the ability to grow and expand as they need.

**CODES** Reduce barriers for new technology such as the Google Fiber network.

**CODES** Maintain, update and expand codes to allow the use of right-of-way for new technology, which will improve the way Phoenix residents connect with the rest of the world.

**OPERATIONS** Expand the use of right-of-way to for high speed broadband and other modern technology infrastructure.

**OPERATIONS** Maintain state of the art software / hardware for city systems.

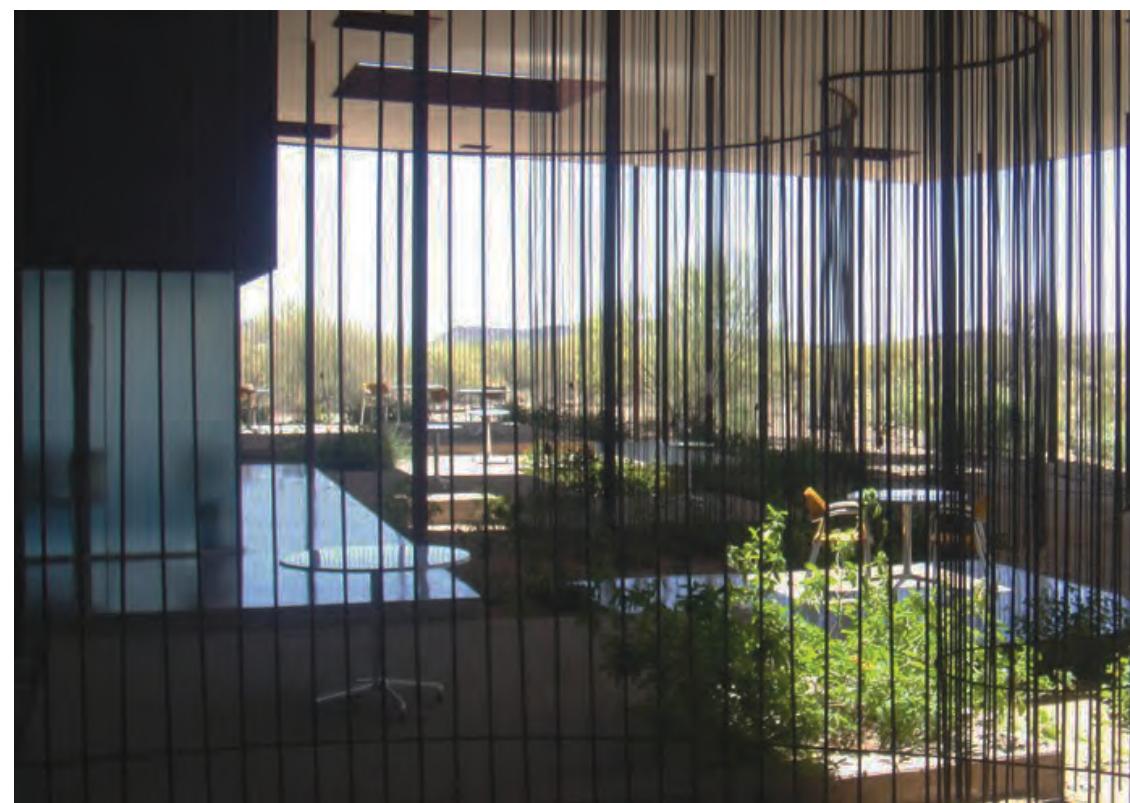
**OPERATIONS** Utilize modern computing technologies such as social media to communicate with the public and complete city business.

**OPERATIONS** Continue to provide free Internet access at all publicly accessible Phoenix facilities.

**OPERATIONS** Continue to use public libraries as significant public source for information services.

**PARTNERSHIPS** Partner with private entities on the creation of a user generated map of all public WiFi in the city.

**PARTNERSHIPS** Partner with private entities to bring the best technology available to Phoenix for our residents and visitors.



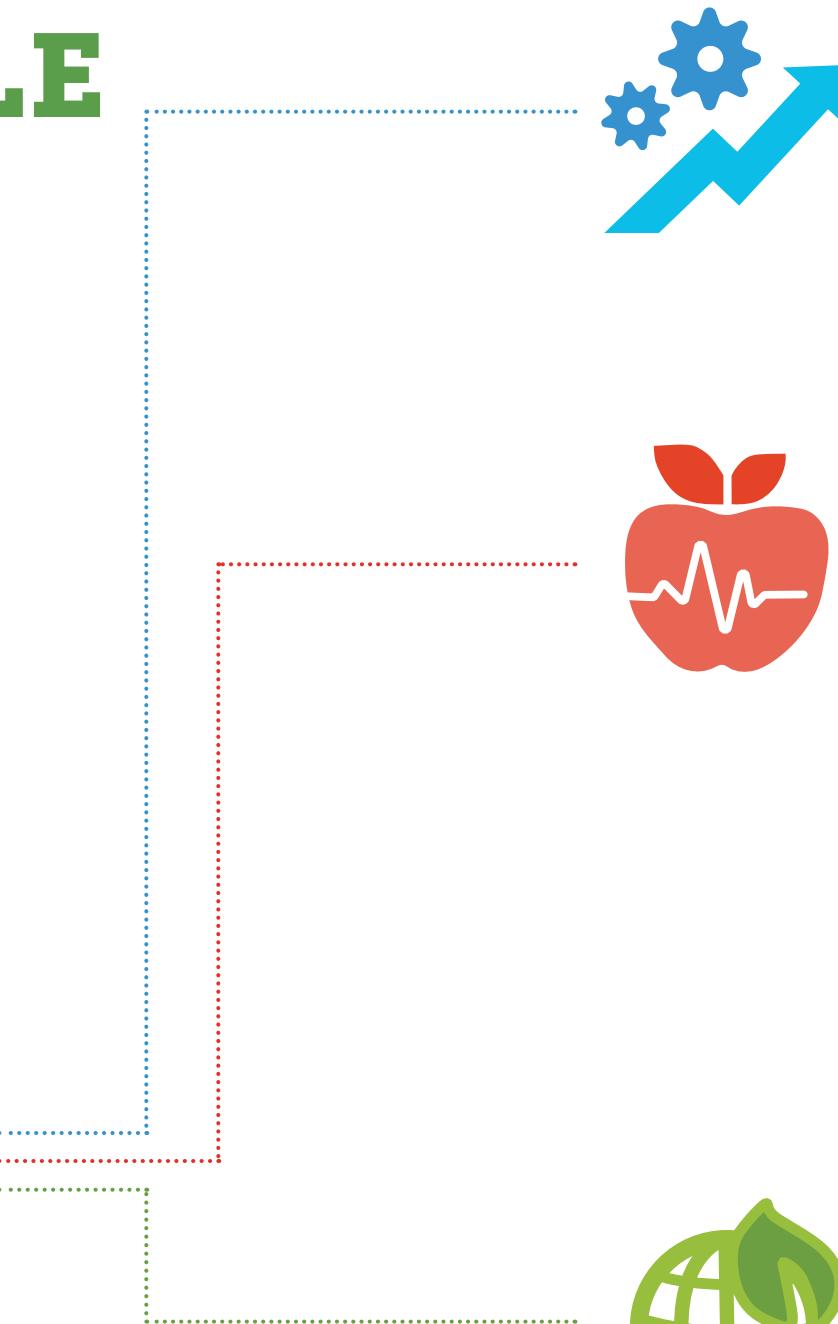
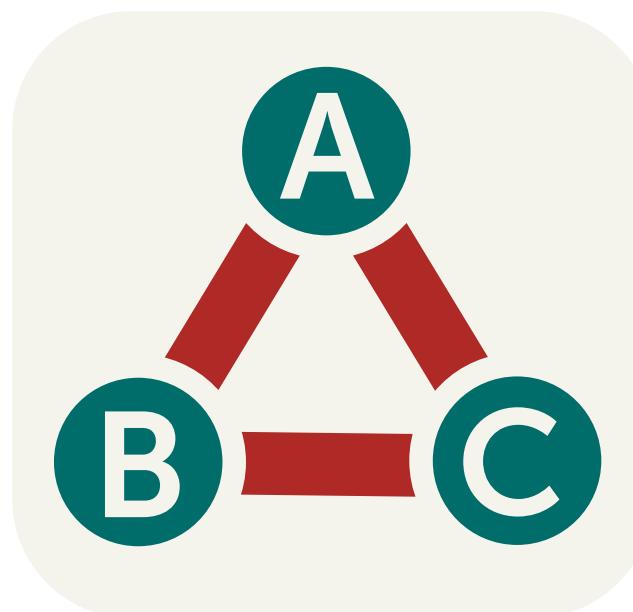
### Desert Broom Library

Receiving countless awards for design and sustainability, the 15,000 square foot [Desert Broom Library](#), contains study rooms, room rentals and hosts numerous activities that indulge every need from babies to elderly; including, baby time, toddler time, family story time, book clubs, computer classes and knitting classes. Desert Broom also serves as community meeting space.



# CONNECT PEOPLE & PLACES + COMMUNITY BENEFITS

The goals, principles, policies and actions of the Connect People and Places Core Value help to address each of the Community Benefits in a variety of ways. The following is a brief summary of how this is achieved.



## Prosperity

Many of a city's jobs are located in the city's activity centers. In addition, activity centers are major contributor to sales tax revenue. The more successful our activity centers are, the better off the city and its residents will be.

Transportation systems are also vitally important to a region's prosperity. People need an efficient way to get to their jobs, stores and other entertainment and cultural options. An improved transportation system, with alternatives to traditional transportation modes, will facilitate increased economic activity.

## Health

The regional transportation system has a significant impact on the health of a community. A system with many bicycle and pedestrian options is a healthier system, with commuters exercising and traveling at the same time.

A healthy mass transit system can also contribute to the overall health of the community by encouraging commuters to walk, and reducing air and noise pollution by taking cars off the road.

In addition to the benefits a high quality transportation system can provide to a community, activity centers can also encourage a healthy lifestyle. Parks and community centers provide a place for residents to exercise and enjoy the outdoors.

Mixed use developments allow citizens to live and work in the same place, giving them more time to focus on rest and relaxation. Activity centers also go beyond physical health of a community by offering a variety of entertainment, educational and cultural options to keep residents minds healthy and exercised.

## Environment

Modern cities have many choices concerning the environment where we live, work and play. The Connect People and Places focus area aims to direct the future growth to make positive choices when it comes to the environment. This focus area emphasizes infill and mixed use development, alternative transportation and a high quality park system.

Increased infill and mixed use development helps reduce trip lengths, leading to a reduction in vehicle emissions and improving air quality. Alternative transportation takes commuters out of their car entirely, further reducing vehicle emissions and helping to improve traffic congestion.

Finally, a high quality park system preserves open space for generations to come.



Phoenix Children's Hospital



## STRENGTHEN OUR LOCAL ECONOMY

Phoenix is home to a diverse and growing economy. Its array of locally owned businesses and position as an employment hub have long established the city as a key part of the state's economic engine. As such, strengthening Phoenix's local economy is critical to ensuring a brighter future for Phoenicians and all Arizonans.

Phoenicians envision a strengthened local economy as one that supports existing businesses and attracts new businesses to increase employment opportunities and raise income levels. Phoenix also hosts a robust higher education sector that has blossomed thanks to enhanced collaboration between the city and [community partners](#).

Phoenix is a destination for entrepreneurs as a result of its innovative and consistent support of new business growth. An eclectic mix of businesses in adaptively reused buildings have helped to eliminate vacant storefronts and boast the most defining and celebrated feature of Phoenix's urban environment.

Phoenix maximizes its strategic location and assets. Sky Harbor and Deer Valley Airports have continued to grow and are supported by a variety of economic activity in their surrounding areas. Phoenix is consistently in the top five tourist destinations in the country thanks to continued investments in cultural attractions and facilities.

Phoenix has taken the necessary steps to protect and foster the growth of the industrial sector of its economy and been able to meet the growing demand for manufacturing and services in the region. Finally, Phoenix is a model for efficient government provision of services and facilities.

This Core Value focuses on the following Growth/Preservation and Infrastructure areas:

### **Growth / Preservation Areas**

- Job Creation (Employers)
- Local and Small Business
- Entrepreneurs and Emerging Enterprises
- Manufacturing / Industrial Development

### **Infrastructure Areas**

- Highly Skilled Workforce (Education / Training Facilities)
- Airports
- Tourism Facilities



# JOB CREATION (EMPLOYERS)

For the average Phoenix resident, **our economy ultimately comes down to one thing: jobs.** A resident's economy is really only as strong as its economic base. A strong job market builds on itself by creating more disposable income which in turn creates more jobs. As a city, it is crucial that we continue to **improve and support our employment sector.**

## THE GOAL

Our **major employers** and established employment centers **will continue to grow** and provide high quality, wealth generating employment **opportunities.**

Facilitate **job creation** in targeted high-growth/high-wage industry sectors and **targeted trade industry** sectors.

## MEASURE FOR SUCCESS

**Increase employment** in targeted industries **15%** by 2020.

**Increase median annual salary** in targeted industries **by 15%** by 2020.

**Increase exports** in the top 25 Arizona export sectors **by 15%** as defined by the Harmonized Classification System.

## Land Use and Design Principles

- LAND USE** Support General Plan Land Use Map and zoning changes that will facilitate the location of employment generating uses in each of the designated employment centers.
- LAND USE** Support necessary changes to land use and zoning in and around bio-medical clusters.
- LAND USE** Support special investment zones where incentives are available to attract new business development.

## Policy Documents and Maps

[City of Phoenix Economic Development Strategic Plan](#)

[Railroad and Foreign Trade Zones](#)

[Major Employment Centers](#)

## Tools: Policies and Actions\*

**PLANS** Create a master plan for each targeted industry cluster and its surrounding area.

**PLANS** Create business improvement districts or new enterprise zones.

**OPERATIONS** Align economic development initiatives around Phoenix's core strengths.

**OPERATIONS** Focus on targeted industry sectors with highest impact and opportunity for sustained growth.

**OPERATIONS** Identify planning and zoning entitlements needed to support employment generating uses.

**FINANCE** Ensure adequate water, sewer and street infrastructure is in place in major employment centers and corridors to enhance competitiveness.

**FINANCE** Develop finance mechanisms to assist targeted industries with incentives.

**PARTNERSHIPS** Engage with the business community on a regular basis to improve conditions and address specific needs.

**PARTNERSHIPS** Support the Phoenix Industrial Development Authority's work to provide assistance to businesses in the region.



## Sky Harbor Airport

Purchased by the city of Phoenix in 1935, Phoenix [Sky Harbor International Airport](#) sits on 3,000 acres of land in Phoenix. Sky Harbor is a top ten airport in the nation in terms of traffic, with more than 100,000 passengers arriving and departing everyday. Sky Harbor serves as a great catalyst for employment, as those employed directly and indirectly because of the Airport is 241,995 annually. Also remarkable is the total economic impact of Sky Harbor for the Phoenix Metropolitan Area, at \$28.7 billion per year.



# LOCAL & SMALL BUSINESS

**Local and small businesses are the fabric of our community.** These local and [small businesses](#) provide tens of thousands of jobs to Phoenix residents and have a huge economic impact on our community. According to Local First Arizona, (a local, non-profit network of local, independently owned Arizona businesses and supporters) for every \$100 spent in a locally owned business, roughly \$42 remains right here in Arizona, while for the same \$100 spent in a national chain store, only \$13 remains here. **Our community's success depends on local and small businesses**, and the city should work hard to support them.

## THE GOAL

Promote the **growth and prosperity** of Phoenix locally owned and **small businesses**.

**Encourage the growth** and expansion of locally owned and small businesses as a means of **creating jobs**.

## MEASURE FOR SUCCESS

**Increase** the number of **locally owned businesses** **by 15%** by 2020.

**Increase** employment in Phoenix **companies of 50** employees or less **by 15%**.

## Land Use and Design Principles

**LAND USE** Facilitate adaptive reuse of older, underutilized properties to create mechanisms for new local and small businesses to operate, thrive and grow.

**LAND USE** Support live/work developments where appropriate throughout the city.

## Policy Documents and Maps

[Adaptive Reuse Program](#)

[Shop Phoenix](#)

## Tools: Policies and Actions

**PLANS** Develop citywide initiatives that will support the continued viability of [local businesses](#); which will include, but not limited to, planning initiatives and zoning regulations.

**PLANS** Strategically locate opportunities where adaptive reuse projects will be encouraged.

**OPERATIONS** Support strategies which positively impact key sectors of the local economy.

**OPERATIONS** Increase outreach efforts to existing Phoenix businesses and provide high value-added services.

**OPERATIONS** Participate in Buy Local campaigns to build awareness about sustainable and resilient economies, and to build community pride.

**PARTNERSHIPS** Work with the Village Planning Committees to identify strategic opportunities for adaptive reuse projects.



## The Parlor Pizzeria

Supporting local and small businesses is important for the Phoenix economy. Compared to chain stores, local and small businesses recirculate much more of their revenues back into the local economy, which ultimately benefits the entire community. [The Parlor Pizzeria](#) is a prime example of a local restaurant that helps enrich the local economy. Known for its rustic décor and wood-fired pies, the Parlor is an attractive meeting and eating place for many Phoenix residents.



# ENTREPRENEURS EMERGING ENTERPRISES

Our community's **creative entrepreneurs and emerging enterprises** drive our city's small businesses. The world's largest companies started with an innovative vision, a drive, and a lot of hard work from an entrepreneur. To assist entrepreneurs, access to other small businesses, suppliers and support facilities are crucial to their success. **New businesses need support** to increase the likelihood of their sustained success.

## THE GOAL

Establish a robust **entrepreneurial and innovative** eco-system that supports local/organic growth as well as having an **appeal to attract** national/global interests.

## MEASURE FOR SUCCESS

**Increase** the number of new coworking, incubator, accelerator and maker spaces in Phoenix **by 40%** by 2020.

**Expand the HIVE** Concept to three new libraries by 2020.

Measure progress of programs and investments through improvements in the **Start-Up/Population ratio**.

## Land Use and Design Principles

**LAND USE** Encourage land uses that promote the growth of entrepreneurs or new businesses in Phoenix in appropriate locations.

## Policy Documents and Maps

### [Libraries and Library Service Areas](#)

## Tools: Policies and Actions

### **CODES**

Support Zoning Ordinance or Building Code changes that would promote new businesses and industries in both new and old buildings.

### **OPERATIONS**

The city's public libraries will provide information and services to support entrepreneurs.

### **PARTNERSHIPS**

Support co-workspace facilities which cater to a diverse collection of industries such as health care, high tech, and industrial trades.

### **PARTNERSHIPS**

Collaborate with existing co-working, incubator, accelerator and maker spaces to identify new scalable companies and leverage city resources and connections.

### **PARTNERSHIPS**

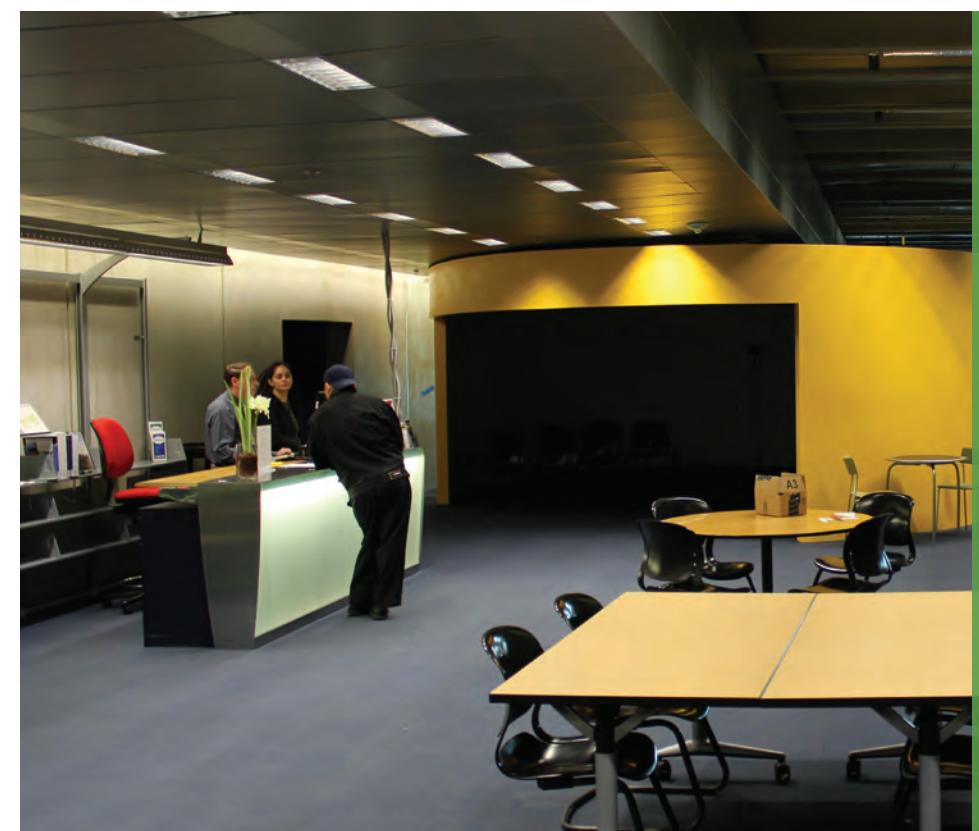
Remain committed to the immediate and long term success of entrepreneurship by facilitating growth through constant engagement and resource connection.

### **KNOWLEDGE**

Brand the city of Phoenix entrepreneurship and innovation sector to increase awareness of local entrepreneurs and attract coworking, incubator, accelerator and maker spaces.

### **KNOWLEDGE**

In conjunction with the entrepreneur industry, provide continuing educational classes at the Hive @ Central, providing entrepreneurs with training and resources. Recognize that entrepreneurs of all kinds are critically important, including small businesses, service providers, manufactures, restaurants, retailers and others.



### **The Hive at Burton Barr Library**

[The Hive @ Central](#) offers innovators and business entrepreneurs a space to share their ideas, work together and develop business concepts. Mentors at The Hive assist in guiding those that are seeking services and resources. The Hive offers many services, such as, workshops, webinars, and business programs. The Hive was developed as a result of a partnership between ASU, the city of Phoenix and the Phoenix Public Library. The space is part of a collaborative effort of the Alexandria Network of bringing people with ideas together across Arizona.



# MANUFACTURING/INDUSTRIAL DEVELOPMENT

Manufacturing is an important part of Phoenix's economy. As Phoenix continues to experience residential growth, some pressures can be placed on existing or planned manufacturing facilities and other industrial development. **Protecting our existing manufacturing and industrial base** is an important part of ensuring Phoenix has a well rounded economy and diverse set of **employment opportunities**.

## THE GOAL

**Protect and strengthen** Phoenix's industrial sector, with a focus on Phoenix's **Manufacturing Base**.

## MEASURE FOR SUCCESS

Demonstrate a **10% increase** in new businesses in our **industrial base business districts** by 2020.

Demonstrate a **5% increase** in **industrial base employment** by 2020.

Demonstrate an **increase** in new **manufacturing/flex building inventory** by 20 million sq ft by 2020.

## Policy Documents and Maps

[Major Employment Zones](#)

[General Plan Land Use: Industrial and Commerce Park](#)

## Tools: Policies and Actions

**OPERATIONS** Support local and regional associations related to the industrial trade.

**PARTNERSHIPS** Coordinate with local and regional industrial trade networks and associations to support their business operations.

**PARTNERSHIPS** Coordinate with universities, community colleges, the Phoenix Workforce Connection Board and other community stakeholders to align research, workforce development and resources to support industrial base sectors.

**PARTNERSHIPS** Support co-workspace facility for industrial trades.

**PARTNERSHIPS** Coordinate with the Village Planning Committees to identify the locations of industrial clusters within their villages.

**PARTNERSHIPS** Coordinate with our regional partners to ensure all the region's industrial clusters are appropriately protected and supported.

**KNOWLEDGE** Educate residents about the economic impact of our industrial base.

## Land Use and Design Principles

**LAND USE** Discourage the location of incompatible uses near base industrial clusters.

**LAND USE** Support the expansion of industrial zoning in targeted industrial areas.

**DESIGN** Design industrial sites to be well screened from adjacent sensitive land uses such as residential.



### Oldcastle Superlite

Oldcastle [Superlite](#) has been a major employer in Phoenix since it opened its doors in 1944. The Phoenix based manufacturing facilities and offices employ a majority of the company's 280 employees. Oldcastle Superlite is one of the leading manufacturers of architectural masonry and concrete aggregate products which can be found in thousands of residential and commercial projects across Phoenix and the United States. The company's commitment to work with the community on philanthropic endeavors and source all of its raw materials locally is a testament to their deep Phoenix roots.



# HIGHLY SKILLED WORKFORCE (EDUCATION/TRAINING FACILITIES)

The success of our **local economy** stems from access to a robust and qualified workforce. Our education and training institutions provide the pipeline **to sustain a highly skilled workforce**. As our local economy continues to expand its labor sectors to produce quality jobs, talent development must be based on a skill match economy.

## THE GOAL

Align and leverage education and workforce development resources **to develop a skilled and qualified talent pipeline** that meets industry and business workforce needs through customized non-traditional training programs

Increase the number of individuals attaining industry recognized credentials and certifications in occupational sectors to meet local business' talent acquisition needs.

## MEASURE FOR SUCCESS

**Increase** the percentage of college graduates in the city of Phoenix **by 5%** by 2025.

**Increase** enrollment in occupational training **by 5%** by 2025.

## Land Use and Design Principles

**LAND USE** Evaluate the current land use designations on the General Plan Land Use Map surrounding education and training facilities in each of the urban villages and determine if updates to the land use mix would be appropriate.

**LAND USE** Support the expansion of education and training facilities where appropriate.

## Policy Documents and Maps

[Education and Training Facilities](#)

[Public Education K-12 Schools](#)

[Libraries and Library Service Areas](#)

## Tools: Policies and Actions\*

### PLANS

Create clusters of co-locate high schools, vocational schools, and colleges or universities near employment centers, such as health care facilities, biotech, and green technology facilities, to better connect students to potential employment opportunities.

### OPERATIONS

Establish a locally funded performance-based job training program to support job creation by existing or new Phoenix employers.

### OPERATIONS

Support Career and Technical Education (CTE) programs for technical skills and training to support the trade industries, and other important local commercial sectors.

### OPERATIONS

Continue to promote and provide access to career and workforce development services for youth and adults through the Phoenix Business and Workforce Development Center and the Phoenix Library's College Depot.

### OPERATIONS

Continue to promote and provide library services as significant resources for early literacy, lifelong learning, college preparation and job training.

### PARTNERSHIPS

Leverage partnerships with CTE programs in high growth industry sectors providing businesses with new and credential entrants in workforce pipeline.

### PARTNERSHIPS

Partner with local community colleges to provide our city's workforce the skills they need to participate in our global economy.



## Paradise Valley Community College

Shaping and preparing our youth and future workforce is the key to growing the local economy. Educating, training, and allowing individuals to gain specific skill sets are major priorities for doing so. [Paradise Valley Community College](#), which was founded in 1985, assists in developing skilled labor that will grow the prosperity of the work force and the economy. Per-semester enrollment PVCC is over 9,950, and enrollment growth is between two and seven percent each semester. Paradise Valley Community College offers convenient access to a variety of degrees and certificates, including transfer degrees, occupational degrees, certificate programs, and academic certificates.



# AIRPORTS

The regional Phoenix Airport system is crucial to our economy. Every airport in the Phoenix metropolitan area **plays its own unique role in bringing business and investment to the city** and requires support and protection. The city has three airports, Phoenix Sky Harbor International Airport, Phoenix Deer Valley Airport and Phoenix Goodyear Airport. All three of these airports have their own part in keeping Phoenix in position as **one of the nation's major metropolitan cities** and home to one of the fastest growing populations and economies.

## THE GOAL

Ensure the growth, vitality and protection of each of **the city's three municipal airports**.

Develop the Phoenix airport system into a safe, **well-planned**, and fiscally sound system which meets the needs of the traveling public, its tenants and its various aviation users. A multi-modal transportation **system should be developed** that will allow the movement of goods and all people safely and efficiently throughout the city, especially into, and between, the urban village cores.

## MEASURE FOR SUCCESS

**Increase** the economic impact of the Phoenix Airport System **by 10%** by 2025.

**Increase** passenger enplanements **by 8%** by 2020.

**Increase** PHX Sky Train ridership **by 5%** by 2025.

## Land Use and Design Principles

**LAND USE** Encourage the development of city-owned and non-city-owned parcels near the airport to airport-compatible land uses surrounding the city's airports.

**LAND USE** Limit land use changes or projects that may increase wildlife hazards at our the city's three airports or within our the airport's airspace, which may adversely impact aircraft operations or pose a possible aircraft hazard.

**LAND USE** Continue to carefully monitor and evaluate all future land uses around the airports, protecting the airport from incompatible development that could pose a safety hazard to aircraft passengers, or to individuals living or residing in those areas. Additionally, ensure that future land uses within the Sky Harbor Center area will be compatible with the safe operation of Sky Harbor International Airport.

**DESIGN** Develop airport facilities using concepts that are flexible and adaptable to changing conditions in the airline and transportation industry.

## Policy Documents and Maps

[Deer Valley Airport Overlay District](#)

[Airports by Ownership Map](#)

## Tools: Policies and Actions\*

**PLANS** Establish land use strategies that identify hazards to airport operations and develop strategies to mitigate those hazards.

**PLANS** Update the current inventory and reuse plan by establishing the Airport Compatible Land Reuse Plan to ensure airport acquired noise land is redeveloped with airport compatible land uses that will contribute to local employment, business, tax revenues, and other beneficial public purposes.

**PLANS** Complete the Deer Valley Airport Master Plan.

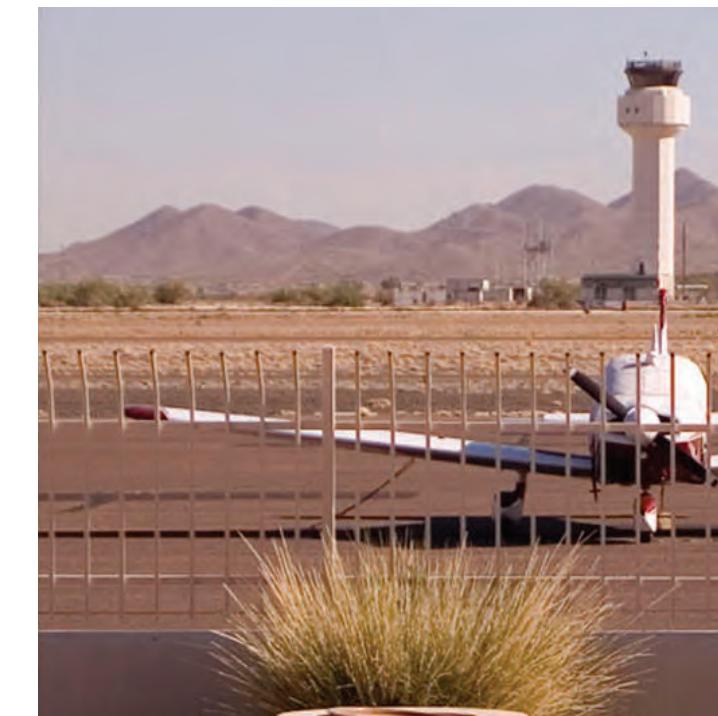
**OPERATIONS** Maintain airport noise studies such as the Part 150 Noise Studies to reduce the impact on the surrounding community.

**OPERATIONS** Update and implement all airport-related safety and contingency plans, established to ensure safe operations of aircraft and ensure the utmost safety to those individuals residing near our airports.

**OPERATIONS** Continually reevaluate the operational and development plans for all city-owned airports, as well as other airports that impact the Phoenix area, to keep abreast of changing needs and demands, technological changes and land use considerations.

**PARTNERSHIP** Enhance the travel experience through innovative ideas and solutions in coordination with our business partners, tenants, aviation users, and the surrounding community.

**KNOWLEDGE** Promote public, and business/development community outreach programs to promote awareness of the importance of protecting the airports, their airspace and establishing airport compatible land uses in the surrounding community.



### Deer Valley Airport

[Deer Valley Airport](#) is designated as a general aviation reliever to Phoenix Sky Harbor International Airport. Located 15 miles north of downtown Phoenix and encompassing approximately 914 acres of property, the Deer Valley airport is a vital component of the city of Phoenix airport system. The Deer Valley airport is the number one busiest general aviation airport in the nation. In 2011, the direct impact of the Deer Valley Airport includes employment of 423, payrolls of \$21.2 million and economic activity (sales, revenues) of \$62.2 million. As these dollars recirculate within the Greater Phoenix area, an additional 455 jobs are created, yielding 878 total jobs supported by the airport, \$38.7 million in payrolls, and \$118 million of economic activity.



# TOURISM FACILITIES

Tourism has long been a driving force in Arizona's economy and growth. For years, visitors have flocked to Arizona for its warm winters and natural beauty. As the capital city, Phoenix should be a leader in tourism, embracing and supporting the industry. The city has many tourist attractions from natural features like South Mountain Park, to man-made destinations such as our museums, sporting facilities and other cultural institutions.

## THE GOAL

Phoenix will continue to be one of the country's **leading tourist destinations**.

## MEASURE FOR SUCCESS

**Increase** the number of employees in the **tourism and hospitality** industry **by 5%** by 2020.

Maintain an occupancy rate at the **Phoenix Convention Center** which meets the Price Waterhouse Coopers **Optimal level**.

## Land Use and Design Principles

**LAND USE** Encourage tourism related activities within specified tourism districts.

**DESIGN** Promote design guidelines in specific districts which support and encourage tourism.

**DESIGN** Design world class sports facilities which can be used as a driver for regional tourism.

## Policy Documents and Maps

Convention Center Strategic Plan (future)

## Tools: Policies and Actions\*

**PLANS** Identify and map the city's tourism districts.

**PLANS** Develop a Convention Center Strategic Plan.

**CODES** Support amendments to codes/ordinances when appropriate to encourage tourism districts.

**OPERATIONS** Develop a marketing plan to promote the cultural attractions in downtown Phoenix.

**OPERATIONS** Develop a marketing plan to promote the Phoenix parks system.

**OPERATIONS** Maintain a world-class system of sports complexes, golf courses and desert preserves.

**FINANCE** Support additional capital investments in the maintenance, enhancement and expansion of identified tourism attractions.

**FINANCE** Invest in infrastructure improvements in designated tourism districts.

**FINANCE** Upgrade the Distributive Antenna System (DAS) at the Phoenix Convention Center.

**PARTNERSHIPS** Partner with Visit Phoenix to promote Phoenix.

**KNOWLEDGE** Promote visitphoenix.com.



## Rose Mofford Sports Complex

Equipped with many amenities and activities, the [Rose Mofford Sports Complex](#) is comprised of soccer and softball fields, tennis, basketball, volleyball and racquetball courts, a track, a playground, ramadas, and an off-leash dog park. Additionally, The Complex is often utilized for many tourist activities, including sporting events, which attracts teams statewide and nationally. Youth and amateur tournaments have a tremendous impact on the local economy, as spending extends to local eateries, hotels and shops.



# STRENGTHEN OUR LOCAL ECONOMY + COMMUNITY BENEFITS

The goals, principles, policies and actions of the Strengthen Our Local Economy Core Value help to address each of the Community Benefits in a variety of ways. The following is a brief summary of how this is achieved.



## Prosperity

Focusing on our existing employers and talent is a big focus of the Strengthen Our Local Economy Core Value. From expanding education and training opportunities to continuing to assist our existing employers. The prosperity of Phoenix residents can be improved upon by building on Phoenix's existing economic assets.

## Health

A recent study by Louisiana State University (LSU) and Baylor University found that counties with a greater concentration of small, locally owned businesses have healthier populations.

Strengthening our local businesses is a big part of the Strengthen Our Local Economy. Some of Phoenix's largest employers are in the health care field. By helping to strengthen our existing employers, Phoenix will continue to have a wealth of health related services for its residents.

## Environment

An important aspect of the Strengthen Our Local Economy Core Value is the expansion of adaptive reuse projects and Phoenix's manufacturing base.

Adaptive Reuse projects not only help to preserve and revitalize existing structures but help to prevent the need for new buildings which further strain our natural resources.

Expanding Phoenix's manufacturing base decreases the need to import materials from outside of the city which can have an impact on air quality from vehicle emissions.



Neighborhood near Phoenix Mountain Preserve



# CELEBRATE OUR **DIVERSE** **COMMUNITIES** & **NEIGHBORHOODS**

Phoenix is home to a diverse set of neighborhoods. From large [master-planned communities](#) with [desert landscaping](#), to quaint historic neighborhoods with flood irrigation. Phoenix's 519 square miles are defined by an eclectic assortment of lifestyles resulting in a set of unique communities come together to form our identity as a city.

Beyond the distinct physical characteristics of the city's neighborhoods, residents appreciate the diversity of cultures that call these neighborhoods home. This presence of a healthy mix has enriched the city's identity and quality of life.

Residents envision Phoenix taking steps to protect and enhance its neighborhoods by making sure they are vibrant and safe while finding ways to work with residents to celebrate and build on their assets. The Village Planning Committee system is the foundation and vehicle for this collaboration. In the end, this will ensure that our neighborhoods always function as unique livable communities.

This Core Value focuses on the following Growth/Preservation and Infrastructure areas:

#### **Growth / Preservation Areas**

- Existing / Unique Neighborhoods (Certainty & Character)
- [Historic Districts](#)

#### **Infrastructure**

- Safe Neighborhoods – Police
- Safe Neighborhoods – Fire
- Safe Neighborhoods – Traffic
- Connected Neighborhoods (Public Facilities)
- [Healthy Neighborhoods](#) (Recreation Facilities)
- Diverse Neighborhoods (Affordable / Diverse Housing)
- Clean Neighborhoods (Neighborhood Services)
- Arts & Culture



# CERTAINTY & CHARACTER

What makes a city a great place to live are its robust vibrant neighborhoods. There is a level of certainty one expects to have and quality of life one expects to maintain while living in a great city. The goals and policies that are outlined in the General Plan were created so residents have a reasonable expectation and level of certainty while living in our great city; certainty in regards to quality of life and compatibility. The success, stability and certainty our neighborhoods can provide only strengthen our city and region's vitality and prosperity.

A city's identity is not only created by unique places and spaces, but by the residents who live within its borders. The cultural diversity, rich architectural style and truly unique neighborhoods (from large lot rural communities to suburban and urban neighborhoods) help define its character.

## THE GOAL

Every neighborhood and community should have a level of **certainty**.

Ensure that development, redevelopment and infrastructure supports and reinforces the character and identity of each unique community and neighborhood.

## Land Use and Design Principles

**LAND USE** Locate land uses with the greatest height and most intense uses within limits based on village character, land use needs, infrastructure and transportation system capacity.

**LAND USE** Protect residential areas from concentrations of incompatible land uses that could change their character or destabilize land values.

**LAND USE** New development and expansion or redevelopment of existing development in or near residential areas should be compatible with existing uses and consistent with adopted plans.

**LAND USE** Disperse group homes and homeless shelters throughout the city in locations where they are compatible with surrounding densities. They should not be concentrated in any one neighborhood or urban village.

**LAND USE** Residential Conversion Policy: Encourage properties and neighborhoods planned for residential use to continue as residential uses rather than being assembled for nonresidential development.

**DESIGN** Protect and enhance the character of each neighborhood and its various housing lifestyles through new development that is compatible in scale, design, and appearance.

- DESIGN** Provide high quality urban design and amenities that reflect the best of urban living at an appropriate village scale.
- DESIGN** Create new development or redevelopment that is sensitive to the scale and character of the surrounding neighborhoods and incorporates adequate development standards to prevent negative impact(s) on the residential properties.
- DESIGN** All housing should be developed and constructed in a quality manner.
- DESIGN** Enhance the compatibility of residential infill projects by carefully designing the edges of the development to be sensitive to adjacent existing housing. Create landscape buffers and other amenities to link new and existing development.
- DESIGN** Design neighborhood retail to be compatible in scale and character and oriented towards the residential areas that it serves, in terms of both design and pedestrian linkages. Traffic, noise or other factors should not negatively impact adjacent residential areas.
- DESIGN** Protect the neighborhood's views of open space, mountains, and man-made or natural landmarks.
- DESIGN** When making changes and improvements near residential areas, avoid any alteration or destruction of points of reference (such as prominent natural features or historic buildings), focal points, and place names important to the area's identity.
- DESIGN** Promote neighborhood identity through planning that reinforces the existing landscaping and character of the area. Each new development should contribute to the character identified for the village.
- DESIGN** Create or maintain spacing requirements for small-scale incompatible land uses such as adult businesses, homeless shelters, residential treatment facilities and other group facilities, to avoid concentrations that change the character of an area.
- DESIGN** Provide impact-mitigating features (such as extra width or depth, single story units, or landscape buffering) when new residential lots abut existing non-residential uses or are adjacent to arterial streets or freeway corridors. Dissimilar land uses often require additional separation or other measures to achieve compatibility.
- DESIGN** Require appropriate transitions/buffers between neighborhoods and adjacent uses.
- DESIGN** Integrate into the development design natural features such as washes, canals, significant topography and existing vegetation, which are important in providing character to new subdivisions.
- DESIGN** Encourage a streetscape that is not dominated by garage doors, by improving and varying home design or increasing or varying lots sizes.
- DESIGN** Encourage public and private utilities, including high-tension wires, to be located underground to enhance the overall appearance of neighborhoods. If high tension wires cannot be placed underground, they should not be placed along local neighborhood streets.
- DESIGN** Freeways and parkways within the city should be designed or mitigated to be sensitive to adjacent neighborhoods.

## CERTAINTY & CHARACTER (CONTINUED)

### Policy Documents and Maps (not a comprehensive list)

- [Arcadia Camelback Special Planning District](#)
- [Booker T. Washington Neighborhood Development Program](#)
- [Baseline Area Master Plan](#)
- [Capitol District Development Guidelines](#)
- [Central City South Area Plan](#)
- [Coronado Neighborhood Conservation Plan](#)
- [Eastlake Park Neighborhood Plan](#)
- [Encanto Vista Neighborhood Conservation Plan](#)
- [Esteban Park Area Plan](#)
- [Garfield Redevelopment Plan](#)
- [Government Mall Redevelopment Plan](#)
- [HOPE VI Special Redevelopment Area](#)
- [Isaac Redevelopment Area Plan](#)
- [Mountain Park Neighborhood Special District Plan](#)
- [North Central Special Planning District](#)
- [North Land Use Plan](#)
- [Nuestro Barrio Plan](#)
- [Rio Salado Beyond the Banks Area Plan](#)
- [Rio Montaña Area Plan](#)
- [Royal Palm Neighborhood Special Planning District](#)
- [Sahuaro Neighborhood Conservation Plan](#)
- [Story Neighborhood Conservation Plan](#)
- [Squaw Peak Parkway Specific Plan](#)
- [Squaw Peak Freeway Specific Plan](#)
- [Target Area B Redevelopment Plan](#)
- [Target Area F Redevelopment Plan](#)
- [West Minnezona Redevelopment Plan](#)
- [Willow Neighborhood Conservation Plan](#)
- [Windsor Square Neighborhood Conservation Plan](#)

### Tools: Policies and Actions

- PLANS** Encourage creating and adopting area and neighborhood plans, and overlay districts and design guidelines as needed, to protect and promote the unique character areas within each village.
- PLANS** Continue to implement and update all adopted plans as needed (i.e. area plans, special planning districts, neighborhood plans).
- CODES** Utilize Zoning Ordinance design review standards and any adopted plans or guidelines for planning compatible new development in existing neighborhoods.
- PARTNERSHIPS** Foster and support organized and available interaction between uses such as residential, business and public uses.



### Paradise Gardens

The [Paradise Gardens](#) Subdivision is located in north Phoenix between 32nd and 36th Streets, Mountain View Road and Gold Dust Avenue. The homes were constructed in the 1960's and incorporated Modernism architectural principles. The homes are rectangular and simplistic in their designs. The subdivision also incorporates the terrain and geography into the design of the homes. This "new" architectural style became known as desert modernism. The homes still stand today and the area is sought after because of the character of the Neighborhood and it's proximity to SR-51 and the mountain preserve.



# HISTORIC DISTRICTS

Amongst Phoenix's diverse communities are its historic neighborhoods. These unique districts and points of pride are made up of residential and commercial buildings, thoroughfares and public spaces that reflect the city's rich history and provide residents and visitors alike with unique experiences. Phoenix possesses a wealth of well-preserved architectural styles, ranging from Queen Anne Victorian to Mid Century Modern. Preserving and enhancing our historic buildings, structures, sites and districts is key to ensuring that our heritage will continue to be enjoyed by residents and users alike. Through incentive and designation programs Phoenix will continue to preserve our history.

## THE GOAL

**Preserve and protect historic neighborhoods, buildings, structures, sites and cultural resources in Phoenix.**

## MEASURE FOR SUCCESS

Maintain the existing **35-Residential** and designate additional Historic Districts.

Maintain the existing **9-Non Residential** and designate additional Historic Districts.

Maintain the existing **208 Individually Listed** and designate additional Historic Properties.

## Land Use and Design Principles

**LAND USE** Promote land use that encourages continued use of historic resources through rehabilitation and adaptive reuse.

**DESIGN** Ensure new development and infill that is responsive to the historic surroundings and is compatible in size, scale, massing, proportion and materials.

## Policy Documents and Maps

[PreserveHistoricPHX](#)

[Residential Historic Districts](#)

[Historic Districts / Properties Map](#)

## Tools: Policies and Actions

**PLANS** Implement and update the PreserveHistoricPHX Plan as needed.

**PLANS** Identify historic resources for the annual Survey and Designation Plan.

**OPERATIONS** Increase local, state and [National Register designations](#) of historic resources.

**OPERATIONS** Continue to fund rehabilitation grant programs and rehabilitation of city owned historic resources.

**OPERATIONS** Revisit Historic Preservation Commission policy requiring 100% support from property owners prior to initiation of new residential historic districts.

**OPERATIONS** Continue to fund and support the Archaeology Office to assure compliance will all federal, state and local laws and to identify study and preserve unique sites with cultural and historical value.

**PARTNERSHIPS** Encourage placing on the federal, state and Phoenix Historic Property Register neighborhoods and individual properties that meet their requirements.



### Coronado Historic District

The [Coronado Historic District](#) is generally bounded by Seventh to 14th streets, Virginia Avenue and the alley north of McDowell Road. There are a number of small subdivisions, which were typically not developer driven. This resulted in a richness of diversity in architecture that includes English Tudor, Spanish Colonial Revival, Southwest, Pueblo Revival, and Transitional/Early Ranch. Historic highlights of the neighborhood include Emerson Elementary School (presently offices) and Coronado Park, which was developed by the city in 1936.



# SAFE NEIGHBORHOODS – POLICE

All residents want to live in a community that is safe and crime free. Residents want to work in concert with the Police Department to improve and enact long-term crime prevention strategies for their community.

## THE GOAL

Ensure our community is **safe for all residents** to enjoy.

## MEASURE FOR SUCCESS

Answer 911 calls within **10 seconds, 90%** of the time.

**Implement** data-driven strategies to impact crime, **assess their effectiveness** each month, and adjust as appropriate.

**Increase partnerships** with public and private entities to focus on decreasing crime/public disorder.

## Land Use and Design Principles

**LAND USE** Locate police, fire and paramedic facilities to provide efficient emergency service to neighborhood residents.

**DESIGN** Incorporate Crime Prevention Through Environmental Design (CPTED) guidelines, into site plan and design guidelines as appropriate.

**DESIGN** Provide for adequate emergency vehicle access within neighborhoods.

**DESIGN** Enhance a sense of safety and community by encouraging windows and porches that face the street in development or redevelopment.

## Policy Documents and Maps

[Phoenix Police Department Strategic Plan](#)

[Policing with Purpose community flyer](#)

[Police Stations and Precincts Map](#)

## Tools: Policies and Actions

**OPERATIONS** Perform ongoing data collection, evaluation, and monitoring of crime and other service indicators to track trends and identify emerging community safety needs.

**FINANCING** Upgrade and/or acquire new technology to enhance police service delivery as funding permits.

**PARTNERSHIPS** Develop partnerships with local agencies, nonprofit organizations, the business community, faith-based groups, schools, and residents to implement the strategies and programs recommended in Police Department Strategic Plan.

**KNOWLEDGE** Educate the public and the media about the Police Department Strategic Plan, its implementation, and successful programs and strategies.

**KNOWLEDGE** Advance Community Policing Practices and outreach efforts to improve safety and enhance quality of life throughout the city.

**KNOWLEDGE** Adopt a strategic plan with a comprehensive, balanced approach that includes strategies focused on crime prevention, suppression and enforcement, community outreach and trust building, accountability, and technology enhancement.



## Estrella Mountain Precinct

The [Estrella Mountain Precinct](#) officially opened its doors in 2009. The Precinct is a 25,000 square foot state-of-the-art facility that houses just over 200 officers. The Precinct is responsible for approximately 69 square miles of the city of Phoenix. Within the precinct, there are Community Action Officers, Neighborhood Enforcement Teams, School Resource Officers, Field Training Officers, Property Crimes Detectives, Family Investigation Detectives, Auto Theft Detectives, and 151 first responders to assist with calls to Crime Stop, 911 or other neighborhood concerns.



## SAFE NEIGHBORHOODS – FIRE

Fire protection, emergency medical response and fire prevention are intricate components to safe communities. The Phoenix Fire Department is a national leader in education, response and mitigation to the unwanted effects of life-threatening emergencies.

### THE GOAL

Ensure the community **is protected** from both human caused and natural emergencies with an emphasis on public education, fire prevention and the use of automatic systems to control structural fires.

The community should be protected by an **effective emergency** medical response system that includes on-scene emergency care and transportation services.

### MEASURE FOR SUCCESS

**Demonstrate** that response times are in **compliance** with the National Fire Protection Association (NFPA)1710 standard.

**Demonstrate** that the city of Phoenix public **safety community** is in compliance with the National Incident Management System (NIMS).

## Land Use and Design Principles

**LAND USE** Locate police, fire and paramedic facilities to provide efficient emergency service to neighborhood residents.

**DESIGN** Provide for adequate emergency vehicle access within neighborhoods.

## Policy Documents and Maps

[Desert Preservation and Fire Protection Guide](#)

[Fire Stations and Districts Map](#)

[Hazard Mitigation Plan](#)

## Tools: Policies and Actions

### CODES

Continually review the Phoenix Fire Code, Zoning Ordinance and Building Code and revise as necessary, to take advantage of life safety-enhancing material, product, and process improvements.

### CODES

Comply with the Patient Protection and Affordable Care Act.

### OPERATIONS

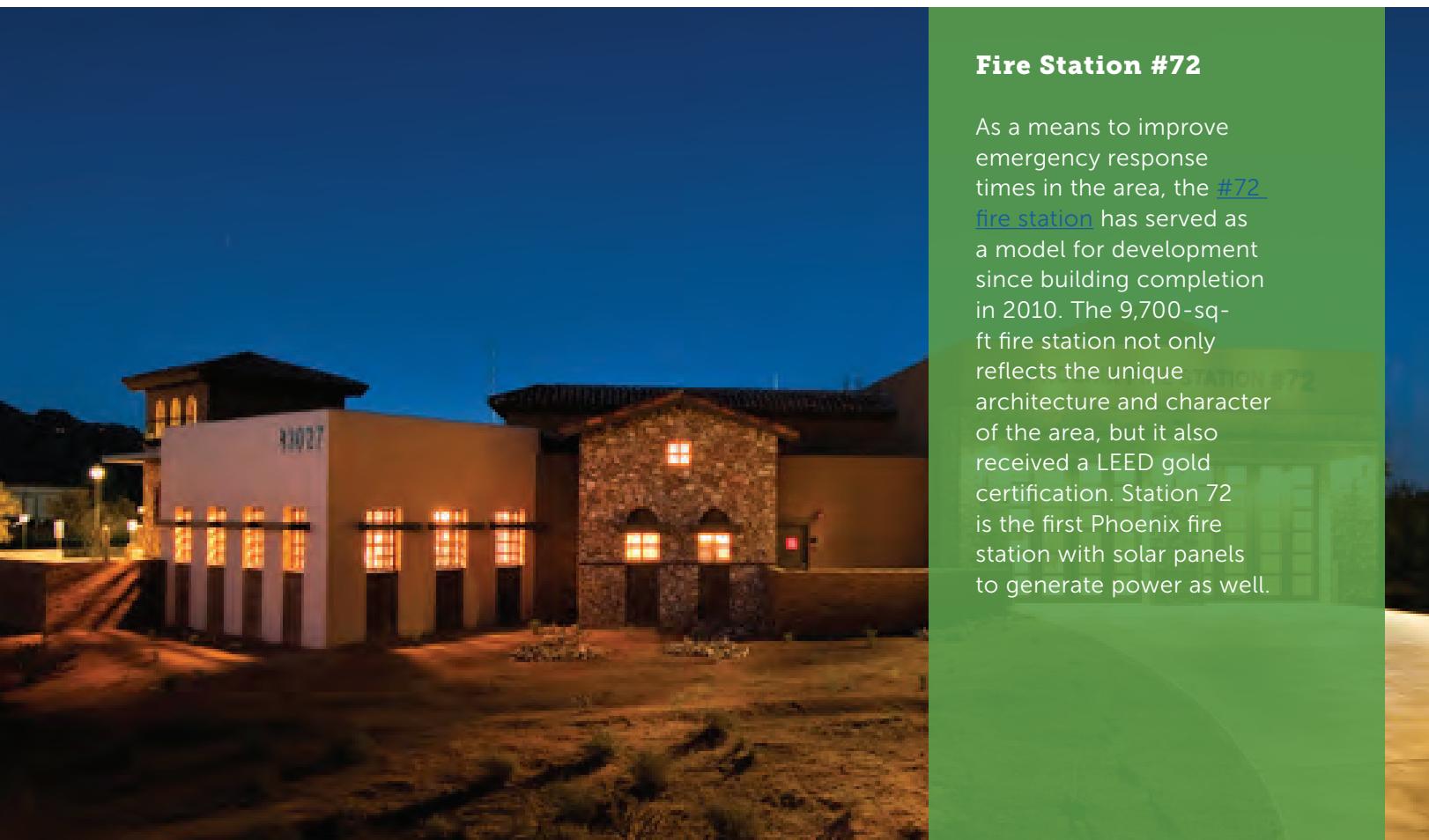
Participate in training drills that involve public agencies and emergency management personnel from multiple departments and/or multiple jurisdictions.

### OPERATIONS

Continue to host an active Community Emergency Response Team (CERT).

### OPERATIONS

Participate in a city of Phoenix interdepartmental team working together to address safety concerns for residents (Police, Fire, Neighborhood Services, Planning and Development, Community and Economic Development and Housing).



### Fire Station #72

As a means to improve emergency response times in the area, the [#72 fire station](#) has served as a model for development since building completion in 2010. The 9,700-sq-ft fire station not only reflects the unique architecture and character of the area, but it also received a LEED gold certification. Station 72 is the first Phoenix fire station with solar panels to generate power as well.



## SAFE NEIGHBORHOODS – TRAFFIC

Residents want to live in neighborhoods that do not have cut through or high volumes of vehicular traffic. Road traffic crashes pose public health challenges. Communities wish to work with traffic engineers to mitigate and prevent serious injuries caused by vehicle to vehicle collisions and vehicle collisions with other roadway users (pedestrians, cyclists, runners).

### THE GOAL

**The community should be protected** from the negative effects of the volume, speed and cut-through traffic in neighborhoods.

### MEASURE FOR SUCCESS

**Increase** schools with **Safe-Route-to-School** plans in place **by 10%**.

**Increase** the number of **speed humps** and speed cushions installed within neighborhoods **by 5%**.

**Increase** the number of **sidewalk miles added** on local and collector streets **by 5%**.

## Policy Documents and Maps

### [Street Classification Map](#)

## Tools: Policies and Actions

### PLANS

There should be safe, direct, pleasant paths for pedestrians, bikers and riders on horseback to use. Alleys should be safe and well maintained. Traffic and overflow parking from adjacent businesses should not impact neighborhoods by disrupting or altering quality of life.

### OPERATIONS

Mitigate cut-through traffic and implement [traffic calming devices](#) in neighborhoods where needed.

### OPERATIONS

Protect neighborhoods from overflow parking and adjacent businesses by implementing traffic mitigation strategies and devices.

### OPERATIONS

Encourage collaboration with the Street Transportation Department to develop effective traffic safety programs to mitigate speed and cut-through traffic in Phoenix neighborhoods.

### OPERATIONS

Utilize existing programs to resolve parking conflicts in neighborhoods near business areas where street parking is a problem.

### OPERATIONS

Continue use of targeted speed enforcement in neighborhoods experiencing problems.

## Land Use and Design Principles

**LAND USE** Locate elementary schools in residential areas on or near a collector street, to handle traffic demands.

**LAND USE** Minimize traffic through lower-density residential areas by locating heavy traffic generating land uses on or near arterial streets.

**LAND USE** Locate major traffic-generating land uses on major streets in areas planned for such uses, or near parkway and freeway access and transit centers or light rail transit stations, and avoid use of local streets.

**DESIGN** Design major streets in residential areas to buffer adjacent residential uses from their negative impacts.

**DESIGN** Develop housing so that it does not front directly on, or have direct access to, arterial streets, unless large lot size, buffering techniques, and/or site design can adequately mitigate both negative traffic impacts and adverse noise impacts.

**DESIGN** Provide access by major streets, with internal circulation handled by a local street system that discourages through-traffic and provides safe pedestrian travel. Use local and collector streets, plus feeder bus lines, to bring people into the cores, centers or corridors.



### Appaloosa & Equestrian Traffic Circle

As a means of reducing the average speed and percentage of speeders, [the city of Phoenix](#) implemented a roundabout at East Equestrian Trail and South Appaloosa Drive. The Street and Transportation Department worked with the surrounding neighborhoods and property owners to construct the traffic circle and better protect residents from traffic incidents related to speeding.



# CONNECTED NEIGHBORHOODS

Connectivity within neighborhoods to transportation options, public spaces and facilities has many benefits. For example, research has shown that connectivity is associated with more walking, less driving, better physical fitness and fewer per capita carbon emissions. Access to different transportation options impacts almost every aspect of our lives, including the economy, the environment and overall health.

## THE GOAL

**Ensure connectivity to resources** and services for neighborhoods and communities.

Ensure a cohesive, connected community through adequate venues for community interaction, **community building activities** and events, and the **sharing of information** about community issues and services.

## MEASURE FOR SUCCESS

A minimum of **1 library** branch per every **70,000 residents**.

A minimum of **70% of all housing** units will be within one-quarter mile of a transit stop and a minimum of **90% will be within one-half mile**.

## Policy Documents and Maps

[Bicycle Master Plan Draft Report](#)

[Libraries and Library Service Areas Map](#)

[Community Centers Maps](#)

## Tools: Policies and Actions

### CODES

Review and update city codes and policies to eliminate barriers to connectivity.

### OPERATIONS

Utilize public transit routes on all major streets to link neighborhood residents with employment, shopping and services.

### OPERATIONS

Encourage the use of elementary schools as special-purpose community activity centers for the surrounding residential areas. Where feasible, encourage city-sponsored activities at elementary schools, to promote after-hours use by all area residents.

### OPERATIONS

Continue to provide access to information regarding community issues, programs, services and activities that is available to non-English speaking residents.

### OPERATIONS

Ensure that connectivity and circulation are maintained/enhanced for all modes of transportation for any and all city related applications.

## Land Use and Design Principles

**LAND USE** Locate neighborhood retail to be easily accessible to neighborhoods.

**LAND USE** Provide neighborhood-based social services (senior centers, Head Start Programs, job training, counseling) appropriate to the area's needs in convenient facilities compatible in scale and character with the surrounding neighborhood.

**DESIGN** Design and locate new neighborhoods to promote access (both physical and visual) to parks and open space. New developments should also provide convenient pedestrian and bicycle access to transit stops, schools and other neighborhood amenities.

**DESIGN** Design and connect neighborhoods via streets, sidewalks and trails, and discourage the abandonment of streets, sidewalks and alleys that compromise connectivity.



### Palo Verde Library & Community Center

[Palo Verde Library](#) shares a community complex with the Maryvale Community Center and pool. The multi-use facility includes a large public library collection area, an auditorium, and fitness amenities. This shared facility acts to engage community members in many different forums as there is an activity for everyone, and the activities are centralized, which heightens the connectivity of the neighborhood.



# HEALTHY NEIGHBORHOODS

Healthy communities make for an ideal place for residents to live, work and play. Access to recreation and healthy foods can significantly cut the risk of chronic diseases such as heart disease, diabetes, obesity and arthritis. Many of these diseases are preventable with small changes to everyday routines by incorporating exercise and proper nutrition. It also adds to the quality of life for all Phoenicians.

## THE GOAL

Ensure **all communities** and neighborhoods are designed and have the necessary infrastructure to allow residents to **enjoy a healthy lifestyle**.

## MEASURE FOR SUCCESS

**A minimum of 90%** of residents live within 5 miles of a District Park, 1.5 miles of a Community Park and 0.5 miles of a Neighborhood Park.

**Increase** the number of connected miles of trail system **by 5%** by 2020.

Add a minimum of **5 new recreational amenities** to existing parks each year.

## Policy Documents and Maps

[Bicycle Master Plan Draft Report](#)

[Libraries and Library Service Areas Map](#)

[Community Centers Maps](#)

## Tools: Policies and Actions

### CODES

Encourage innovative recreational options to meet the needs of residents in developed areas where sufficient land is not available.

### OPERATIONS

Promote safe, shaded and pedestrian friendly walking paths, sidewalks, and trails to allow for mobility and comfort of residents.

### OPERATIONS

Continue to support FitPHX.

### FINANCING

Provide basic infrastructure (paved streets, street lights, trails, [community gardens](#), sidewalks, etc.) needs to all neighborhoods so that they can be healthy.

### PARTNERSHIPS

Pursue partnerships in the development of Health Impact Assessment (HIA) tools that provide city employees and residents with increased capacity to assess the health impact of proposed plans, policies and programs.

### PARTNERSHIPS

Partner with community organizations, businesses and other government agencies to further refine and create policies and strategies related to health and active living.

### PARTNERSHIPS

Create an advisory board to advise the local government on issues related to planning, policies, code requirements, and other actions affecting active living in the community.

## Land Use and Design Principles

**LAND USE** Promote the growth of urban agriculture throughout Phoenix.

**LAND USE** Consider the existing health conditions of an area when evaluating facilities that may generate pollutants.

**DESIGN** Plan and design communities and neighborhoods to be pedestrian friendly and walkable.

**DESIGN** Encourage bicycle and pedestrian amenities in new major development projects in high-density, [mixed-use](#) areas or near transit stations or employment centers.

**DESIGN** Design neighborhoods and buildings to provide pedestrian access to adjacent transportation infrastructure such as public transit.

**DESIGN** Establish design standards and guidelines for parking lots and structures, setback and [build-to-lines](#), blank wall space, shade, and other elements affecting pedestrians, to encourage pedestrian activity and identify options for providing pedestrian-oriented design in different types of development.



Photo by Harries and Heder

### Highline Canal

Inviting gate structures at Francisco Highland Park, on 24th and 40th Streets of the [Highline Canal](#) highlight the uniqueness of the multi-use trail. Additions to the trail have been incorporated to foster an environment that is conducive to many activities, including walking and cycling. Pedestrian bridges, shade trees, benches and rock sculptures have all improved the scenery and usability of the Highline Canal.



# DIVERSE NEIGHBORHOODS

Diverse neighborhoods have a array of housing types and lifestyle options to meet the needs of an array of residents. Phoenix's population is aging. Existing neighborhoods need to be retrofitted and new communities need to be planned and designed to allow for all residents (regardless of age, ethnicity, income) to live and age in place.

## THE GOAL

**Encourage communities** and neighborhoods to be a mix of ages, incomes and ethnicities and provide housing **suitable to residents** with special needs.

A **diverse range of housing** choices, densities, and prices in each village **should be encouraged**.

## MEASURE FOR SUCCESS

**Increase** the number of **affordable housing units** where appropriate within each village including units for seniors, consistent with the city's five year consolidated plan.

**Increase** the number of **permanent supportive housing** units for residents with special needs, consistent with the city's five year consolidated plan.

## Policy Documents and Maps

### Housing Consolidated Plan

## Tools: Policies and Actions

### **CODES**

Continue to implement subdivision design guidelines and single-family development standards to create creative and diverse developments.

### **CODES**

Encourage homebuilders and developers to include affordable housing in their developments through mechanisms such as density bonuses, reduced lot sizes and reduced fees.

### **CODES**

Research and revise city codes and ordinances when appropriate to allow modifications that will facilitate greater flexibility for neighborhoods and single family residences to accommodate aging family members (next generation home product).

### **CODES**

Strengthen development standards to promote compact, mixed use developments with a range of housing options that foster public spaces.

### **OPERATIONS**

Vigorously enforce the city of Phoenix Fair Housing Ordinance and anti-discrimination laws.

## Land Use and Design Principles

- LAND USE** Communities should consist of a mix of land uses to provide housing, shopping, dining and recreational options for residents.
- LAND USE** Include a mix of housing types and densities where appropriate within each village that support a broad range of lifestyles.
- LAND USE** Within each village, designate residential land use in at least four of the seven residential categories and designate at least one of those categories to be for 10 to 15 or 15+ dwelling units per acre.



## Aero Terra Senior Housing Facility

Aero Terra, a senior living facility, is one of the projects that have contributed to the first phase of neighborhood revitalization in the Frank Luke neighborhood. The community consists of 60-units, with many amenities for seniors and persons with disabilities, including, handrails, accessible unit interiors, exercise and craft rooms plus community space where various activities take place. Aero Terra Senior Village was awarded the Enterprise Green Communities designation for its energy efficient and healthy-homes design elements, including low-water landscaping, photovoltaic solar system and washable synthetic grass.



# CLEAN NEIGHBORHOODS

Clean and well maintained neighborhoods are an indication of an area's character and helps support private investment to provide a safe and healthy community to live.

## THE GOAL

The preservation, maintenance and improvement of property conditions **should be promoted** to mitigate or eliminate deterioration or blight conditions and to help encourage **new development and reinvestment** within our communities.

## MEASURE FOR SUCCESS

Maintain a **voluntary compliance rate above 90%** for code violations.

**Continue** to preserve **the health and safety** of neighborhoods through the effective and efficient removal of graffiti.

**Continue** to foster the expansion of neighborhood capacity through **educational opportunities, community meetings and clean-ups**, and by connecting residents to critical resources.

## Policy Documents and Maps

[Neighborhood Preservation Ordinance](#)

[Neighborhood Services Target Areas](#)

[Neighborhood Initiative Areas Map](#)

[Redevelopment Areas Map](#)

## Tools: Policies and Actions

### CODES

Enforce the Neighborhood Preservation Ordinance citywide, to encourage property maintenance and neighborhood stability.

### OPERATIONS

Continue the Graffiti Buster's Program and the rapid removal of graffiti wherever it appears.

### OPERATIONS

Promote and expand the Neighborhood Preservation Volunteer Assistance Program to assist residents who are unable to maintain their property due to physical ability limitations.

### OPERATIONS

Provide education on property maintenance codes and ordinances to resident groups, partners and city staff to promote healthy, strong, blight free neighborhoods.

### PARTNERSHIPS

Continue to enhance and expand partnerships with city departments and neighborhood groups to address blight and neighborhood safety issues.

### KNOWLEDGE

Encourage residents and businesses to participate in city programs that help stabilize property values, and improve reinvestment potential, safety and attractiveness of neighborhoods.

## Land Use and Design Principles

**LAND USE** Support new compatible land uses that remove extremely deteriorated structures, excessive trash and debris, and other blight in neighborhoods.

**LAND USE** Facilitate the acquisition of vacant, underutilized and blighted parcels for appropriate redevelopment, compatible with the adjacent neighborhood character and adopted area plans.

**LAND USE** Recognize that the potential for facilities to emit toxic air pollutants should be a major factor in siting them to minimize the potential for harm associated with emissions.

**DESIGN** Address the screening of legal but incompatible land uses from adjacent residential neighborhoods as new development or redevelopment occurs.



## Garfield 11th Street Pedestrian & Transit Improvement Project

Neighborhood Services Department (NSD) received a \$2.4 million Federal Transit Authority grant and provided a NSD Revitalization Bond match of \$600,000 to create a pedestrian friendly transit route through historic Garfield connecting with the light rail station and other commercial and residential districts. Improvements included the installation of LED pedestrian and street lights, widened sidewalks with historic themes inlaid in granite, upgraded bus stops and seating nodes, ADA compliant intersections with custom colored concrete, and bike lanes. The project is a milestone in NSD's long-term strategy in partnership with numerous city departments and neighborhood groups to comprehensively revitalize this strategically located NIA.



## ARTS & CULTURE

As the city continues to grow, cultural and artistic experiences will be increasingly vital to its quality of life. It is essential to infuse arts and culture into all scales and aspects of city development. Investment in arts and culture will enrich the lives of Phoenix residents, attract businesses, build social connections, generate jobs, and bolster our economy. Arts and culture help create a livable community that enhances the built environment and respects and celebrates diversity.

### THE GOAL

Ensure Phoenix becomes an **Arts & Culture destination** by encouraging new public art projects, maintenance of existing public art, and **support for arts** and cultural activities throughout our communities.

### MEASURE FOR SUCCESS

**Expand** the number of **public art** installation throughout Phoenix.

**Increase** the number of **cultural festivals**.

## Policy Documents and Maps

[2013 - 2018 Creative Sector Task Force Vision](#)

[2014 - 2019 Public Art Project Plan](#)

## Tools: Policies and Actions

**OPERATIONS** Establish a framework and system to foster public dialog and elicit community input regarding the city's vision for arts, culture and the creative sector.

**FINANCING** Support the initiation of an Art in Private Development Program, with the goal of enhancing publicly accessible and/or visible areas of private developments.

**FINANCING** Incorporate arts and culture into small area plans. Identify areas for art installations.

**FINANCING** Increase funding for the Phoenix Office of Arts and Culture to ensure delivery of the 2013-2018 creative sector task force vision.

**FINANCING** Increase funding for maintenance of public art citywide.

**PARTNERSHIPS** Form public-private partnerships to increase the number of arts and culture projects in Phoenix.

## Land Use and Design Principles

**LAND USE** Create and retrofit additional public spaces to allow for public art projects and arts and cultural activities.

**LAND USE** Encourage the provision of art in all new development for both public and private.

**LAND USE** Promote development of live/work spaces for artists.

**DESIGN** Integrate art into transit facilities and neighborhoods.



### Pioneer Living History Museum

Located on 90 acres, the [Pioneer Living History Museum](#) contains 1800's authentic buildings and accurate reproductions. The Museum brings an 1800's experience to modern day and is inviting to tourists and residents from all walks of life. The Museum is full of educational opportunities, while also hosting fun activities for families. The Museum contains such buildings as an Opera House, Shops, Ranch Complex, Sheriff's office and jail, among others.



# CELEBRATE OUR DIVERSE COMMUNITIES & NEIGHBORHOODS + COMMUNITY BENEFITS

The goals, principles, policies and actions of the Celebrate Our Diverse Communities and Neighborhoods Core Value help to address each of the Community Benefits in a variety of ways. The following is a brief summary of how this is achieved.



## Prosperity

What makes a city a great place to live, are its robust, vibrant neighborhoods. People desire to move to or stay in communities with safe neighborhoods, good housing choices with increasing home values, ample employment opportunities and excellent educational systems. The same can be said for businesses and corporations.

According to Forbes Magazine the foremost essential asset to a company relocating or expanding to a new city is access to a workforce. The majority of the current workforce wants to live in a community that offers a sense of place, is walkable and close to entertainment and transportation options.

Vibrant neighborhoods where people wish to live are essential assets to a region's prosperity. The success, stability and reinvention of neighborhoods will only strengthen our economic activity and contribute to our region's vitality.

## Health

The quality of Phoenix's neighborhoods and communities is directly related to the well-being of Phoenicians. Each neighborhood that is safe, walkable and has access to healthy foods and parks builds social capital and adds to the overall health and well-being of Phoenix as a whole.

Vibrant neighborhoods go beyond the physical well-being of its residents, but also address their mental health as well. A study conducted by the University of Michigan Center for Social Epidemiology and Population Health suggests a direct connection between the quality of a neighborhood environment and the health (stress for example) of its residents.

Each neighborhood and community that continues to flourish adds to the overall well-being of our residents and our great city.

## Environment

Within the city of Phoenix one can find many vibrant neighborhoods. From North Central, Arcadia, Biltmore, Moon Valley and Willo to Encanto Palm Croft, Desert Ridge, South Mountain and Roosevelt, our city has unique and strong neighborhoods.

The Celebrate Our Diverse Communities and Neighborhoods section of the General Plan focuses on enhancing our existing established neighborhoods while simultaneously combating urban sprawl.

Urban sprawl facilitates dependence on the automobile contributing to the brown cloud and traffic congestion, destroying wildlife habitats, and requiring costly infrastructure and services that must be expanded to the city's edge.

By focusing our efforts on enhancing our existing vibrant neighborhoods and infrastructure we can direct our future growth in an intentional, comprehensive manner that is environmentally conscious and protects our community.



# BUILD THE SUSTAINABLE **DESERT CITY**

The city of Phoenix is a pioneer in environmental stewardship. Flagship projects including the [Tres Rios Wetlands](#), [Energize Phoenix](#) program, the Rio Salado [riparian](#) restoration project and numerous water conservation efforts have won the city many awards.

Residents want to see Phoenix expand its role as an environmental leader including more neighborhoods, businesses and facilities that are designed and built using environmentally progressive planning and building practices along with locally produced and lasting materials.

Residents envision strategic uses of natural and man-made elements to increase the shade cover in our city and the widespread use of [solar energy](#) in everything from homes to streetlights. Through the wise use of zoning and other tools, residents want to be able to individually harness and enhance these environmental resources to uplift their businesses, neighborhoods and families. This includes the creation of safe, clean, sustainable neighborhoods free of pollution. Phoenix is renowned for its beautiful Sonoran Desert setting. Our world-class parks, desert recreation areas and mountain preserves are a testament to decades of forward-thinking citizens working to conserve this precious resource. Residents envision continuing this legacy by enhancing and expanding our existing parks and preserves and cementing their place as our city's most iconic features.

Residents also want to add another element to our city's landscape – [urban farming](#). Residents see a robust network of community gardens and urban farms activating underutilized properties and resulting in greater access to healthy foods, neighborhood revitalization, reduced pollution and improved opportunity for economic development.

The big ideas for Building THE Sustainable Desert City are interlaced throughout the General Plan. Sustainability is an element that runs its course throughout the efforts of the document to add value and create a truly Connected Oasis.

This Core Value focuses on the following Growth/Preservation and Infrastructure areas.

## **Growth / Preservation Areas**

- Desert Landscape
- Rivers, Washes and Waterways
- Redeveloped Brownfields

## **Infrastructure**

- [Green Buildings](#)
- Trees and Shade
- [Healthy Food System](#)
- Energy Infrastructure
- Waste Infrastructure
- Water Infrastructure
  - Water Supply
  - Stormwater
  - Wastewater



# DESERT LANDSCAPE

The Open Space element describes the city's mountain and desert preserves and trail systems within our parks, along washes, canals and utility corridors and in the Rio Salado (Salt River). These areas provide space for recreation, environmental preservation and [natural hydrological systems](#). It also includes analysis of need; policies for management; and designated access points, protection, and acquisition strategies. This element is also consistent with the Sonoran Preserve Master Plan (1998) and the Maricopa Association of Governments Desert Spaces Plan (1996), both of which established preserve design principles based on ecological theory, context and regional framework for an integrated open space system.

## THE GOAL

**Protect and celebrate** our unique desert landscape.

## MEASURE FOR SUCCESS

**Increase** the size of the Phoenix Sonoran Preserve **by 20%** in 10 years.

**Increase** the number of **trails & trailheads** renovated each year.

## Policy Documents and Maps

[Sonoran Preserve Master Plan](#)

[Edge Treatment Design Guidelines](#)

## Tools: Policies and Actions

### PLANS

Create a network of shared-use trails and pathways that are safe, convenient and connected within preserves and parks.

### CODES

Preserve lands above the 10 percent slope, in accordance with the Sonoran Preserve Master Plan, and preserve linkages and transition lands between mountains and washes.

### CODES

Limit commercial activity in the preserves to licensed users authorized by the Phoenix Parks and Recreation Board.

### OPERATIONS

Maintain standards for planning, design, management and maintenance of trails and pathways within parks, preserves, open space, and rights-of-way.

### FINANCING

Provide sufficient resources to maintain preserves, parks, and trail systems.

### PARTNERSHIPS

Encourage partnerships with other city departments, adjacent municipalities, and regional agencies which promote the open space goals and policies.

## Land Use and Design Principles

**LAND USE** Promote land uses that preserve Phoenix's natural open spaces.

**DESIGN** Preserve the interface between private development and parks, preserves and natural areas (edge treatment).

**DESIGN** Provide seamless connection between significant regional parks and public open spaces, with utility corridors, bike paths, light rail/public transit access points, canals, rights-of-way, and recreation areas managed by city, county, state, and federal agencies.

**DESIGN** Propose new design standards that address drainage, use of native plants, edge treatment, and access – both visual and physical – for private and public development adjacent to public preserves, parks, washes and open spaces.



### North Mountain Visitors Center

Rich in history, [The North Mountain Recreation Area](#) has been host to a variety of activities, including ancient Hohokam uses. Present day, it offers Phoenix residents and visitors, trails that are suitable for hiking, biking and horseback riding. Visitors to the recreational area are able to experience and learn about the desert ecosystem and the diversity it offers. To add to the experience, the North Mountain Visitor Center offers educational opportunities, events and guided field trips.



# RIVERS, WASHES & WATERWAYS

Rivers and washes that flow throughout Phoenix are an important part of our desert landscape. Rivers and washes provide for habitat areas, wildlife corridors and support the ecosystem through continued natural drainage and flows. These natural systems are imperative to protect and preserve, and provide a tremendous opportunity for Phoenix to celebrate perhaps the most significant natural features that have helped sustain life in the Valley of the Sun.

## THE GOAL

**Celebrate** and **protect** our  
Rivers, Washes and Waterways.

## MEASURE FOR SUCCESS

**Increase** the miles of **protected waterways** in the city of Phoenix  
Sonoran Preserve System.

Enhancement of  
**protected waterways** within  
the city.

## Policy Documents and Maps

[Sonoran Preserve Master Plan](#)

[Surface Water System Map](#)

[Storm Water Policies and Standards Manual](#)

## Tools: Policies and Actions

### PLANS

Explore the development of edge treatment plans for segments of major washes.

### CODES

Require developments adjacent to canal banks, major washes, rivers, and drainage corridors to utilize current standards and guidelines.

### OPERATIONS

Implement design guidelines adopted by the City Council that preserve natural washes by encouraging nonstructural flood control and include wide, natural wash corridors that are substantially undisturbed and that allow for the growth of natural vegetation for controlling erosion and sustaining ecological systems.

### PARTNERSHIPS

Work with Maricopa County to incorporate washes within the city of Phoenix into the regional trail system.

### PARTNERSHIPS

Continue to partner with the Army Corps of Engineers on environmental restoration projects.

### KNOWLEDGE

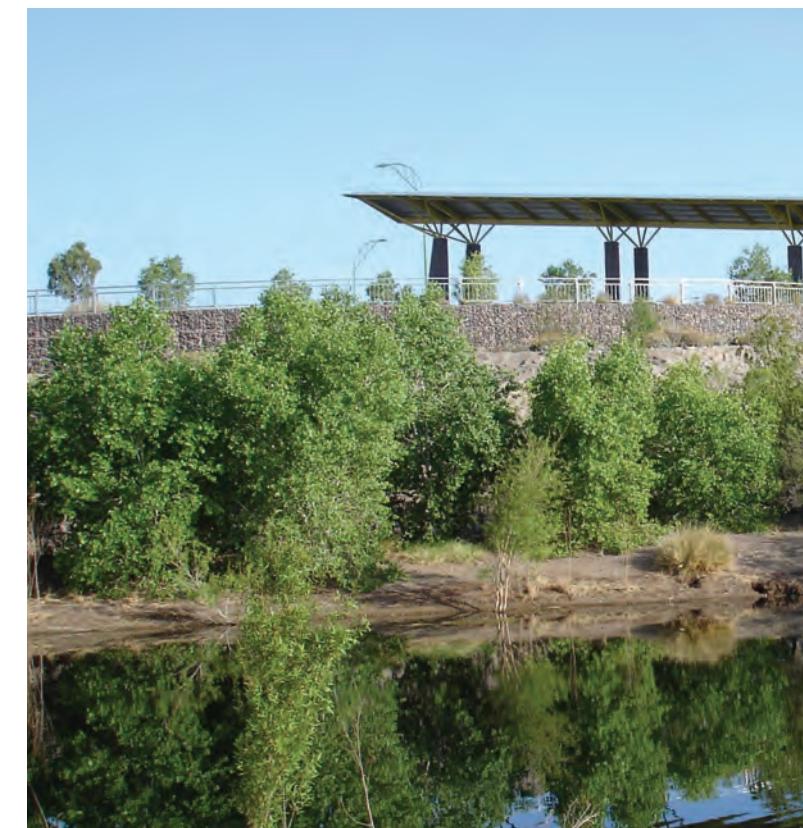
Increase educational efforts regarding community awareness of Phoenix's rivers, washes and waterways.

## Land Use and Design Principles

**LAND USE** Preserve natural washes coming from the preserves and promote access and views of the preserves by the public.

**DESIGN** Establish design and management standards for natural major washes and connected open spaces that will allow preservation of the natural ecological and hydrological systems of major washes while allowing for appropriate public use.

**DESIGN** Propose new design standards that address drainage, use of native plants, edge treatment, and access – both visual and physical – for private and public development adjacent to public preserves, parks, washes and open spaces.



### Rio Salado Habitat Restoration Project

The [Rio Salado Habitat Restoration Project](#) runs along 5 miles of the Salt River and contains 595 acres of desert river habitat. It is home to over 200 species and many habitats. The Restoration Project has improved many of these habitats in Phoenix by removing over 1,100 tons of debris and waste (138,572 cubic yards). This has resulted in more open space, use of trail systems, improvements in flood management, and has triggered development near the River; thereby improving the urban landscape. Ninety percent of Sonoran wetlands have been lost or destroyed nationally, so this Project is extraordinary for Phoenix, and demonstrates the sense of duty in Phoenix to protect and preserve the natural environment.



## REDEVELOPED BROWNFIELDS

Brownfields are vacant or underutilized plots of land often thought to be unusable due to contamination. These properties are an untapped economic resource that when redeveloped, will stimulate the local economy and environment. Brownfields are a resource and a liability for the city. They are a resource because their redevelopment contributes to the elimination of blighted property, creation of jobs, and generation of tax revenues. Brownfields are liability because they pose a risk to public health, create barriers in maximizing existing infrastructure and have unknown environmental conditions and liability.

### THE GOAL

**Commit to brownfield cleanup and redevelopment.**

### MEASURE FOR SUCCESS

Increase the **percentage** of **development** on brownfield sites.

**Develop** an inventory of **brownfield sites**.

## Policy Documents and Maps

[Del Rio Area Brownfields Plan](#)

[Brownfields Land Recycling Program](#)

## Tools: Policies and Actions

- PLANS** Create general guidelines for identifying and redeveloping brownfield areas.
- PLANS** Continue to implement and pursue funding for the Del Rio Area Brownfields Plan.
- OPERATIONS** Utilize the city's existing Brownfields Land Recycling Program by creating more incentives to encourage the private sector to reuse brownfields.
- FINANCING** Defray the costs of new infrastructure by pursuing Brownfield Assessment and cleanup funding (grants, revolving loans, tax credits, and supplemental funding) through the EPA, State, and other environmental agencies.
- FINANCING** Increase funding for development of a city-wide brownfields inventory.
- PARTNERSHIPS** Collaborate with state and federal authorities to advance brownfield cleanup and redevelopment.

## Land Use and Design Principles

**LAND USE** Promote new development located on infill, previously developed, brownfield, and greyfield sites.

**LAND USE** Recommend land-use actions that promote restoration and more efficient use of brownfields within Phoenix.

**DESIGN** Restore brownfields sites with uses that support the character and vision of the surrounding area.



### Rio Salado Audubon Center

Constructed on a brownfield site, the [Rio Salado Audubon Center](#) restored the barren site using native landscape and earned the first LEED Platinum Certification within the city of Phoenix. The Center's sustainable features include a photovoltaic system, a waste water recycling system, low water use fixtures, [pervious surfaces](#) and [bioswales](#) to capture rain and run-off water and energy efficient mechanical and electrical systems.



# GREEN BUILDING

Incorporating sustainable practices, materials and energy efficient projects saves energy and money while protecting our environment and contributing to our city's sense of place. The city will be proactive in creating more resource-efficient, durable and energy efficient buildings for new city projects and for new construction and remodeling for private projects.

## THE GOAL

**Establish Phoenix** as a leader in green/sustainable building through the use of **green/sustainable** building techniques in private and public **development**.

## MEASURE FOR SUCCESS

**Increase** the number of city of Phoenix Buildings built using the best **green building practices** and codes

**Increase** the number of projects utilizing the **Adaptive Reuse Program**.

## Policy Documents and Maps

[Adaptive Reuse Program](#)

[Phoenix Green Construction Code](#)

## Tools: Policies and Actions

**CODES** Regularly adopt the latest energy and building codes.

**OPERATIONS** Continue participating in the Better Buildings Challenge.

**OPERATIONS** Continue to support the Adaptive Reuse Program.

**OPERATIONS** Issue "Green" Certificates of Occupancy for projects utilizing the [Phoenix Green Construction Code](#).

**OPERATIONS** Pursue incentives to encourage use of the Green Construction Code.

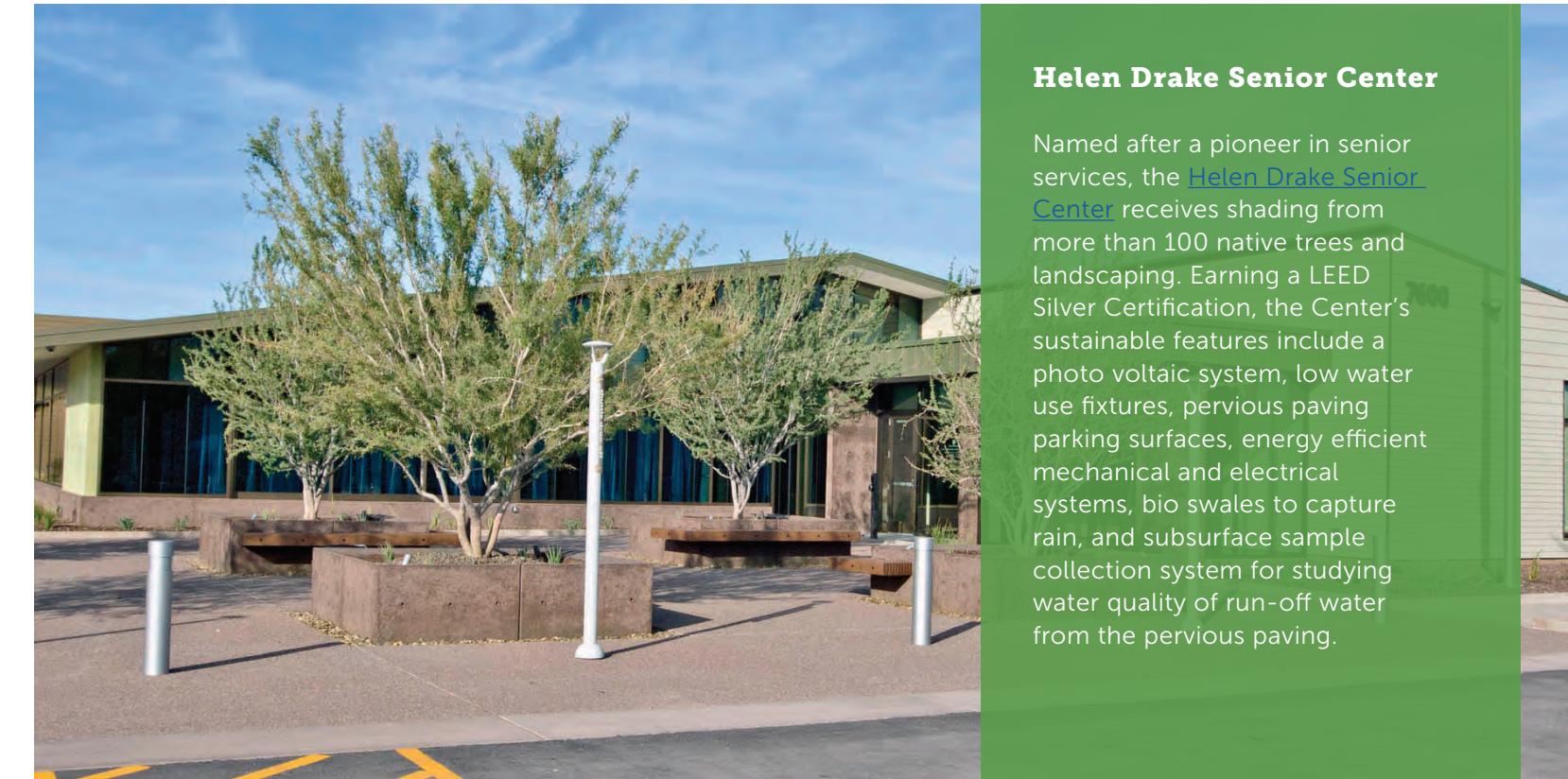
**OPERATIONS** Continue to support and promote the Phoenix Green Construction Code, Adaptive Reuse Program, and PreservePHX as a method for preserving and retrofitting existing buildings as a sustainable alternative to new construction.

**KNOWLEDGE** Continue to promote the Phoenix Green Construction Code on the *BuildPHX* television show and during Building Safety Month.

**KNOWLEDGE** Study and explore options for using green building techniques and goals when designing and constructing city facilities.

## Land Use and Design Principles

- DESIGN** Encourage bioclimatic designs of buildings and approved natural materials for construction.
- DESIGN** Encourage high-performance building designs that conserve resources, while balancing energy-efficient, water-efficient, cost-effective and low-maintenance engineering solutions and construction products through whole building life cycle assessment.
- DESIGN** Promote site development and land use which protects the natural environment by preserving vegetation and surface water, minimizes disturbances to the existing terrain and greenfields, and encourages development of brownfields in synergy to our the desert climate.
- DESIGN** Encourage the use of construction, roofing materials and paving surfaces with solar reflectance the thermal emittance values as shown in the Phoenix Green Construction Code or higher and which minimize heat island effects.
- DESIGN** Discourage the use of reflective glass on commercial properties whenever the commercial structure is adjacent to a residential area.



### Helen Drake Senior Center

Named after a pioneer in senior services, the [Helen Drake Senior Center](#) receives shading from more than 100 native trees and landscaping. Earning a LEED Silver Certification, the Center's sustainable features include a photo voltaic system, low water use fixtures, pervious paving parking surfaces, energy efficient mechanical and electrical systems, bio swales to capture rain, and subsurface sample collection system for studying water quality of run-off water from the pervious paving.



# TREES & SHADE

Investment in trees and shade is one of the best things Phoenix can do to improve the city's overall health, prosperity and environment. By integrating trees and shade into the built environment, issues such as storm water management and the urban heat island can be addressed.

## THE GOAL

**Create a network of trees** and shade that integrate with the built environment to **conserve ecosystem** functions and provide associated benefits to residents.

## MEASURE FOR SUCCESS

**Provide 25%** Average Tree Canopy **Coverage** by 2025.

## Policy Documents and Maps

### [Tree and Shade Masterplan](#)

## Tools: Policies and Actions

- PLANS** Conduct a baseline tree inventory that will assess canopy coverage for the entire city.
- PLANS** Study and explore options to increase shade canopy, by developing street design standards to increase the number of trees planted along all public streets and minimize or mitigate the impacts of expansive paving.
- CODES** Develop and establish a comprehensive tree, shade and landscape ordinance.
- OPERATIONS** Establish an Urban Forest Infrastructure Team to oversee implementation of the Tree and Shade Master Plan.
- FINANCING** Research and develop additional sources of revenue for the care and maintenance of the urban forest.
- KNOWLEDGE** Establish partnerships and outreach programs to raise awareness about the benefits of the urban forest.

## Land Use and Design Principles

- DESIGN** Integrate trees and shade into the design of new development and redevelopment projects throughout Phoenix.
- DESIGN** Plant drought tolerant vegetation and preserve existing mature trees in new development and redevelopment.
- DESIGN** New development should minimize surface parking areas and provide an abundance of shade through either trees or structures on any planned parking areas.



### Little Canyon Trail

By transforming an historical irrigation canal, The Little Canyon Trail has provided a user-friendly path for residents to enjoy. The multi-use path extends half a mile along the canal between Camelback Road and Missouri Avenue. The trail now includes much needed shade and landscaping, which increases the utility of the Trail, but is also rich with public art for the enjoyment of the general public.



# HEALTHY FOOD SYSTEM

A sustainable food system increases Phoenix resident's ability to access healthy, affordable food and blurs the lines among growers, distributors, and consumers. The healthy food system encourages consumers to grow their own food and provides opportunities for urban farmers to produce locally grown food. A healthy food system supports all options for furthering access to healthy food including community gardens, urban farms, farmers markets, community supported agriculture, healthy food retailers.

## THE GOAL

**Promote the growth** of a healthy, affordable, secure and sustainable food system that makes **healthy food** available to all Phoenix residents.

## MEASURE FOR SUCCESS

**Increase** the number of residents within ¼ mile of a **farmers market, community garden or urban agriculture**.

**Increase** the number of residents within ¼ mile of a **grocery store**.

## Land Use and Design Principles

- LAND USE** Support the growth of land uses that contribute to a healthy and sustainable food system (i.e. grocery stores, community gardens, urban farms and other urban agriculture elements).
- LAND USE** Encourage the development of agricultural land as a buffer between incompatible land uses as a means of enhancing the function of landscape setbacks throughout Phoenix.
- LAND USE** Explore the utilization of city of Phoenix-owned parcels as opportunities for urban agriculture.
- DESIGN** Encourage neighborhood designs that incorporate community gardens, urban farms and other urban agriculture elements.

## Policy Documents and Maps

[City of Phoenix Community Garden Policy](#)

Farmers Market Guidelines (Future)

## Tools: Policies and Actions

### CODES

Adopt zoning, land use guidelines, and other policies that incentivize grocery stores, farmers markets, community gardens and food trucks to locate in underserved neighborhoods.

### CODES

Update codes and ordinances where appropriate to eliminate barriers and encourage developing a healthy food infrastructure.

### CODES

Promote the Mixed-Use Agricultural (MUA) land use classification and zoning district as a means of preserving agricultural land. Explore expanding the use of MUA zoning district citywide.

### OPERATIONS

Coordinate among city departments on programs and policies affecting food system sustainability and security in order to reduce areas with limited healthy food access.

### FINANCE

Pursue grants and other funding opportunities that will enhance the community's access to healthy foods.

### PARTNERSHIPS

Collaborate with key partners to facilitate new opportunities for urban-scale gardens, farms, gleaning, and distribution systems.

### PARTNERSHIPS

Continue to work with outside organizations and coalitions to define what a healthy food system and its components are for Phoenix.

### KNOWLEDGE

Enhance the community's awareness of existing requirements to start a community garden or urban farm.



### PHX Renews

Vacant lots occupy 43% of land in Phoenix. One of these lots was at the 15 acre site on Central Avenue and Indian School. Through the [PHX Renews](#) initiative a 6, 752-square foot community garden and urban agricultural space now takes place of the otherwise vacant lot. Produce is grown year round, which is donated to food pantries, homeless shelters and sold at local farmer's markets. The site now boosts a sense of community and promotes sustainability. A solar home exhibit also showcases sustainable features. This vacant lot has transformed into many opportunities because of the partnerships between Keep Phoenix Beautiful and other numerous non-profit and community stakeholders.



# ENERGY INFRASTRUCTURE

Phoenix has taken the charge to promote sustainable change by reducing energy consumption through public private partnerships, thus making our energy supply cleaner and more affordable. With endless amounts of sunshine and an abundance of local materials, Phoenix's workforce is better equipped than most. A central strategy for improving our energy system is to reduce energy consumption in existing buildings, which is the most cost-effective way to reduce Green House Gas emissions. Efficiency improvements will save money and energy, while also creating skilled, local jobs.

## THE GOAL

Continually seek and promote energy efficiency and **emerging energy strategies**.

## MEASURE FOR SUCCESS

**Achieve 20%** energy use reduction of **city operations** by 2020 using 2009 as a baseline.

**Achieve a renewable energy target of 15%** by 2025 using all available city resources.

## Land Use and Design Principles

- DESIGN** Consider modification of subdivision design standards to allow flexibility in lot configurations where developers anticipate incorporating solar designs or solar energy devices in their buildings.
- DESIGN** Provide incentives such as parking reductions or density bonuses for project's that incorporate energy efficient designs or alternative energy infrastructure.
- DESIGN** Encourage utility companies to consider an area's character and context when designing new or expanding existing infrastructure whenever possible. Utility companies should be encouraged to collaborate with community partners prior to and during engineering & design efforts in order take into consideration any additional community goals or plans while balancing with the project's budget.

## Policy Documents and Maps

[City of Phoenix Solar Projects List](#)

## Tools: Policies and Actions

- CODES** Minimize zoning, height, and other regulatory restrictions on the development of small- and medium-scale renewable energy installations and alternative fueling systems.
- OPERATIONS** Continue with energy efficiency upgrades (LED traffic signals and street lighting, building lighting, HVAC and controls), retro commissioning of facilities (for efficient operations) and energy education to city employees. Establish policy for citywide temperature standards (occupied/unoccupied space, business/non-business hours).
- OPERATIONS** Continue solar energy projects pursuing additional PPAs and utility incentives (15.25 MW to date), utility partnerships (10 MW utility-scale project under contract on landfill site), digester gas project development at wastewater treatment plant (8 MW equivalent), landfill gas to energy projects and available hydro capacity.
- OPERATIONS** Continue participating in the Better Buildings Challenge "20 by 20".
- OPERATIONS** Continue solar energy projects pursuing additional PPAs and utility incentives, utility partnerships, digester gas project development at wastewater treatment plant, landfill gas to energy projects and available hydro capacity.
- FINANCING** Evaluate possible sources (solar, landfill gas, digester gas) for renewable energy project development. Continue analyzing funding sources (power purchase agreements [PPAs], grants/partnerships, renewable energy bonds/QECBs) to add renewable energy capacity in the valley.
- PARTNERSHIPS** Work with utilities, academia and non-profit organizations to provide training, promote energy education, energy efficient practices and energy data management.



### Solar Panels at Pecos Community Center

Opened in January 2007, the Pecos facility has a 30 kilowatt roof-mounted PV system that is designed to offset utility-purchased power on site. [The project](#), a partnership between the city and Salt River Project, is equivalent to the average annual energy needs of four Valley homes. A data acquisition system will make system information available via the Internet and a monitor in the lobby of the facility will be displaying power generation information and other environmental facts for the visiting public.



# WASTE INFRASTRUCTURE

In order to be THE Sustainable Desert City, changes must occur in the way we think about our waste—not as a by-product to be disposed, but as a resource that can generate energy, create jobs, and spur economic development. Reusing products and materials is one of the most cost-effective and practical ways to reduce waste. The city has funded several programs that divert material from our landfills, preserve natural resources and control rising disposal costs.

THE GOAL	
MEASURE FOR SUCCESS	
<b>Provide the highest level</b> of cost-effective solid waste and recycling services to the public.	
<b>Increase</b> the amount of recycling in <b>multi-family</b> Residential buildings.	<b>Increase</b> diversion of <b>recyclable materials</b> from landfills to <b>40%</b> by 2020.
	<b>Increase diversion</b> of Household Hazardous Waste (HHW).

## Land Use and Design Principles

**DESIGN** Promote the design of new developments that incorporate space for recycling containers and other waste diversion facilities.

**DESIGN** Promote recycling, develop environmentally sound landfills and explore alternative solutions to waste disposal.

## Policy Documents and Maps

### Transfer Stations Information

## Tools: Policies and Actions

**OPERATIONS** Create new programs that encourage waste diversion, such as: Save as You Reduce and Recycle, the Resource Innovation and Solutions Network, and curbside green organics collection.

**OPERATIONS** Provide a more permanent location for citizens to dispose of household hazardous waste.

**OPERATIONS** Continue efforts in methane gas recovery.

**OPERATIONS** Offer residents a smaller trash container in the new Save as You Reduce and Recycle Program.

**FINANCING** Construct the new building for the Resource and Innovations Solution Network (RISN) at 27th Avenue Transfer Station in a way that is environmentally sound and consistent with General Plan land use designations.

**FINANCING** Design and construct a permanent composting facility at 27th Avenue Transfer Station to process green organics from the new curbside collection program and Certified Clean Green Organics program.

**FINANCING** Obtain funding from partners for the new Resource Innovation and Solutions Network.

**PARTNERSHIPS** Collaborate with public and private entities to transform Phoenix into a hub for “green business” by creating value, economic opportunity and jobs out of waste streams.

**PARTNERSHIPS** Work with private industry to encourage reduction and reuse of construction and demolition materials.

**PARTNERSHIPS** Use the Resource Innovation and Solutions Network (RISN) to generate creative new opportunities within Phoenix for business and to develop strategies that use solid waste as a resource.

**KNOWLEDGE** Use the [Reimagine Phoenix](#) campaign to inform the public about ways to reduce, reuse, recycle, reconsider and reimagine trash.



### North Gateway Transfer Station

The 180,000-square-foot [transfer facility](#) separates recyclables from waste and features exterior solar lighting. Long roof overhangs shade interiors and reduce cooling needs while reflective and emissive roof paint minimizes heat radiation and improves HVAC performance. More than 90 percent of the structural steel used in the facility is recycled.



# WATER SUPPLY

With over 100 years of experience providing safe and reliable potable water supplies for residents and business, Phoenix is dedicated to managing our water resources efficiently and prudently into the future. Located in a desert necessitates sensitivity and long-range planning for the use, conservation, and protection of the water supply. Only through the efforts of the entire community can this be accomplished.

## THE GOAL

**Manage and plan** for efficient delivery of safe and **reliable water** supplies.

## MEASURE FOR SUCCESS

**Supply** residential and business customers with high **quality water** that meets or exceeds all federal and state standards and **which protects** public health.

**Develop** new infrastructure and acquire new water supplies that **efficiently** and cost-effectively accommodate the needs of the **community**.

**Meet or exceed** the Arizona Department of Water Resources municipal **water conservation requirements**.

## Policy Documents and Maps

[2011 Water Resources Plan](#)  
[Infrastructure Financing Plan](#)

[2000 Drought Management Plan](#)

## Tools: Policies and Actions

### PLANS

Continue jurisdiction-wide management plans for both water consumption and disposal that provides a clean and secure water supply for all local uses.

### OPERATIONS

High quality water must be provided at a reasonable cost to maintain public health while balancing social, economic, and environmental impacts of our water resources.

### OPERATIONS

Develop sufficient and diverse supply sources to reliably provide water under most drought conditions to all areas of the city and those planned for annexation to the city.

### OPERATIONS

Maximize the water efficiency of our customers while preserving economic vitality and customer lifestyles as appropriate under normal and shortage supply conditions.

### PARTNERSHIPS

Create partnerships to address sources of non-point source water pollution not directly covered by local authority or control.

### KNOWLEDGE

Focus conservation efforts on voluntary programs such as public education and less on implementing mandatory restrictions unless required to mitigate prolonged, severe shortages.

## Land Use and Design Principles

**LAND USE** Develop land parcels in impact fee areas consistent with infrastructure availability and needs as specified in water system master plans.

**LAND USE** Partner with the private sector to responsibly develop new infrastructure and water supplies that accommodates growth in a fiscally prudent and sensible manner.

**LAND USE** Require new development to provide assured water supplies to accommodate the additional growth.

**LAND USE** Maximize use of existing infrastructure and carrying capacity by encouraging redevelopment and infill.

**DESIGN** Encourage water efficient building and site design in growth areas in order to reduce infrastructure capacity requirements, water supply needs, and operating costs.

**DESIGN** Improve the water efficiency of the community's residential, commercial, and institutional building stock as it redevelops.

**DESIGN** Maximize the use of drought-tolerant vegetation in landscaped areas throughout the city and promote the use of Xeriscape techniques.



### Recharge at the Northeast Aquifer

The [Northeast aquifer](#) is an important secondary water source and an integral part of operations for the northern part of the City. However, years of excessing groundwater pumping has threatened to compromise the ability of the aquifer to remain an integral part of everyday operations and as a water supply during surface water supply shortages. Direct recharge of Central Arizona Project supplies into the aquifer stabilizes the aquifer and enhances Phoenix's supply diversity and security.



# STORMWATER

Proper stormwater management can reduce flooding and prevent pollutants from entering our surface waters. With over 100 years of experience in managing our water resources, Phoenix is dedicated to providing efficient and economical management of our stormwater. Living in a desert necessitates sensitivity and long-range planning for the use, conservation and protection of the water supply. Only through the efforts of the entire community can this be accomplished.

## THE GOAL

**Manage** our stormwater efficiently and economically, **while minimizing** stormwater pollution.

## MEASURE FOR SUCCESS

**Ensure** that all applicable National Pollutant Discharge Elimination System (NPDES) or Arizona Pollutant Discharge Elimination System (AZPDES) permits have been obtained **prior to discharging stormwater**.

## Land Use and Design Principles

- DESIGN** Pursue creative, innovative, and environmentally-sound methods to capture and use stormwater and urban runoff for beneficial purposes.
- DESIGN** Minimize the impact of urban activities on the quality of stormwater and surface water.
- DESIGN** Encourage stormwater management through innovative solutions such as the use of permeable surfaces, protecting vegetative surfaces, and implementing surface water buffers.
- DESIGN** Encourage construction plans that reflect a systematic and integrated approach to building design, civil engineering, and landscape architecture in order to maximize the potential for rainwater harvesting and stormwater retention for landscape watering.

## Policy Documents and Maps

### [Stormwater Policies and Standards Manual](#)

## Tools: Policies and Actions

- OPERATIONS** Provide a safe, reliable, and efficient stormwater management system that protects both human health and the environment.
- OPERATIONS** Provide a comprehensive public outreach program to educate residents and local businesses about the importance of stormwater pollution prevention.
- OPERATIONS** Pursue creative, innovative, and environmentally-sound methods to capture and use stormwater and urban runoff for beneficial purposes.
- OPERATIONS** Provide an active inspection and enforcement program to ensure that private and publicly-owned industrial facilities are adhering to the city's Stormwater Quality Protection Ordinance.
- OPERATIONS** Maintain the authority to protect the city's stormwater quality.
- OPERATIONS** Provide technical assistance that supports and encourages the use of green infrastructure for stormwater management.



## Taylor Mall

This project implemented a variety of innovative [Green Infrastructure](#) techniques, such as permeable parking spaces, curb cuts, and vegetative swales to manage stormwater onsite. The project also provides an opportunity to evaluate the long-term effectiveness of these stormwater management techniques in our unique arid environment.



# WASTEWATER

Phoenix is dedicated to providing safe, efficient and economical treatment and management of our wastewater for a healthy community. Water reclaimed through wastewater treatment is an important non-potable supply that conserves and protects potable supplies and resources for customer needs.

## THE GOAL

**Treat, manage and use** our wastewater and related infrastructure **efficiently and economically**.

## MEASURE FOR SUCCESS

Collect, treat and discharge wastewater that meets or exceeds all federal and state standards and in a manner which **protects public health**.

**Maximize** beneficial use of **reclaimed water** in order to reduce potable treatment costs and preserve water supplies for higher uses.

**Develop** new infrastructure that efficiently and cost-effectively **accommodates** the **needs** of the community.

## Policy Documents and Maps

[2011 Water Resources Plan](#)

[Industrial Pretreatment Program](#)

[Infrastructure Financing Plan](#)

[MAG 208 Plan](#)

## Tools: Policies and Actions

### PLANS

Continue jurisdiction-wide management plans for both water consumption and disposal that provides a clean and secure water supply for all local uses.

### OPERATIONS

Adequately and reliably collect and treat wastewater to produce high quality reclaimed water for reuse at a reasonable cost while balancing social, economic, and environmental impacts.

### OPERATIONS

Maximize efficient direct and indirect use of reclaimed water, giving due consideration to water quality, public acceptability, cost, and reliability of service.

### OPERATIONS

Public infrastructure services and facilities should serve the present population and future growth reasonably, efficiently and reliably.

### FINANCING

Continue implementing cost-effective water conservation programs to reduce capital investment in wastewater collection systems and treatment plants through reduction in wastewater generation.

### PARTNERSHIPS

Continue to collaborate with a regional wastewater management group that includes other jurisdictions that share treatment facilities.

## Land Use and Design Principles

**LAND USE** Develop land parcels in impact fee areas consistent with infrastructure availability and needs as specified in wastewater system master plans.

**LAND USE** Partner with the private sector to responsibly develop new infrastructure that accommodates growth in a fiscally prudent and sensible manner.

**LAND USE** Maximize use of existing infrastructure and carrying capacity by encouraging redevelopment and infill.

**LAND USE** Encourage water efficient building design in growth areas in order to reduce sewer capacity requirements and operating costs.

**DESIGN** Encourage the use of innovative industrial design, development and processes for new uses that collectively act to reduce point source pollution beyond regulatory requirements without harming economic vitality.

**DESIGN** Pursue creative, innovative, and environmentally-sound methods to use reclaimed water for beneficial purposes when and where available.



### Tres Rios Wetlands

The primary goals of this [project](#) are water quality improvement, wildlife habitat, and recreational and educational opportunities. A unique benefit of the wetlands is its ability to provide a superior level of natural treatment for secondary effluent water from the 91st Avenue Wastewater Treatment Plant, avoiding expensive supplemental treatment technologies, which saved taxpayers an estimated \$300,000,000.



# BUILD THE SUSTAINABLE DESERT CITY + COMMUNITY BENEFITS

The goals, principles, policies and actions of the Build the Sustainable Desert City Core Value help to address each of the Community Benefits in a variety of ways. The following is a brief summary of how this is achieved.



## Prosperity

Phoenix's natural assets will continue to have a tremendous impact on the economy and as a result should continue to be a focus of growth, protection and infrastructure investment.

Continuing to expand our Sonoran Preserve and other natural open areas will solidify Phoenix as one of the most picturesque and unique places to call home. An increasing number of studies have emphasized the need for cities to continue to invest in a "sense of place" as an economic development strategy. There is no better strategy to reinforce Phoenix's sense of place than protecting and enhancing its Sonoran Desert setting.

## Health

The Phoenix Mountain Preserve System provides a recreational asset that few cities in the world can match. The miles of trails provide a wealth of opportunities for residents to enjoy an active and healthy lifestyle.

The Build the Sustainable Desert City Core Value contains other goals that will help make Phoenix a healthier city, from a commitment to developing a healthy food system to continuing with efforts to increase Phoenix's use and production of renewable energy.

## Environment

Expanding the tree canopy of Phoenix is one of the goals of the Build the Sustainable Desert City Core Value. By thinking about trees and shade as focus areas for infrastructure investment Phoenix can address environmental issues like the urban heat island and ensure better use of stormwater. In addition, doing more to increase our supply of renewable energy will reduce emissions and reduce Phoenix's overall [carbon footprint](#).



Photo by Connor Descheemaker/DD

*Feast on the Street (First Street between Taylor Place and Moreland Street)"*



## CREATE AN EVEN MORE **VIBRANT DOWNTOWN**

Residents believe that a vibrant downtown Phoenix core serves as the heart of our city, providing a significant cultural, entertainment and employment amenity that benefits all of greater Phoenix, as well as Arizona. In addition, a vibrant downtown Phoenix contributes to Arizona's ability to both compete and collaborate regionally and globally for economic development opportunities.

Phoenix residents, within downtown's surrounding neighborhoods, businesses and visitors are proud to be part of the fabric of the city's center. They value the presence of a vibrant downtown core as an exciting, rapidly changing destination point for entertainment, education, arts, culture, and employment. People appreciate the growing density of downtown Phoenix, filled with diverse cultures and large-scale theater and sports venues that serve as major hubs of entertainment.

Residents want a greater variety of small-scale experiences, such as access to unique cafes, art galleries, and locally-owned retail shops. People need places to buy groceries in downtown Phoenix. People want a variety of living options that allow them to call the greater downtown Phoenix area "home." Residents envision shaded walkways and safe, vivacious streets friendly to downtown Phoenix pedestrians and bicyclists. Vacant lots should be replaced by street-level amenities that create a greater sense of community, drawing in surrounding

neighborhoods and fostering a welcoming experience for all in downtown Phoenix. Since Phoenix houses the State Capital, its geographical characteristics, and its relationship to local historic neighborhoods, places downtown Phoenix into a context that produces countless unique opportunities.

This Core Value focuses on the following Growth/Preservation and Infrastructure areas:

### **Growth / Preservation Areas**

- History & Local Business
- Employers
- Housing
- Surrounding Neighborhoods
- Opportunity Sites

### **Infrastructure**

- Arts, Culture and Entertainment
- Transportation Infrastructure
- Open Space – Placemaking



Civic Space Park

# PHX DOWNTOWN

DOWNTOWN PHOENIX IS THE HEART  
OF OUR CITY AND OUR GREAT STATE

In a speech in 1963, former United States President John F. Kennedy stated "A rising tide lifts all boats." He used this statement to reinforce the belief that improvements in the general economy would benefit all participants in that economy.

This statement can also be used to describe downtown Phoenix and the surrounding areas. A healthy, vibrant, diverse, active and thriving downtown lifts up those areas near and around it, as well as the city as a whole. Neighboring areas depend on the success of downtown Phoenix to continue to improve and contribute to the overall health of the city.

#### **Building on Success**

Since 2000, there have been successful efforts from both private and public efforts to improve downtown. There has been measurable success in all aspects of downtown, such as the variety of businesses, residential options and open spaces. The successes of the small independent businesses and artists along Roosevelt Street have led to revitalization efforts in other areas of downtown, specifically Grand Avenue.

Large scale projects such as CityScape and the Biomedical Campus have led to growth in not only downtown, but along the peripheral boundaries of downtown. Growth continues to occur along Central Avenue all the way to Camelback Road and beyond. The residential area surrounding the State Capital is experiencing a renaissance after years of inactivity. The Light Rail passes through downtown and connects North Central Phoenix to Tempe and Mesa. These are all examples of the rising tide of downtown Phoenix lifting and improving the surrounding areas.

#### **Downtown and Metropolitan Phoenix**

The Create an Even More Vibrant Downtown Core Value acknowledges and honors the vision, hard work and efforts of the downtown pioneers. This Core Value strives to continue to establish downtown as not only a destination, but the heart of Phoenix. As the heart, downtown offers a mix of employment, educational, cultural and residential opportunities like nowhere else in the greater Phoenix metropolitan area. The future success of downtown is paramount to the overall prosperity of the city of Phoenix and its inhabitants.

## ENCOURAGE DIVERSITY IN THE DOWNTOWN PLANNING PROCESS

The Downtown Core Value of the PlanPHX General Plan Update recognizes the previous efforts and aims to further welcome diversity in the downtown planning process. Downtown should reflect the socio-economic, ethnic, and generational diversity that is a vital part of our downtown neighborhoods. Downtown revitalization will be successful if it embraces this diversity and incorporates it as a dynamic community asset in all aspects of planning.

In 2004, members of the Downtown Phoenix Arts Coalition (D-PAC) proposed forming a link with other downtown grassroots organizations to insure that future plans for downtown development would include the vision of all downtown stakeholders in the redevelopment of downtown Phoenix. D-PAC was soon joined by the Local Initiatives Support Corporation (LISC), Arizona Chain Reaction, the Phoenix Historic Neighborhoods Coalition, and The Community Housing Partnership. This group ultimately lead to a document named "Downtown Voices: Creating a Sustainable Downtown". The purpose of this document was to be a catalyst for initiating a more inclusive planning process for downtown Phoenix.

Three entities that welcome diversity in the downtown planning process are the Central City Village Planning Committee, the Downtown Voices Coalition, and the Downtown Phoenix Partnership.

The Central City Village Planning Committee is one of the 15 Urban Villages within the city of Phoenix. The Committee is comprised of a diverse set of individuals from varying socio-economic backgrounds that either work or reside within the geographic boundaries of the Central City Village. The village is home to many neighborhoods designated as historic and several members live in those neighborhoods. There are members who are architects, leaders of non-profits related to affordable housing and community activism, neighborhood leaders, downtown residents and small business owners.

The committee worked closely with the city during the preparation of the downtown Phoenix Urban

Form Project and then on the implementation of the form-based Downtown Code. The committee is supportive of the city's bus and light rail infrastructure and is committed to encouraging a vibrant walking and bicycling environment throughout the village. This commitment was exhibited through the committee's recommendations for light rail station area place types

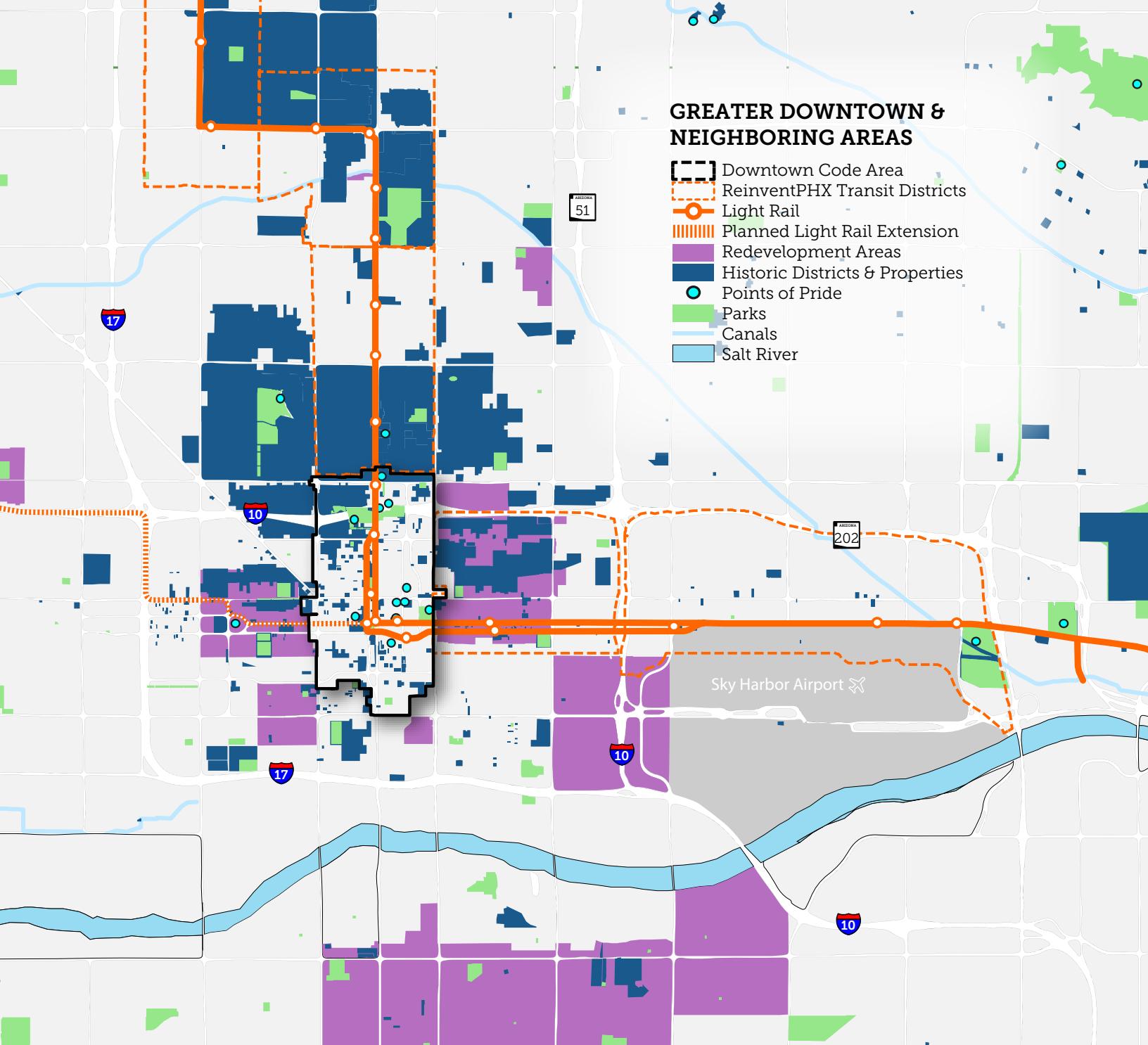
in the Transit Oriented Development Strategic Policy Framework adopted by City Council. For additional information, please visit [www.phoenix.gov/pdd/pz/central-city-village-planning-committee](http://www.phoenix.gov/pdd/pz/central-city-village-planning-committee).

*"Downtown should reflect a sensitivity to the diverse socio-economic, ethnic, and generational diversity that is a vital part of our downtown neighborhoods. Downtown redevelopment will be successful if it embraces this diversity and incorporates it as a dynamic community asset in all aspects of planning. Diversity and Cultural Inclusion permeate all of the issues presented in this report."*

- **Downtown Voices Report, 2004.**

neighborhoods, the strength of the arts community, the uniqueness of historic properties, and the wonderful small businesses that dot downtown. All of these assets should be stepping stones to be built upon, rather than shattered in the wake of rampant downtown development. For additional information, please visit Downtown Voices' website at [www.downtownvoices.org](http://www.downtownvoices.org).

The Downtown Phoenix Partnership Inc. (DPP) is a 501c3 nonprofit organization funded by an assessment on all property owners within the 90-square-block area of the Downtown Phoenix Business Improvement District—the hub of activity for one of the most dynamic downtowns in the country. Formed in 1990, the Partnership exists to strengthen downtown Phoenix development and to encourage an environment of activity, energy and vitality. To accomplish this, the Partnership provides a variety of enhanced services to this core area through the provision of direct services, marketing, and economic development. For additional information, please visit their website at [www.downtownphoenix.com](http://www.downtownphoenix.com).



From a historical standpoint the traditional geographic boundaries of downtown Phoenix coincided with the Downtown Redevelopment Area, which are McDowell Road to Lincoln Street and 7th Avenue to 7th Street.

Over the past 15 years, downtown has become more vibrant and diverse. Examples of this vibrancy and diversity are the Biomedical Campus, Arizona

State University, the arts and culture community along Roosevelt Street, the light rail and small and large businesses within the traditional boundaries.

As we look to Create an Even More Vibrant Downtown, an integral part of this endeavor will be to elaborate and strengthen all the diverse neighborhoods, attractions, and businesses that surround downtown.

This includes continuing to support new development and redevelopment along the light rail corridor, protecting the wealth of historic neighborhoods and enhancing connections to some of our city's most notable landmarks like the State Capitol and the Salt River. By embracing this approach investments in downtown will continue to have an ever expanding reach across our city.



# HISTORY & LOCAL BUSINESS

Downtown Phoenix offers a distinctive experience for those that live, work or play within downtown. Downtown Phoenix is the place where historical interacts with modern. Several different aspects of downtown Phoenix provide an authentic sense of place that can only be found in downtown, such as Heritage Science Park, historic neighborhoods, Roosevelt Row, CityScape, various public art displays, and sports and entertainment venues. The quality and uniqueness of historic buildings and public spaces provide identity, amenities, and opportunities for civic gatherings.

## THE GOAL

**Protect downtown's historic structures**, buildings and neighborhoods while encouraging the **growth of local business**.

**Promote and expand** upon the distinctive, authentic sense of place experience that **downtown Phoenix** offers.

## MEASURE FOR SUCCESS

**Increase** in the number of **Adaptive Reuse projects** each year.

**Increase** in the number of **temporary street closures** for special events.

**Increase** the number of **new historical properties** on the historical register.

## Land Use and Design Principles

**LAND USE** Encourage redevelopment that knits historic with new development.

**DESIGN** Encourage significant and proactive efforts to integrate historic buildings into redevelopment projects downtown.

## Policy Documents and Maps

[Downtown Phoenix Urban Form Project](#)

[Downtown Phoenix: A Strategic Vision and Blueprint for the Future](#)

[Downtown Voices: Creating a Sustainable](#)

[Downtown Report](#)

[PreserveHistoricPHX Plan](#)

## Tools: Policies and Actions

**OPERATIONS** The city should continue to promote the development of block sizes and building masses appropriate and non-intrusive to surrounding neighborhoods, while still cultivating the economic development of downtown.

**OPERATIONS** The Community and Economic Development Department should encourage the adaptive reuse of existing buildings and pursue redevelopment at strategic site locations downtown.

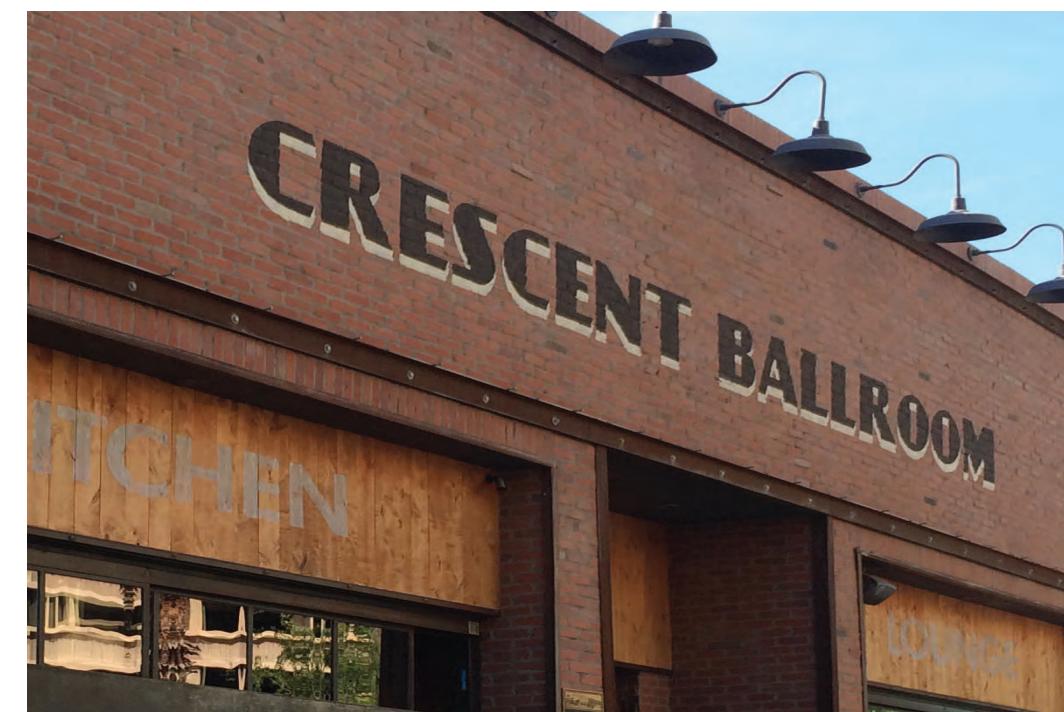
**OPERATIONS** Continue to list eligible downtown historic properties on the Phoenix Historic Property Register and provide strengthened demolition protections for designated and eligible historic properties, including a short-term demolition "hold" for undesignated properties and an increased demolition delay period for listed properties.

**OPERATIONS** The Community and Economic Development Department should regularly meet with downtown neighborhood groups to provide forums to discuss important downtown initiatives, such as methods to support local businesses and efforts to preserve valuable historic structures.

**OPERATIONS** The Community and Economic Development Department Business Retention and Expansion division should provide a Management Technical Assistance (MTA) program to help small business with certain disciplines.

**OPERATIONS** The city should cultivate entrepreneurship and emerging enterprises.

**FINANCING** The city of Phoenix should participate in the support of existing downtown retail through streetscape improvements and on-street parking.



### Crescent Ballroom

Making use of the timeworn F.L. Hart Garage, the [Crescent Ballroom](#) has created an adaptive reuse that serves as a best practice for future projects. The Crescent Ballroom is a restaurant and lounge by day, serving locally sourced products. By night, the Crescent Ballroom transforms into a mid-sized music venue with a capacity to provide 550 people with entertainment.



# EMPLOYERS

Downtown should be a primary financial, educational, governmental and bioscience center for the region. Government offices, the Phoenix Convention Center, cultural and sports venues, higher education facilities and Phoenix Biomedical Campus can all be physically linked through implementation of the Connected Oasis and provide the opportunity for a multi-faceted destination.

## THE GOAL

**Reinforce / emphasize** downtown as a regional economic engine and **knowledge** anchor.

## MEASURE FOR SUCCESS

**Growth** in the **employment rate** of downtown residents.

**Increase** in the number of downtown **businesses**.

**Continued** build-out of the **Phoenix Biomedical Campus**.

## Land Use and Design Principles

**LAND USE** Emphasize downtown as a regional business, educational and financial center and retain and attract businesses to compete regionally and globally.

**LAND USE** Establish distinctive urban shopping destinations in downtown, and support the establishment of small retail businesses throughout all of downtown. Support and attract more retail, restaurants, that foster an active pedestrian environment in downtown. Cluster such uses in pedestrian centers so there is a critical mass of urban vitality.

**LAND USE** Retain existing, seek new and expand downtown's knowledge anchors.

## Policy Documents and Maps

[Downtown Code](#)

[Downtown Urban Form Project](#)

[Downtown Phoenix: A Strategic Vision and Blueprint for the Future.](#)

[Downtown Voices: Creating a Sustainable Downtown](#)

## Tools: Policies and Actions

### CODES

Continue to update the Downtown Code of the Phoenix Zoning Ordinance as necessary to help expand the downtown's knowledge anchors.

### CODES

The Planning and Development Department should revise the Downtown Code as necessary to reflect the need for unique land uses and development in downtown.

### OPERATIONS

Support the development of the physical and technological infrastructure for the ASU Downtown Campus, the Biomedical Campus, the University of Arizona College of Medicine, and other related knowledge anchors.

### OPERATIONS

The city should commit resources for job training in order to build a pipeline of skilled labor to major employment center found in downtown.

### OPERATIONS

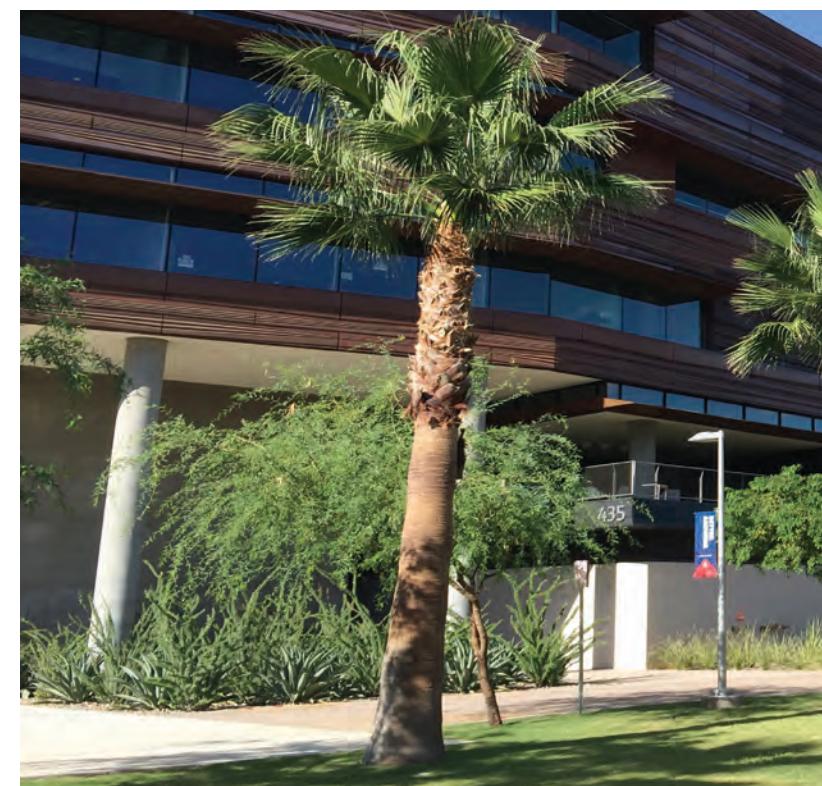
The Community and Economic Development Department should continue to distinguish downtown as a biomedical center by targeting firms from the industry to locate downtown.

### OPERATIONS

Identify and target "[creative clusters](#)"; finding both local and international investors to participate; seeking out unique, hip entrepreneurs from throughout the Phoenix region to come downtown and provide the technological support for these users. Also, create a WiFi district downtown.

### FINANCING

Focus infrastructure investment in downtown.



### Phoenix Biomedical Campus

The city-owned [Phoenix Biomedical Campus](#) (PBC) is a 30-acre urban medical and bioscience campus planned for more than six million square feet of biomedical-related research, academic and clinical facilities. The PBC is the premier and dynamic location for research activities. Branches of the University of Arizona, Arizona State University and Northern Arizona University are located within the campus. It contains the highest concentration of research scientists and complementary research professionals in the region providing firms with unprecedented opportunities for growth and collaborative efforts with its large diverse health science and research professionals.



# DOWNTOWN HOUSING

Downtown residents want a [sustainable living](#) environment with residential amenities such as parks, food options, and entertainment venues that are both centralized and within walking distance. They want safe, shaded walkways connecting the downtown amenities together and envision a dense urban layout that encourages street-level activities. Alternative modes of transportation, such as light rail, buses and bicycle share programs will be available to residents to get from Point A to Point B.

## THE GOAL

Provide **more vibrant and livable downtown** housing options for a range of income levels and reinforce the **unique character** of the existing neighborhoods.

## MEASURE FOR SUCCESS

**Increase** the number of **diverse housing** options downtown.

**Increase** in the percentage **affordable housing** options.

**Make** increasing residential development **a top priority** when considering policy changes or financial incentives.

## Policy Documents and Maps

[Downtown Code](#)

[Downtown Voices: Creating a Sustainable Downtown](#)

[Downtown Phoenix: A Strategic Vision and Blueprint for the Future](#)

[Downtown Phoenix Urban Form Project](#)

[ReinventPHX Transit District Plans](#)

## Tools: Policies and Actions

### CODES

Support the revision of zoning standards in the Downtown Code to reduce parking ratios and permit more flexible ways to meet parking standards for residential projects downtown and to promote a transit-friendly environment.

### OPERATIONS

The Community and Economic Development Department should continue to work with developers to provide and promote a range of housing choices from penthouses to live-work condos, from urban lofts in renovated former industrial or commercial buildings to well-designed apartment complexes.

### FINANCING

Require pedestrian improvements throughout downtown by building sidewalks, adding shaded bus stops and additional street lighting where necessary.

### FINANCING

Create neighborhood distinctiveness in and around the downtown by providing unique entry signs for each neighborhood and district. In addition, enhance the pedestrian environment throughout downtown by exploring ways to integrate and connect neighborhoods in and around downtown with new vitality and activity in the core.

### PARTNERSHIPS

Partner with the development and non-profit community to find new and innovative ways to provide for affordable housing within and around downtown and the light rail corridor.

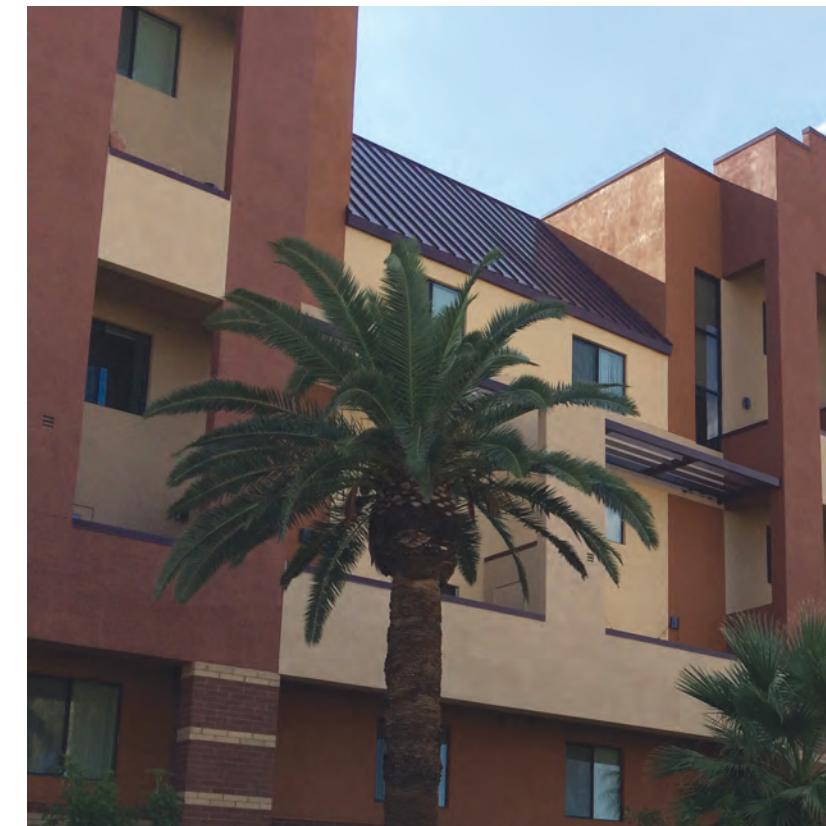
## Land Use and Design Principles

**LAND USE** Promote home ownership, either as market rate or workforce housing and work with city staff to promote home ownership developments when multi-family projects are planned for city-owned properties.

**LAND USE** Encourage that downtown and the surrounding neighborhoods offer housing choices from penthouses to live-work condos, urban lofts in former industrial or commercial buildings to well-designed apartment complexes, all which are provided in a range of pricing to meet the needs of a diverse population.

**DESIGN** New developments should provide appropriate height transition, design standards, and continuity of the streetscape to preserve and enhance the integrity and livability of established neighborhoods.

**DESIGN** The city shall continue to work with developers to ensure that downtown housing is dense and promotes the development of urban neighborhoods that possess street-level activities, parks, plazas and connectivity to adjacent properties.



### Urban Living on Second (UL2)

Sitting above the ancient Hohokam Patricio Canal, the 70 unit [UL2](#) development is minutes away from the light rail and the heart of downtown Phoenix. It offers the residents who live there an amenity rich environment, including close proximity to jobs, shopping, and restaurants, among others. Residents also enjoy, within the building, office space, a movie theatre, and community meeting space. Other highlights of UL2 are that it is LEED certified, and it is an affordable housing project that offers both market rate and affordable units; thereby increasing the diversity of the neighborhood.



# SURROUNDING NEIGHBORHOODS

Downtown Phoenix has great neighborhoods from historic Roosevelt neighborhood to Evans Churchill. These neighborhoods are located immediately adjacent to the original city limits and consist of the city's oldest residential subdivisions. The funky eclectic mix of quality historic housing mixed with apartments and new construction is what makes these residential enclaves attractive and desirable. Downtown also has many surrounding neighborhoods with their own history and aspirations. It is crucial to provide continued attention to the future and how they connect to the downtown.

## THE GOAL

**Maintain** a rich community character in downtown and promote investment in the **surrounding neighborhoods** that complement and help preserve the community character.

**Provide** multi-modal transportation options to connect **the neighborhoods** surrounding downtown.

## MEASURE FOR SUCCESS

**Increase** the number of miles of **new bike lanes**.

**Increase** the number of **alternative transportation options** to the neighborhoods surrounding downtown.

## Land Use and Design Principles

- DESIGN** Encourage new development to maintain the existing streetscape patterns to preserve the character of the area.
- DESIGN** Encourage the development of height transition and design standards that support new development while enhancing the integrity and livability of established neighborhoods.
- DESIGN** Develop height transition and design standards to support new development while enhancing the integrity of existing older and historic buildings.
- LAND USE** Ensure future land uses are compatible with existing neighborhoods.

## Policy Documents and Maps

[Downtown Phoenix Urban Form Project](#)

[Downtown Voices: Creating a Sustainable Downtown](#)

[Downtown Phoenix: A Strategic Vision and Blueprint for the Future.](#)

[The Phoenix Comprehensive Downtown Transportation Study](#)

[Greening Lower Grand Avenue Report](#)

[ReinventPHX Transit District Plans](#)

## Tools: Policies and Actions

**PLANS** Update the Transit 2000 Plan.

**OPERATIONS** Coordinate efforts to reestablish a Downtown Circulator. Start with a rubber tired vehicle and then to a fixed route downtown historic or modern streetcar.

**OPERATIONS** Study how to enhance existing connections to neighborhoods adjacent to downtown with pedestrian walkways, bicycle lanes and other alternate forms of public transit.

**OPERATIONS** Per the recommendation of the Downtown Phoenix Comprehensive Transportation Study, evaluate changing one-way streets to two-way streets.

**OPERATIONS** Implement the short, mid, and long term strategies in the Greening Lower Grand Avenue Report prepared by the city of Phoenix.

**PARTNERSHIPS** The Community and Economic Development Department will continue to partner with the Discovery Triangle to encourage reinvestment in neighborhoods east of downtown and along the light rail corridor.



## Central City South

**Central City South** (CCS) is one of the oldest communities in Phoenix. Within a five square mile area southwest of downtown Phoenix, 17,000 residents in thirteen historic neighborhoods call this area home. The southern border south is the Rio Salado, 16th Street is the east and the Pacific Railroad tracks and the Maricopa Freeway make the neighborhood's northern and western borders. For many years, this area has worked hard to spur revitalization, and recently it has surged as a community for opportunities related to economic development, new construction, and multidisciplinary partnerships.



# OPPORTUNITY SITES

Over the course of the past decade, significant strides have been made to improve downtown, however challenges still remain. These challenges provide opportunities to continue to improve downtown.

## THE GOAL

**Activate** vacant parcels and storefronts with amenities to create a **greater sense of community**, draw in surrounding neighborhoods and foster a welcoming experience for all in **downtown** Phoenix.

## MEASURE FOR SUCCESS

**Increase** the number of Request for Proposals posted for **the development** of city-owned vacant parcels.

**Improve vacant parcels** with art, landscaping and activities.

# Policy Documents and Maps

[Downtown Urban Form Project](#)

[Downtown Phoenix: A Strategic Vision and Blueprint for the Future](#)

[Downtown Voices: Creating a Sustainable Downtown Report](#)  
[Downtown Code](#)

## Tools: Policies and Actions

### CODES

Amend the Downtown Code in the Phoenix Zoning Ordinance to encourage creative ways to activate vacant storefronts and parcels.

### OPERATIONS

The Planning and Development Department should educate the public regarding the variety of temporary uses permitted downtown and along light rail.

### OPERATIONS

The city should work with private property owners and businesses to activate vacant downtown parcels and storefronts during special civic events.

### OPERATIONS

The city should explore special districts to help finance improvements downtown.

### OPERATIONS

The Community and Economic Development Department should provide incentives with low interest loans or tax incentives to property owners to improve or develop their property.

### PARTNERSHIPS

Work with the community to support the creation of a permanent location for a public market that includes indoor and outdoor spaces, and public parking.

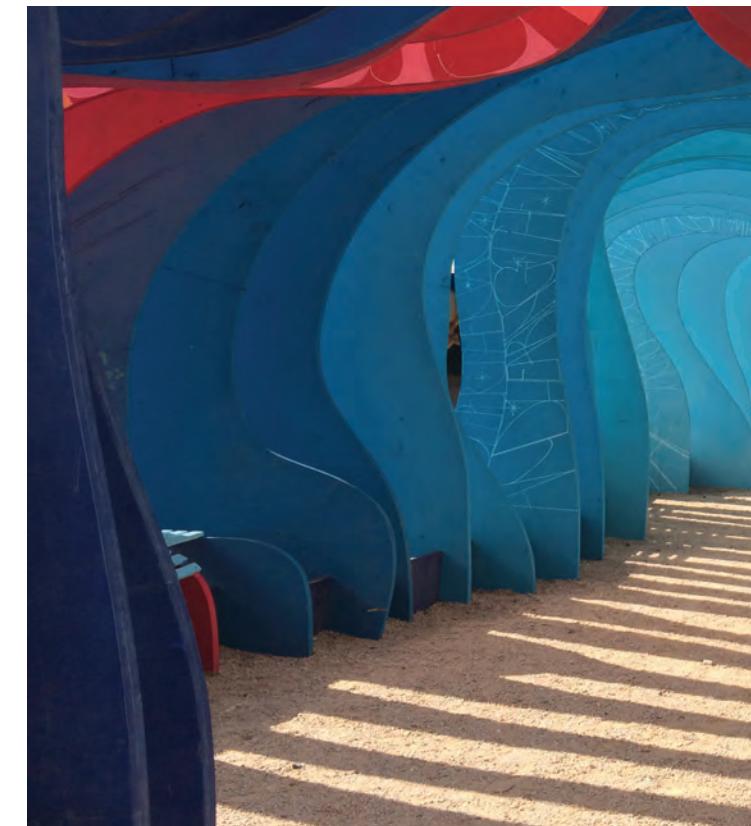
## Land Use and Design Principles

**LAND USE** Encourage interim uses of vacant parcels for urban agriculture, pop-up parks, and other uses that help to create activated sites.

**LAND USE** Encourage strategies to promote high-density development of underutilized parcels and buildings in the downtown.

**LAND USE** Encourage creative ways to activate vacant storefronts.

**DESIGN** Encourage private property owners to enhance vacant parcels by providing incentives for development of interim uses.



## Roosevelt Row

Various community partners have collaborated to create the building blocks for a sustainable future in the Phoenix. One of these partners is [Roosevelt Row](#) Community Development Corporation, a 501(c)3 non-profit organization. The Corporation has been actively working on increasing the vibrancy, health and quality of life in downtown Phoenix for more than a decade. One of the primary challenges the organization has focused on is programming and activation of vacant lots in Phoenix. Vacant lots disrupt the pedestrian experience, create a sense of unease, attract crime and litter and are a disincentive to investment. Roosevelt Row has turned dozens of vacant lots into temporary opportunities that enhance communities, including community gardens, farmers markets, public art performances and food trucks.



# ARTS, CULTURE & ENTERTAINMENT

Downtown Phoenix is the heart of the Phoenix metro area. It offers numerous unique arts, cultural, sports and entertainment opportunities that are not found anywhere else in the city. As the arts and entertainment hub of Phoenix, the scene will attract the creative sector, sports enthusiasts, arts lovers, families and visitors. The continued success of downtown Phoenix is vital to the overall health of the city of Phoenix as well as the State of Arizona.

## THE GOAL

**Retain**, reinforce and promote downtown's role as a center for **arts, culture**, and entertainment opportunities or **events**.

## MEASURE FOR SUCCESS

**Increase** the number of public **art installations**.

**Increase** the number of Adaptive Reuse projects for **business or art**.

## Land Use and Design Principles

**LAND USE** Create a greater sense of place and draw people downtown by concentrating areas in downtown with synergetic activities.

**DESIGN** Require the incorporation of public art throughout the Connected Oasis to enrich the experience of walking along the major pedestrian corridors, and to enhance downtown's presence as one of the region's essential destinations.

**DESIGN** Encourage the involvement of artists in the early design stages of Connected Oasis projects, including parks, public spaces, and street improvements.

## Policy Documents and Maps

[Downtown Urban Form Project](#)

[Downtown Phoenix: A Strategic Vision and Blueprint for the Future](#)

[Downtown Voices: Creating a Sustainable Downtown Report](#)

[Adams Street Activation Study](#)

[Arts, Culture and Small Business Overlay District](#)

## Tools: Policies and Actions

### PLANS

Implement the Phoenix Office of Arts and Culture's [Creative Sector Task Force Vision 2013-2018](#).

### OPERATIONS

Support the use of the Adams Street Corridor for special, civic and cultural events that enable performances and provide a safe and festive environment for pedestrians.

### OPERATIONS

Support the initiation of an art in private development program, with the goal of enhancing publicly accessible and/or visible areas of private developments.

### OPERATIONS

Work together to coordinate special civic events in order to facilitate safe, seamless and successful productions.

### FINANCING

Invest in improvements to the character and pedestrian experience along Adams Street with public art, enhanced streetscape and improving blank building facades to embrace the elements that represent the unique character and culture of the southwest.

### PARTNERSHIPS

Develop partnerships to encourage mixed use developments to enable dynamic exchange between civic spaces, commerce, parks/open spaces and housing.

### PARTNERSHIPS

Continue to promote downtown as a destination point by partnering with cultural, civic and entertainment institutions.



## First Friday

On the [first Friday](#) of every month in downtown Phoenix, art galleries, venues and related spaces open their doors and offer tours from 6:00 P.M. to 10:00 P.M. Generally speaking, the event spans from 15th Avenue to the west; McDowell Road to the north; Jefferson Street to the south; and 7th Street to the east. The most concentrated areas of activity include Grand Avenue and Roosevelt Street. First Friday is organized by Artlink, a nonprofit organization "... dedicated to bringing together artist, the public, and businesses for a greater understanding, appreciation, and promotion of the arts and the development of a strong and vital downtown Phoenix arts community."



# CONNECTIVITY (TRANSPORTATION INFRASTRUCTURE)

Safe modes of transportation both to and around downtown, including bicycle and pedestrian safety, are equally as important as the thermal comfort of the individuals who live, work or play there. The bus and light rail transit system provides a comfortable connection to downtown and the surrounding areas. These transit systems provide an alternative to the prevalent automobile culture in Phoenix. Alternative transit options (bus, light rail, bicycle, and walking) require shade to provide comfort and improve the habitability of civic spaces, connection corridors, and even parking lots. Slow traffic speeds in appropriate areas, safe sidewalks and bike lanes in appropriate areas are essential to ensuring safety to cyclists and pedestrians. Adequate parking options are needed to handle the needs of residents and visitors for special events or activities.

## THE GOAL

**Provide** the physical environment necessary to create a convenient, **safe, pedestrian oriented**, dynamic urban center with an authentic sense of place with alternative **modes of transportation**.

## MEASURE FOR SUCCESS

**Increase** in the number of new **bike lockers** in downtown.

**Increase** the frequency of **bus service** downtown.

**Increase** in the number of connections between **alternate modes of transportation** downtown.

## Land Use and Design Principles

- LAND USE** Encourage innovative parking solutions for private development outside of the Business Core Character Area. Promote shared parking through the utilization of existing parking garages.
- DESIGN** Design streets to improve safety for all modes of transportation.
- DESIGN** Require outstanding quality in urban design, from building architecture and materials to public spaces to landscaped streets, sidewalks and paths in downtown neighborhoods.
- DESIGN** Avoid the creation of superblocks by promoting appropriate development that incorporates the fabric of a connected urban design for all modes of transportation.
- DESIGN** Streets and buildings should be designed with complete streets in mind.
- DESIGN** Encourage new development and redevelopment that incorporates bicycle-friendly designs & facilities.

## Policy Documents and Maps

[Downtown Voices: Creating a Sustainable Downtown](#)

[Complete Streets Program](#)

[Downtown Code Business Core Character Area Map](#)

[The Phoenix Comprehensive Downtown Transportation Study](#)

[Downtown Code](#)

[Adams Street Activation Study](#)

## Tools: Policies and Actions

### PLANS

The city should utilize the Adams Street Activation Study as a guide regarding decisions pertaining to properties within the corridor for the purpose of enhancing the pedestrian experience and constructing the streetscape along Adams Street.

### CODES

Continue to maintain a no-parking requirement in some of the character areas identified in the Downtown Code.

### CODES

The city should update the Downtown Code to promote bicycle friendly facilities.

### OPERATIONS

Encourage a comprehensive parking strategy in downtown.

### OPERATIONS

Continue to maintain, enhance and add transit stops as needed to provide a standard level of comfort throughout the entire transit system.

### FINANCING

Invest in the enhancements of streets that serve as gateways into and from downtown, such as 7th Avenue and Van Buren Street.

### FINANCING

Invest in streetscape improvements that will enhance the pedestrian environment to be more comfortable and provide the sense of safety, such as street lights.

### PARTNERSHIPS

Develop partnerships to provide the infrastructure, specifically bike stations and lockers, to make downtown more bicycle friendly.



### Downtown Dash

Centrally located and just a few minutes from Phoenix Sky Harbor International Airport, Downtown Phoenix is at the core of the Valley's freeway and public transportation networks. In fact, Central Station – Phoenix's public transportation center hub – is located in the heart of downtown. The Phoenix METRO light rail, the bus system, [DASH](#) (Downtown Area Shuttle) and [DEE](#) (Downtown Evening Express) make it easy to get where you need to be. Plus, parking is a snap with more than 25,000 spaces located throughout downtown. Every Thursday, Friday and Saturday evening starting at 9 p.m., the free [DEE](#) (Downtown Evening Express) travels to all of downtown's night spots, including major venues, hotels, bars and restaurants. The [DEE](#) runs until 11 p.m. on Thursdays and until 2 a.m. on Fridays and Saturdays.





## OPEN SPACE – PLACEMAKING

Every great downtown has a great open space. Chicago, San Francisco, Minneapolis, New York City and Washington D.C. are examples of great cities with great open spaces. Open space is vital for downtown residents and visitors. In downtown, areas such as the Margaret T. Hance Park and the Civic Space Park provide shaded open areas for individuals to congregate and interact with each other at various scales. Residents can enjoy small events such as picnics with friends, attend a music festival, or ice skate during the winter. Open spaces not only add to the character of downtown, they also provide destinations linked by pedestrian friendly shaded corridors known as the "Connected Oasis". The Connected Oasis concept was adopted as part of the 2008 Downtown Phoenix Plan to help revitalize downtown. One of the many benefits of the Connected Oasis is that it allows for pedestrian activity to occur even during the thermally challenging months of the year.

### THE GOAL

**Make downtown** a nationally recognized placemaking leader by providing the necessary areas, amenities and shaded pedestrian walkways **for the enjoyment of all** residents and visitors of downtown Phoenix.

### MEASURE FOR SUCCESS

**Increase** in the number of **public events** in downtown parks.

**Increase** in the number of acres of downtown **open space**.

**Increase** in the number of new **water features**.

## Land Use and Design Principles

**LAND USE** Promote the concept of the Connect Oasis by connecting new and existing civic spaces with enhanced pedestrian connections.

**DESIGN** Implement the integration of water elements such as water and drinking fountains, as well as pedestrian amenities such as seating, shade and places to eat into public spaces to contribute to a more comfortable pedestrian environment while raising awareness about the history and importance of water in the Phoenix region.

## Policy Documents and Maps

[Downtown Urban Form Project](#)

[Connected Oasis map](#)

[Hance Park Master Plan](#)

## Tools: Policies and Actions

**PLANS** Implement the Hance Park Master Plan.

**PLANS** Implement the Connected Oasis as set forth in the Downtown Phoenix Plan.

**OPERATIONS** Establish a "no net loss" policy for public park land in downtown.

**OPERATIONS** When development occurs in downtown, the city should require pedestrian amenities such as water features and shaded public areas to contribute to the Connected Oasis, when applicable.

**OPERATIONS** Develop a land acquisition program to acquire land for open space.

**FINANCING** Implement the Complete Streets Ordinance in downtown to provide shaded pedestrian walkways to link together public spaces.

**PARTNERSHIPS** Partner with private entities to fund the redevelopment of Hance Park to implement the vision found within the Hance Park Master Plan.



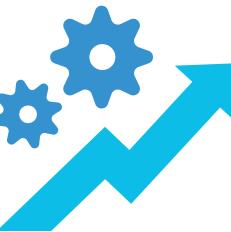
### Civic Space Park

Located at 424 North Central Avenue in downtown Phoenix is the [Civic Space Park](#). The 2.77 acre park was once a combination of old buildings and parking lots before the city of Phoenix began buying the properties. Within the park is the public art sculpture *Her Secret is Patience* by artist Janet Echelman. The sculpture was won several awards: 2009 Best Public Art by the Phoenix New Times, 2009 Environmental Excellence Award by the Valley Forward Association for Art in Public Places, and the 2008 Award for Excellence in Structural Engineering by the Arizona Structural Engineering Association.



# CREATE AN EVEN MORE **VIBRANT** **DOWNTOWN** + COMMUNITY BENEFITS

The goals, principles, policies and actions of the Create an Even More Vibrant Downtown Core Value help to address each of the Community Benefits in a variety of ways. The following is a brief summary of how this is achieved.



## Prosperity

A safe, vibrant, and prosperous downtown serves as a destination for business, shopping and dining, arts and entertainment. A vibrant and prosperous downtown attracts new businesses, creates job and strengthens service and retail markets, not only in downtown, but throughout the entire city.

Downtown Phoenix serves as the economic engine for the valley with high-wage jobs found in the financial/legal, biomedical/healthcare, educational, sports, entertainment, aerospace, aviation and government industries. The continued growth of these industries will benefit the prosperity of Greater Phoenix and our entire state.

## Health

A vibrant Downtown is a prerequisite for a healthier city, encouraging people to live active lifestyles. People will live within or closer to Downtown if it's a place they want to experience. When more people live Downtown, it influences land use patterns which in turn impacts driving and public transit use.

Two benefits of this are an improvement in air quality and less urban sprawl. Air quality is improved by less automobile trips in personal vehicles and a greater reliance on public transit use, both of which reduce greenhouse gas emissions. The other benefit of a vibrant, walkable, bikable downtown is that it combats urban sprawl by creating a sense of place where people gather and a sense of belonging where people want to live, work and play.

With more people choosing to live Downtown and not in the suburbs, it creates less of a demand for new housing on the periphery of the city. This can lead to decreased car travel and subsequently cleaner air.

## Environment

Downtown Phoenix is the catalyst for compact and walkable developments. The Phoenix Zoning Ordinance was amended in 2010 to include the Downtown Code. The purpose of the Downtown Code was to implement the vision, goals and policies of the Downtown Phoenix Plan and provide the physical environment necessary to create a pedestrian-oriented, dynamic urban center with an authentic sense of place.

The intent of the Downtown Code was to address design that impacts the public realm by establishing standards and guidelines that would allow projects to develop over time in a scale and character consistent with the Downtown Phoenix Plan.

The result of a compact and walkable downtown combats urban sprawl by creating a more inviting environment to live within. As a result, less urban sprawl means more vibrant development with the city's infill area and preservation of our natural environment.

In addition, public gathering spots with water features connected by natural and man-made shade, known as the "Connected Oasis", will help combat the Urban Heat Island effect.

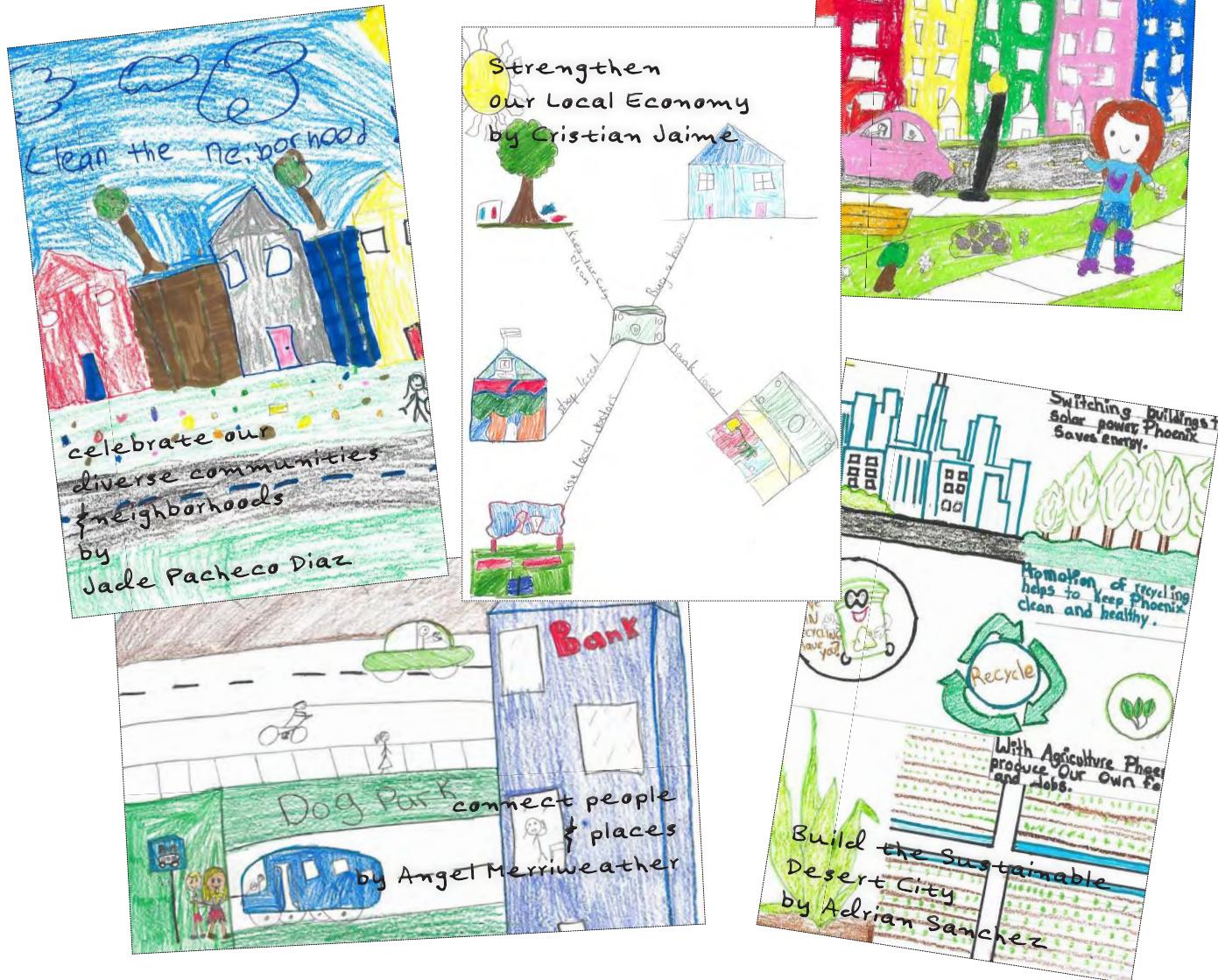


# PLANPHX

## ART CONTEST WINNERS

Collaboration with the youth of Phoenix has been integral part of PlanPHX's success. As we plan for our city it is important that we include those who will be the stewards of our city's future. The PlanPHX Student Art Contest gave Phoenix elementary school students the opportunity to express their thoughts on the future of Phoenix through drawing, coloring, and painting. Students were asked to create their interpretation for each of the Five Core Values. The submissions were placed on the MyPlanPHX website in April 2014, and the public voted on their favorite submission.

Below are the winners for each of the Five Core Values. Specials thanks goes out to the Washington Elementary School District for their participation.



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## PART IV

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# MOVING FORWARD

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Perhaps the most important part of the General Plan is how we will work together to make it happen. Part IV outlines our commitment to keeping the process going and discusses next steps.

# THIS IS JUST THE BEGINNING

The Phoenix General Plan is meant to provide a citywide vision and strategy for how the city will continue to grow and develop. Implementing this vision and strategy across the 519 square miles of the city must be done in a way that allows each of the **city's diverse communities and neighborhoods** to ensure that their unique assets and challenges are addressed and their individual character is reinforced.

Each of the General Plan's Five Core Values has a different meaning and application to different parts of the city. For example, Connecting People and Places may mean a greater emphasis on trails in some parts of the city, while in others the emphasis will be on public transit.

The next phase of the General Plan Update will include the development of **individual Village Character Plans for each of the fifteen urban villages**. Combined with the village by village update of the Land Use Map each village will have a unique plan that embodies the framework of the General Plan but provides for a unique set of policies that best serve each village. These plans will be reviewed and approved by the Planning Commission.

**Each of the plans will require the Village Planning Committees and the Planning & Development Department to address the following for every village:**

#### Character

Identification of present and desired village character. The village's character will help influence the designation of Areas of Preservation and Growth.

#### Assets and Challenges

List and map the village assets or points of pride. List Growth, Preservation or Infrastructure challenges the Village Planning Committee would like to address.

#### Benchmarks

Review each of the goals from the General Plan and determine if there are any specific benchmarks that could be refined for the village as a means of measuring progress towards the goal.

#### Land Use & Design

Review each of the goals from the General Plan and refine any Land Use and Design Principles that would help to better address the village's character.

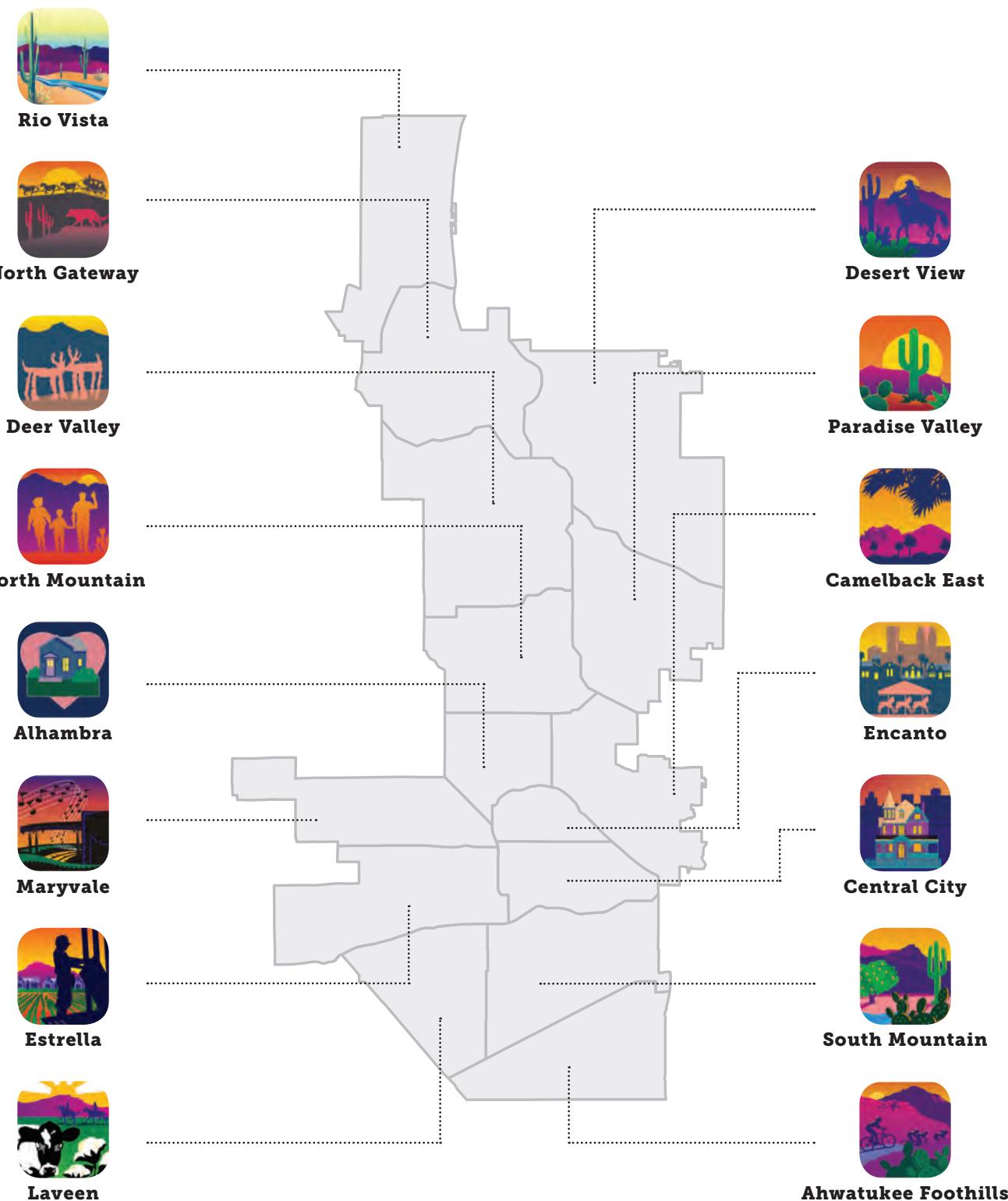
#### Tools

Develop a unique "Tool Kit" for the village utilizing the 7 Strategic Tool categories from the General Plan. For example, each Village Planning Committee will update their list of plans and codes that apply within the village, and that will continue to be utilized for future planning decisions and projects. The committees will also collaborate with the community and staff on a list of plans and codes that need to be developed to address the village's assets and challenges.

#### Land Use Map

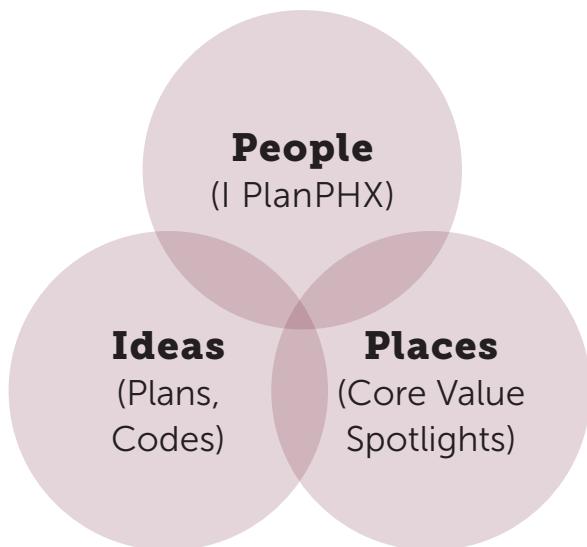
Update Land Use Map for each village as a result of the Land Use Map exercise outlined in Part II of this plan.

A **GRASSROOTS, NEIGHBORHOOD LEVEL EFFORT**  
WILL BE NECESSARY TO HELP THE GENERAL PLAN TRULY FLOURISH.



# I PLAN PHX

The final Tool in the PlanPHX framework is the "I PlanPHX" Tool. The idea behind this tool is that the General Plan cannot be implemented by the city of Phoenix alone. **The residents of Phoenix can take steps every day to help achieve the Plan.**



## Connect People and Places

- Ride a bike to work, school or an activity
- Visit a city park or recreation facility
- Take mass transit to work, school or an activity.
- Visit one of Phoenix's libraries
- Go for a walk, jog or bike ride along one of Phoenix's canals or trails

## Strengthen Our Local Economy

- Shop at a local business
- Dine at a local restaurant
- Take a class at one of Phoenix's colleges, universities or technical schools
- Visit one Phoenix's tourist destinations or points of pride
- Start your own business

## Celebrate Our Diverse Communities and Neighborhoods

- Apply to serve on a Village Planning Committee
- Start a block watch for your neighborhood
- Attend one of the home tours the city's historic districts
- Attend a Coffee with a Cop event
- Participate in the Phoenix Neighborhood Patrol Program
- Organize a Neighborhood Cleanup

## Report and help clean up graffiti and neighborhood blight

- Volunteer at one of the city's senior or recreation centers

## Build the Sustainable Desert City

- Plant a tree at your home or somewhere in your neighborhood
- Plant drought tolerant or native plants at your home
- Start a compost heap
- Start a community garden
- Volunteer at one of the city's Mountain Preserve recreation areas or visitor's centers
- Install water and energy efficient devices in your home

## Create an Even More Vibrant Downtown

- Attend a First Friday Event
- Attend a performance at one of downtown's cultural venues
- Attend a sporting event downtown
- Shop or dine at one of downtown's businesses or restaurants
- Visit one of downtown's museums

# PLAN PHX

## NEXT STEPS

As stated in the previous pages, the General Plan Update is just the beginning of community planning efforts for the city of Phoenix. The next two years will involve an effort to collaborate with the community and make the General Plan even better. The following are some highlights of what is to come.

2015

- Community planning workshops (Fall)
- Land Use Map update exercises (Fall)
- Village Planning exercises (Fall)

2016

- Obtain baseline data for Benchmarks
- Refine Benchmarks where appropriate
- Collaborate with community partners and city department on further addressing the Community Benefits
- Collaborate with city departments and community partners on an implementation approach for policies and actions

## PlanPHX:

The Plan creates the platform to engage residents about the future of our city.

*WHAT ARE YOU WILLING TO DO?*

**"Be the change you wish to see in the world."**

- MAHATMA GANDHI

# THE PROCESS IS AS IMPORTANT AS THE PRODUCT

**PlanPHX has provided a forum for community collaboration that should become an integral part of the planning process.**

The city of Phoenix strives to connect with its residents as much as possible on everything from updating the city's budget, to incorporating feedback on roadway alignments. This dialogue with the community results in a more transparent way of running a city. Successfully achieving the goals and implementing the policies of the General Plan will require a renewed commitment to the process of community collaboration.

By establishing a firm commitment to community engagement, Phoenix residents can contribute in a meaningful way towards achieving the vision for their city and ultimately helping to improve the quality of life for themselves and the rest of the community.

The people of Phoenix are the greatest resource available for successfully updating and implementing the General Plan. As such, an appropriate set of policy measures should begin to set the foundation for their involvement.

**The following outlines a list of goals for this to be accomplished.**

## Capacity Building

One element of continuing the PlanPHX conversation is empowering the community through education. By increasing residents' understanding of the Planning and Development Department and the basic principles of urban planning and design, we will be able to hear the ideas of residents and also help them participate at a greater level of knowledge. A knowledge base creates the foundation for making quality decisions and a better understanding of how to achieve tangible results that make a difference.

### GOAL

Improve residents' understanding of the General Plan, and planning concepts and procedures.

### STRATEGIES

- Instructional videos and handouts
- Continuous Learning Institute
- Classes in the Neighborhood Services Department's Neighborhood College

## Collaboration

Collaborating with community partners and residents is an integral part of keeping the process going. In working with organizations throughout the city, the Planning & Development Department will be able to engage with residents of all ages, socioeconomic statuses, and languages.

### GOAL

Find new and innovative ways to collaborate with residents on the General Plan and other city projects.

### STRATEGIES

- Land Use Map update with the Village Planning Committees
- Creation of Village Plans
- Explore expanding use of technology

## Communication

PlanPHX was centered around a dialogue with the community. In order for the conversation to continue, the Planning and Development Department will work to improve both the quality of AND quantity of communication methods WITH Phoenix residents.

### GOALS

Identify new methods to communicate with residents on the General Plan and other planning projects.

Regularly report to the community on updates made to the General Plan and on progress made towards achieving the General Plan's goals.

### STRATEGIES

- Increase use of social media
- Growth of planning information on-line
- Development and presentation of General Plan Annual Reports



**PlanPHX Activity at the Valley Garden Center  
September 26, 2012**

# Acknowledgments

## CITY MANAGER

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Kassandra Zobrist, Planner II  
Vania Fletcher, Planner I

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Wyatt Aman  
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Trever Fleetham  
Nicholas Gonzales  
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Sarah Stockham  
Stephanie Watney  
Cassidy Welch

## CITY OF PHOENIX RETIREES

Danny Murphy, Aviation Director  
Lionel D. Lyons, Equal Opportunity Dept. Director  
Margaret Wilson, Law  
Wylie Bearup, Street Transportation Director

## VILLAGE PLANNING COMMITTEES

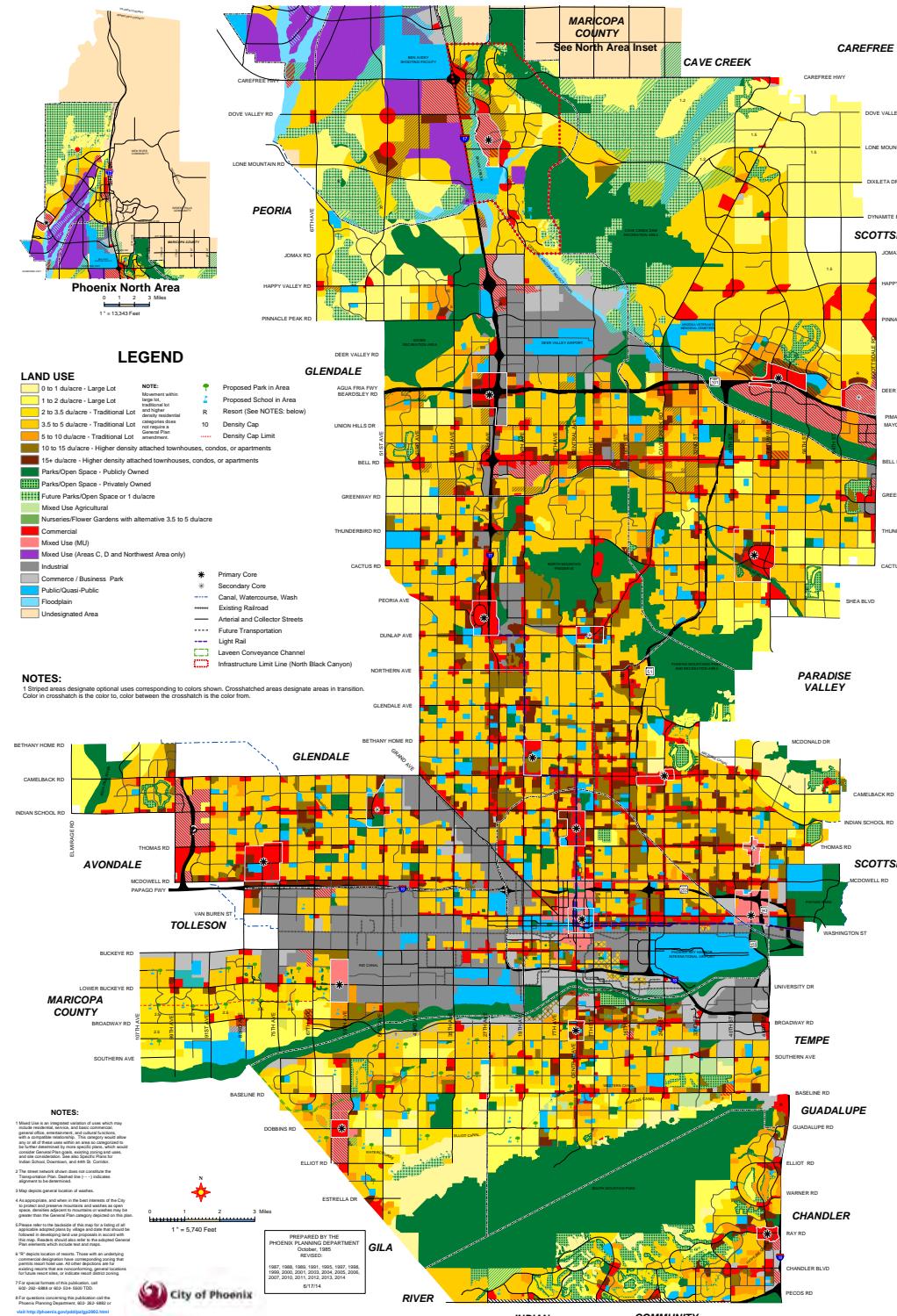
Ahwatukee  
Alhambra  
Camelback East  
Central City  
Deer Valley  
Desert View  
Encanto  
Estrella  
Laveen  
Maryvale  
North Gateway  
North Mountain  
Paradise Valley  
Rio Vista  
South Mountain

## APPENDIX A

### Land Use Map

#### CITY OF PHOENIX GENERAL PLAN

A Vision for the Future



For the most up to date version of this map, please visit: <https://www.phoenix.gov/pdd/pz/pzmaps>

## APPENDIX B

### Land Use Map Update Procedures

**General plan land use map and zoning conformity:** the general plan land use map shall show the generalized land use plan for the city and the proposed street system with the exception of local streets. Zoning granted subsequent to the adoption of the general plan or any amendments shall be in conformity with the land use category shown and defined on the general plan, as further explained below.

The General Plan map is consistent with the goals, policies and recommendations in the General Plan text. It delineates the 15 urban villages and their designated cores. The map provides opportunities for employment in each village.

The General Plan map indicates the intended predominate future function, density and characteristic use of land for the different parts of the city. In general the map does not address small scale situations of 10 acres or less, the specific characteristics of residential development or the specific types of commercial and other nonresidential uses. Provision is made for a variety of mixed-use projects, some with a broad range of uses allowed. The plan and map do not reflect the intended zoning of individual parcels but rather generalize desired future land use. The boundaries between use and density designations noted on the map are not fixed precisely. Rather, they indicate general areas wherein the goals of the plan will be pursued through more detailed planning decisions. A one-to-one correspondence between designations on the map and development decisions is not contemplated. It may be appropriate to vary from the map either through a rezoning approval through a General Plan amendment where it is determined that this would as well or better meet overall plan goals. The color designations on the map are accurate to within

5 percent of total acreage as computed by the Geographic Information System (GIS). Thus a 10 acre parcel on the map could actually be between 9.5 and 10.5 acres.

Residential classifications covering large areas are not meant to preclude appropriate neighborhood and community commercial services needed to support the population. Similarly, designation for commercial or public uses does not necessarily preclude appropriate residential use if allowed by the requested zoning district.

Commercial or industrial designation does not mean that the full range of commercial or industrial uses is appropriate for every given parcel. Appropriateness of a specific use must be judged in accord with the character of the surrounding area, parcel size, access and other factors. For example, heavy industrial uses should not be located near residential uses, whereas commerce park type development may be suitable. The map distinguishes between heavier industrial uses as "industrial" and lighter uses in enclosed buildings as "commerce park." The "R" symbol for resort indicates a specific type of commercial use, not a broad range. The plan and map also indicate areas in orderly transition over time from one use to another. The timeframe and character of the transition will be determined by market conditions, property owner and community desire, and may be subject to more detailed plans.

Continued on next page

## Policies:

**1. Major amendment:** a major amendment shall be defined as any of the following:

- An area plan covering five or more square miles
- Land use designations for an area of three or more square miles that previously had no land use designations.

**2. Minor amendments:** amendments to the street classification map, and any change in land use for 10 or more gross acres from one category to another, (change in color or type of use) are minor amendments with the following exceptions.

### Exceptions to the 10 gross acre rule requiring an amendment:

- Any residential request in a designated industrial or commerce park area.
- Sites whose size exceeds 10 gross acres when combined with the acreage of all abutting zoning on the same side of the street, within no more than 150 feet from the subject site which is also not in conformance with the general plan. (This avoids breaking requests into a series of small cases.)

### Exceptions to the 10 gross acre rule not requiring an amendment:

- Neighborhood shopping centers at major street corner locations, up to 12 net acres, may be considered as not requiring an amendment in order to account for right-of-way needs.
- Rearrangements of land uses within a planned community district when the overall number of units is not increased or the overall acres of nonresidential uses does not increase or decrease by more than 10 acres.
- Changes from a more intense commercial zoning C-3 to a less intense zone C-2, C-1, C0 or similar zone, or from A-1 or A-2 to commerce park when the number of acres not in conformity is not increased by more than 10 acres, regardless of previous cases totaling 10 acres.
- Residential requests that do not change from one type of residential product to another, as defined below, do not require an amendment:

## Types of housing:

• **Large lot:** land use categories 0-1 or 1-2; zoning districts RE-43, RE-35, or R1-18.

• **Traditional lot:** land use categories 2-3.5, 3.5-5, 5-10 or anything falling within those categories; zoning districts R1-10, R1-8, R16 or R-2.

**Higher-density attached housing, multifamily condominiums or apartments:** land use categories 10-15, 15+; zoning districts R-3, R-3a, R-4a, R-5, or any mixed use district allowing more than 10 units per acre.

The rationale for not requiring a General Plan amendment for any acreage change of more than 10 acres within the same housing product types, is that the general character of the area as contemplated on the General Plan map designations is not changed by permitting a rezoning among the districts shown in the above table for each type.

• P-1 and P-2 shall be considered in the same zoning district as the project they serve, or if not accessory to a project, to be commercial.

• Special permit uses of 10 acres or more for a non-residential use for sites shown on the General Plan as residential, would require a General Plan amendment if the use is proposed for more than 10 years, or includes large permanent structures (10,000 square feet or more), or would generate more than 5,000 trips a day to the site, or could have major environmental impacts on residential development nearby.

3. Process General Plan amendments through adopted General Plan text amendment procedures and map amendment procedures consistent with adopted Land Use element guidelines. Fees may be charged for amendments that do not fit into the time frame of the annual cycle.

4. Reflect on the General Plan Land Use Map the desired future land use for each urban village, taking into consideration preserving existing viable development and existing zoning patterns; preserving the natural environment; ability to provide services and facilities; and accomplishing a balance of jobs to housing and a balanced mix of housing products, the urban village model components and other goals of the General Plan.

5. Use symbols to indicate the need for schools and park sites on the General Plan Land Use Map within square miles in the developing areas of the city, to alert potential developers, property owners and staff to establish appropriate sites.

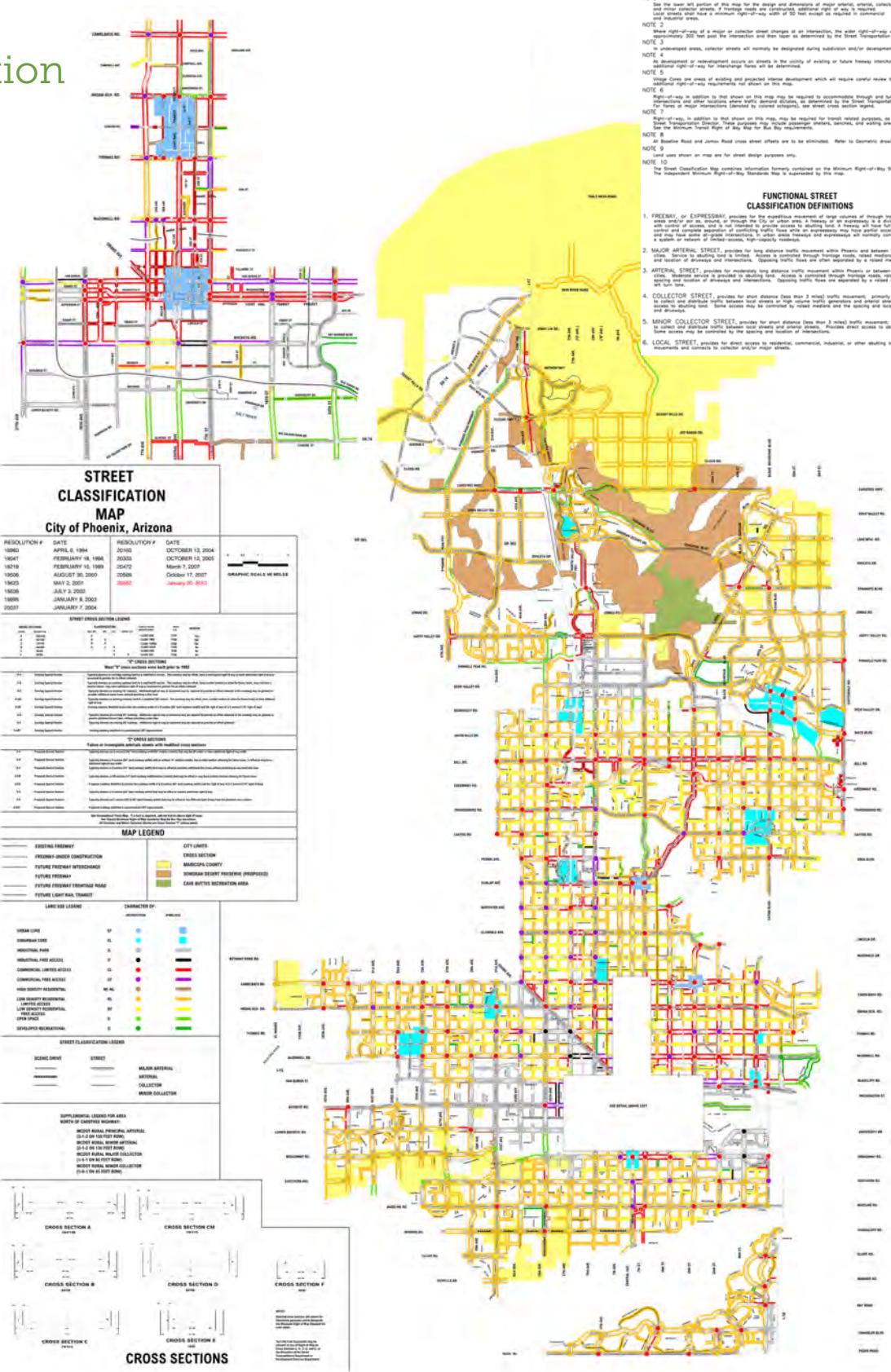
6. Designate an alternative land use for all privately-owned and State Trust Land that is designated for agricultural, park or open space land use. The alternative use must be at least one unit per acre. Areas with slopes of 10 percent or more are also subject to the Hillside Ordinance and any safety regulations.

7. Show areas in a neutral color for which no General Plan map has been adopted. Generally no development is planned to occur in those areas for at least 10 years.

8. Show maps of the existing land use and proposed land use for each village, and provide a table comparing number and percentage of acres developed and vacant today; zoned; and proposed by land use category.

## APPENDIX C

### Street Classification Map



## APPENDIX D

### General Plan Glossary of Terms

#### A

**Activity Centers:** Identified by a community where an increased concentration of people, jobs, businesses and services will be located.

**Adaptive Reuse:** A use of land or a structure that is different from the building that was originally intended; but is economically feasible and compatible with the area.

**Aggregates:** Form or group into a class or cluster.

**Alternative Energy:** Energy derived from nontraditional sources (e.g., compressed natural gas, solar, hydroelectric, wind).

**Annexed:** add (land) to one's own territory by appropriation.

**Artificial Recharge:** A hydrological process where water moves downward from surface water to groundwater. This process usually occurs in the vadose zone below plant roots and is often expressed as a flux to the water table surface.

#### B

**Bioswales:** Are landscapes elements designed to remove silt and pollution from surface runoff water. They consist of a swale drainage courses with gently sloped sides (less than six percent) and filled with vegetation, compost, and/or riprap.

**Brownfield:** Abandoned, idled, or underused industrial and commercial facilities where expansion or redevelopment is complicated by real received environmental contamination.

**Build-to-lines:** Build-to lines provide a method of creating visually interesting, pedestrian-oriented streetscapes by arranging buildings and entrances to the front of lots. As opposed to setbacks that establish areas where a building cannot be constructed, build-to lines specify where a building is to be built on the lot.

**Built Environment:** The elements of the environment that are built or made by people as contrasted with natural processes.

#### C

**Canalscape:** Vibrant urban cores and corridors located where canals meet major streets. This mixed-use urban infill would provide highly desirable places to gather by the water. The Canalscape could feature, for example; cafés, restaurants, and boutiques on the ground level, with offices and condos above, a community center, library, post office, affordable housing, and apartments, grocery store, health club, and bike shop.

**Capital Improvements:** Any building or infrastructure project that will be owned by a governmental unit and purchased or built with direct appropriations from the governmental unit, or with bonds backed by its full faith and credit, or, in whole or in part, with federal or other public funds, or in any combination thereof. A project may include construction, installation, project management or supervision, project planning, engineering, or design, and the purchase of land or interests in land.

**Carbon Footprint:** The total amount of greenhouse gases that are emitted into the atmosphere each year by a person, family, building, organization, or company. A persons carbon footprint includes greenhouse gas emissions from fuel that an individual burns directly, such as by heating a home or riding in a car. It also includes greenhouse gases that come from producing the goods or services that the individual uses, including emissions from power plants that make electricity, factories that make products, and landfills where trash gets sent.

**Circulation (system):** A network of transit, automobile, bicycle, and pedestrian right-of-ways that connect origins and destinations

**Community Center:** A building to be used as place of meeting, recreation, or social activity and not operated for profit and in which neither alcoholic beverages or meals are normally dispensed or consumed.

**Community Garden:** A space that is shared by the residents and serves as the opportunity for those residents to grow their own food. In addition, it serves as an area where residents gather, interact, and help build a sense of community.

**Community Partners:** Individuals or institutions working toward community and workforce development.

**Complete Streets:** A set of broad guiding principles to promote street designs that are safe and welcoming to all users

**Connectivity:** Connectivity is defined as how often streets or roadways intersect, or how closely intersections are spaced.

**Corridors:** A broad geographical band that follows a general directional flow connecting major sources of trips that may contain a number of streets, highways, and transit route alignments

**County Islands:** An area of unincorporated land, which is completely surrounded by a city or town. County islands are created when a city or town annexes land into their corporate boundaries but excludes certain areas.

**Creative Clusters:** A geographical concentration (often regional in scale) of interconnected individuals, organizations and institutions involved in the arts, cultural industries, new media, design, knowledge building and/or other creative sector pursuits.

## D

**Density:** The number of housing units per acre developed or potentially permitted development. Typical single-family development ranges from 2 to 5 dwelling units per acre.

**Density Bonus:** The allocation of development rights that allow a parcel to accommodate additional square footage or additional residential units beyond the maximum for which the parcel is zoned, usually in exchange for the provision or preservation of an amenity at the same site or at another location

**Desert Landscaping:** Plants and vegetation that reduce or eliminate the need for supplemental water

## E

**Economic Impact:** The effect of an event on the economy in a specified area. It includes a multitude of positive and/or negative effects that impact business revenue/profits, personal wages, jobs, economy.

**Economies of Scale:** The cost advantage that arises with increased output of a product

**Encroachment:** Economic and business development outside of concentrated urban centers.

## F-G

**General Plan:** A statement of policies, including text and diagrams setting forth objectives, principles, standards, and plan proposals, for the future physical development of the city or county

**Green Building:** "Green" building and sustainable design refers to the class of construction/design that involves energy-efficient practices, environmentally friendly materials, and practices that reduce negative impacts on the environment. Typical features of green building and sustainable design include energy conservation, water conservation, adaptive building reuse, and recycling of construction waste.

**Green Infrastructure:** The system of land, natural resources, and natural habitats that collectively comprise a community's underlying ecosystem. Green Infrastructure is present in every city, although its size, diversity, and strength vary greatly. Importantly, green infrastructure can be used to help offset negative environmental impacts, for example storm water runoff and urban heat island effect

**Greyfields:** Older, economically obsolete development. The term is commonly applied to malls that are past their prime and are experiencing declining levels of occupancy

**Grid:** Street patterns which intersect at right angles

**Growth Area:** An area or areas where urban growth is encouraged

## H

**Healthy Food System:** Developing and implementing local and regional land-use, economic development, public health, and environmental goals, programs and policies to preserve and support sustainable local and regional urban and rural agriculture, facilitate community food security and access, support and promote good nutrition and health, and reduce solid food-related waste through reuse, recovery and recycling.

**Healthy Neighborhoods:** Methods used to support and enhance the overall public, social, ecological, and economic health of communities.

**Historic Neighborhoods:** Phoenix consist of 35 historic neighborhoods that homes are designated as worth preserving and restoring distinctive architecture styles to its former glory.

## I

**Infill Development:** Refers to building within unused and underutilized lands within existing development patterns, typically but not exclusively in urban areas. Infill development is critical to accommodating growth and redesigning our cities to be environmentally and socially sustainable.

**In-lieu Fees:** Relate only to required dedications where they can be appropriately used

## J-L

**LEED:** Leadership in Energy and Environmental Design (LEED) is a building rating system developed by the U.S. Green Building Council (USGBC) to measure energy efficiency. It provides a standard for environmentally sustainable construction.

**Livable Streets:** Streets designed primarily with the interests of pedestrians and cyclists in mind and as a social space where people can meet and where children may also be able to play legally and safely. These roads are still available for use by vehicles; however their design aims to reduce both the speed and dominance of motorized transport.

**Local Business:** Businesses which use local resources sustainably, employs local workers at decent wages and serve primarily local consumers. Local businesses are usually owned by a person of the community. In addition, the business is more self-sufficient and less dependent on imports.

**Local Economy:** Domestic economic activities of the locale in which one lives.

## M

**Master-Planned Communities:** A planned community, or planned city, is any community that was carefully planned from its inception and is typically constructed in a previously undeveloped area.

**Mixed-use:** A term typically applied to real estate development projects that combine residential and commercial or retail components all in one building or set of buildings.

**Mix-use Development:** A term typically applied to real estate development projects that combine residential and commercial or retail components.

**Multi-modal:** A system that provides residents multiple modes for traversing throughout the city.

## N

**National Register Designations:** A property or area that has been added to the official list of properties significant in American history, architecture, archeology, engineering, or culture for use in local preservation planning efforts

**Natural Hydrological System:** The hydrological cycle describes the continuous movement of water above, on, and below the surface of the Earth.

## O

**Open Space:** An outdoor or unenclosed area, located on the ground or on a roof, balcony, deck, porch or terrace, designed and accessible for outdoor living, recreation, pedestrian access, or landscaping, excluding parking facilities, driveways, utility, and service areas. Examples include parks, plazas, playscapes, outdoor dining. Open space is not always "green space." A paved courtyard with a fountain offers great value for relaxing, gathering, or getting to a destination. Open space contributes directly both to quality of life and to the kind of outdoor lifestyle needed if people are to drive less.

## P

**Pervious Surfaces:** Surfaces such as gravel and alternative pavers, used for landscaping purposes, that allow rainwater or snowmelt to pass through or absorb into the ground, thereby reducing runoff and filtering pollutants.

**Place Types:** Grouping of features that are nearly the same.

**Procurement:** Obtain (something) with care or effort

**Public Services:** Services provided by the government to residents in a specific jurisdiction.

## Q-R

**Reclaimed Water:** Wastewater that has been treated and purified for re-use, and is suitable for use in landscaping or water features as determined by the presiding water district.

**Regulatory Relief:** A development agreement that involves offering land, tax forgiveness, or regulatory relief to property developers in return for a commitment to invest or improve in an area, or to provide amenities.

**Retrofit:** To improve or restructure an existing facility with the intent of bringing it into (or where that is not feasible, more nearly into compliance) with modern standards for such facilities.

**Revitalization:** The imparting of new economic and community life in an existing neighborhood, area, or business district while at the same time preserving the original building stock and historic character.

**Riparian Habitat:** Riparian habitats are those plant communities supporting woody vegetation found along rivers, creeks and streams. Riparian habitat can range from a dense thicket of shrubs to a closed canopy of large mature trees covered by vines.

## S

**Setback:** The minimum distance by which any building or structure must be separated from a street right-of-way of lot line

**Small Businesses:** A business that is usually owned by a person of the community and uses local resources and serves primarily the local community.

**Smart Growth:** Planned economic and community development that attempts to curb urban sprawl and worsening environmental conditions.

**Solar Energy:** Radiant energy (direct, diffuse, and reflected) received from the sun.

**Statute:** A written law passed by a legislative body

**Streetscape:** The visual image of a street, including the combination of buildings, parking, signs, and other hardscape and street furniture

**Subdivision:** The division or re-division of land into 10 or more lots, tracts, parcels, sites, or divisions.

**Suburban:** A city's outlying area, usually characterized by lower population and residential densities.

**Sustainable Living:** A lifestyle that attempts to reduce an individual's or society's use of the Earth's natural resources and personal resources.

**Sustainability:** Ensuring that development meets the needs of the present without compromising the ability of future generations to meet their own needs.

## T

**Traffic Calming Devices:** Instruments fundamentally concerned with reducing the adverse impact of motor vehicles on built up areas. Usually involves reducing vehicle speeds, providing more space for pedestrians and cyclists, and improving the local environment

**Transit Oriented Development:** Development designed to facilitate access to, and use of transit facilities, including buses, bus stops, and light rail stations. It is designed to encourage a mix of land uses around transit centers and stations that will maximize ridership. Desired uses include housing, employment with a high density of workers and major tourist attractions.

## U

**Unincorporated Land:** An area that is not (yet) part of a town or city

**Urban Design:** The attempt to give form, in terms of both beauty and function, to selected urban areas or to whole cities. Urban design is concerned with the location, mass, and design of various urban components and combines elements of urban planning, architecture, and landscape architecture.

**Urban:** Of, relating to, characteristic of, or constituting a city. Urban areas are generally characterized by moderate and higher density residential development, commercial development, and industrial development, as well as the availability of public services required for what development, specifically central water and sewer, and extensive road network, public transit, and other services.

**Urban Farming:** Growing or producing of food in a city or heavily populated town or municipality for the purposes of the product assuming a level of commerce.

**Urban Forest:** Ecosystems of trees and other vegetation in and around communities that may consist of street and yard trees, vegetation within parks and along public rights of way and water systems. Urban forests provide communities with environmental, economic and social benefits and habitat for fish and wildlife." Thus, urban forests are not only about the trees in the city, but rather, they are a critical part of the green infrastructure that makes up the city ecosystem.

**Urban Heat Island:** The absorption of heat by dark, non-reflective hardscapes urban areas, the effect is exacerbated by vehicle exhaust, air-conditioners, and street equipment. This results in an increase in daytime temperatures and the radiation of heat back from the man-made surfaces into the atmosphere at night, resulting in an increase in night time temperatures.

## V

**Value-Added Services:** A feature or add-on that increases the sense of value for a service

**Village:** One of 15 geographic areas of the city designated by the City Council that has an appointed citizen committee providing recommendations on land use and development topics.

**Village Cores:** Intended to be the clearly identifiable central focus for the village with pedestrian-oriented mix of land uses.

**Village Planning Committee System:** The Village Planning Committee is made up of members that are appointed by the City Council. Planning Committee activities include: identifying areas or provisions of the General Plan text that need refinement and updating; identifying problems and needs related to implementation of the General Plan; defining in greater detail the intended future function, density and character of subareas of the village; and commenting on proposals for new zoning districts or land use districts.

## W

**Walkable (Walkability):** Areas that are conducive to, and promote walking.

**Washes:** a shallow creek or the dry bed of a waterway

**Water Resources:** Sources of water that are useful or potentially useful. Uses of water include agricultural, industrial, household, recreational, and environmental activities.

**Water Department 2011 Resource Plan:** Addresses a wide array of factors that will influence water availability and water demand over the next 50 years.

## X

**Xeriscape:** A style of landscaping, using design and selection of plant and plant materials to make attractive and water efficient landscapes. Usually selection includes drought tolerant plants, especially those native to the Sonoran Desert.

## Y-Z

**Zoning:** The division of a city or county by legislative regulations into areas, or zones, which specify allowable uses for real property and size restrictions for buildings within these areas. Also, a program that implements policies of the general plan.

## Supplementary Tools List

### Strengthen Our Local Economy JOB CREATION (EMPLOYMENT)

**Plan:** Support the goals of the Community and Economic Development Department's yearly Action Plan.

**Plan:** Identify existing targeted industry clusters or potential targeted industry clusters.

**Partnership:** Work with other governmental, public, private and non-governmental entities to attract and retain businesses in the region.

**Knowledge:** Provide services and trainings specifically designed for specific businesses.

**Knowledge:** Educate the public on the benefits of the each targeted industry.

**Knowledge:** Promote development of jobs in the city's identified employment centers, the Foreign Trade Zone and Subzones in Phoenix and the state enterprise zone and participate in state or federally funding programs such as enterprise communities, empowerment zones or new market initiatives that are available. Promote community awareness about foreign trade zones eligibility and opportunity.

### HIGHLY SKILLED WORKFORCE (EDUCATION/TRAINING FACILITIES)

**Plan:** Maximize the city's collective initiatives, strategies and resources that support growing a robust workforce pipeline which matches current and future hiring trends.

**Finance:** Support additional transportation infrastructure investment in corridors providing connections to and from higher education facilities.

### AIRPORTS

**Plan:** Ensure airport development plans promote responsible growth of the city's three airports.

**Plan:** Continue to limit development within Runway Protection Zones in accordance with Federal Aviation Administration rules and regulations.

**Codes:** Maintain existing development regulating codes that protect the airport/airspace safety surfaces and the surrounding communities.

**Operation:** Balance airport infrastructure growth as the region's economic activity increases.

**Partnership:** Encourage local employment growth through partnerships with the business community.

**Partnership:** Promote strong partnerships with the various Federal, State and Local regulating agencies.

**Partnership:** Partner with surrounding jurisdictions to enact regulations to promote compatible land uses and protect the air space.

**Partnership:** Encourage stakeholder participation in the redevelopment of parcels through collaborations with the local community, surrounding businesses and development community.

### TOURISM FACILITIES

**Finance:** Support additional capital investments in the maintenance, enhancement and expansion of identified tourism attractions.

**Partnership:** Coordinate with the Greater Phoenix Convention and Visitor's Bureau to identify Phoenix's greatest tourism attractions.

**Partnership:** Coordinate with Village Planning Committee's to identify top tourism attractions within each Village.

**Knowledge:** Educate residents about the importance of tourism in the Phoenix economy.

### Connect People and Places CORES, CENTERS & CORRIDORS

**Plan:** In conjunction with impacted neighborhoods, work with the Village Planning Committees to create area plans for the city's flagship educational institutions.

**Plan:** Locate a higher density mix of housing, employment opportunities and services in or near the high intensity cores, centers and corridors to support and encourage pedestrian, bicycle, and transit trips. Increased densities must be balanced with strong protection of the stability and character of existing neighborhoods.

### INFILL DEVELOPMENT

**Operations:** Evaluate existing arterial and collector streets within the infill areas for opportunities to redesign and repurpose to add infrastructure for additional transportation modes, within the existing right of way.

**Knowledge:** Educate residents and community groups about the importance of infill and redevelopment, and design strategies for compatible neighborhood development.

### TRANSIT ORIENTED DEVELOPMENT

**Plan:** Include affordable and accessible housing in all city-adopted area plans, for areas around light rail stations or transit centers or other transit hubs when new housing is an appropriate land use.

**Plan:** Identify opportunities for integrating transit facilities into or close to new development, and market those opportunities.

**Code:** Update parking policies to be compatible with transit.

**Operation:** Develop and support bike and/or car share programs in order to manage vehicular traffic.

**Operation:** Develop and provide a set of criteria based incentives for development with a high potential for transit riders and limit auto-oriented uses and excessive parking in areas designated for transit oriented development.

**Operation:** Continue to update and share electronic bus stop data.

**Operation:** Continue to enhance pedestrian and cyclist safety through street design measures such as safer crosswalks, road diets, and bicycle lanes.

**Partnership:** Partner with community stakeholders such as the Department of Housing and Urban Development, the Arizona Department of Housing, the St Luke's Health Initiative, the Maricopa County Department of Health Services, the Arizona Department of Health Services, Arizona State University, Maricopa Community Colleges, and the Discovery Triangle Development Corporation on TOD opportunities.

**Partnership:** Partner with private business to offer monetary or other incentives to businesses, employees, and residents who move into transit-oriented development zones.

**Partnership:** Establish a design review board consisting of community stakeholders to provide comments on proposed development projects.

**Knowledge:** Educate the public, elected and appointed officials, and developers about the benefits of transit-oriented development.

**Knowledge:** Promote commercial uses near transit stations that serve those living and working in the area.

## COMPLETE STREETS

**Plan:** Develop a system of streets and parking facilities designed to match the capacity and character of the street with the character of the area and with projected automobile, truck, bicycle and transit travel demands; supports land use and other general plan objectives; makes efficient use of the streets; enhances traffic safety; and results in adequate parking facilities. Straight alignments for both major arterials and arterials should be maintained unless topography dictates curves, or unless curves are desired to enhance open space vistas or in developed recreational land uses. Identify gaps in overall network which can be completed to produce a contiguous system for all modes of transportation to create safe and efficient routes to work, school, shopping and recreational trails. Existing collector streets should be retrofitted to balance the need for traffic capacity and turning movement with the need for safe and peaceful enjoyment of the neighborhood.

**Code:** Establish standards for large new developments and redevelopment projects that require interconnected street networks with small blocks. Standards should incorporate Crime Prevention Through Environmental Design guidelines. These standards should be integrated into the city code subdivision regulations. Developers should be required to dedicate right-of-way and improve streets in conjunction with their projects.

**Code:** Establish design standards and guidelines for parking lots and structures, setback and build-to lines, blank wall space, shade, and other elements affecting pedestrians, to encourage pedestrian activity and identify options for providing pedestrian-oriented design in different types of development. Policies and design from the MAG Pedestrian Area Policies and Design Guidelines should also be incorporated.

**Code:** Designate scenic corridors that respond to their local environment as well as design goals and policies for adjacent areas. Goals and policies should be context sensitive.

**Operations:** Require that traffic mitigation plans which include collector streets gain the approval of the surrounding neighborhood, including those likely to use the street.

**Operation:** Conduct annual pavement condition surveys to determine the street network's surface condition and pavement quality while continuing to explore technological advances in seal coat materials, equipment, and techniques. Streets should be resurfaced as appropriate and curbs, gutters and drainage facilities should be repaired as part of the resurface process.

**Finance:** Evaluate the feasibility of grade-separated crossings where pedestrian crossing is difficult and pedestrian and other travel volume is high. When grade-separated crossings are not feasible, design an alternative solutions to pedestrian mid-block crossings at canals. (2002 GP - modified)

**Partnership:** Coordinate between city departments, utilities, private industry and development to minimize cuts and patches in new pavement, recover the costs of repairs, and avoid deterioration of pavement. Pavement cuts to be restored to city standards and to their previous condition to maintain the integrity of the street system. Update standards as appropriate.

**Partnership:** Partner with local utility companies to minimize tree spacing for street trees.

## BICYCLES

**Code:** Require pedestrian passageways at the ends of cul-de-sacs, allowing access to transit stops and to schools, parks and commercial centers when street connections are not feasible, giving due consideration to neighborhood security.

**Operation:** Maintain a bike lane installation program which connects schools, parks, neighborhoods, shopping centers, city buildings, transit facilities and local businesses, and provide regular maintenance and repair of bicycle facilities including street cleaning, pavement repair, and trimming of landscaping and trees.

**Operations:** Continue to have regular meetings with the ADOT Bicycle Coordinator and provide communications to the bicycling community.

**Operations:** Continue to have a bicycle coordinator position within the city to manage interdepartmental responsibilities and to belong to and be involved in the MAG (Maricopa Association of Governments) Bicycle Task Force.

**Operations:** Continue to accommodate bicycles on light rail vehicles.

**Operation:** Require pedestrian circulation plans to be submitted along with vehicular circulation plans as a part of reviewing new development proposals. The Maricopa Association of Governments Off-Street System Design Guidelines should be used for designing off-street pedestrian and bicycle paths.

**Finance:** Install bicycle infrastructure such as bicycle traffic detectors at traffic signals where roadway and traffic conditions show that these would be beneficial. Other examples include standard signage and marking of all bicycle facilities, bicycle racks and lockers at transit centers, and bicycle parking and locker and shower facilities at private, recreational, and government buildings/facilities. A detailed set of criteria for bicycle facility planning and design should be maintained.

**Finance:** Continue designing, building, and promoting the City Council-approved Phoenix Sonoran Bikeway, an on-street and off-street paved bike facility connecting South Mountain Park to the Phoenix Sonoran Preserve, a distance of approximately 40 miles.

**Finance:** Provide a compatible street system with bike lanes on new arterial and collector streets and remove barriers to bicycling. Barriers include mid-block crossings, freeway crossings, canal crossings, disconnected bike lanes, etc.

**Finance:** Increase bicycle access to destination points within the city of Phoenix and maximize bicycle route connections with neighboring cities and areas controlled by Maricopa County.

**Partnership:** Develop public and support private development of bicycle infrastructure such as showers, bike lockers, etc.

**Knowledge:** Hold a class in conjunction with Valley Metro through the neighborhood college called Bicycle Commuting 101.

**Knowledge:** Promote the use of phoenix.gov/streets/safety/bicycle/safety

**Knowledge:** Develop and conduct a public information meeting campaign, a marketing and advertising plan and a strong bicycle safety program targeted toward children, adults and motorists, which should include a safety-training packet with the most current bicycle safety rules to promote bicycling and bicycle safety.

**Knowledge:** Provide information and maps for bicyclists with city resources or in partnership with other entities such as the Maricopa Association of Governments, the visitor bureau, Arizona Automobile Association and travel agencies.

## PUBLIC TRANSIT

**Plan:** Initiate major investment studies for future light rail corridors.

**Code:** Update codes to require developers to either build (or fund) bus bays, passenger shelter pads, curb cuts, and sidewalks connecting their communities/developments to the arterial street network for existing and future transit.

**Code:** Support "tax exempt" status for public transit capital and fuel purchases.

**Operation:** Continue to expand transit system to provide more frequent service to a larger area by upgrading the circulation within each urban village, converting meandering bus routes to a grid pattern and designing light rail routes to maximize integration of all travel modes, and to facilitate synchronized transfers between modes.

**Operation:** Promote efficient and convenient connections between transit modes and taxis.

**Operation:** Expand advertising opportunities on transit fleet.

**Finance:** Expand the size and number of Park and Ride lots, and enhance them to accommodate a wide range of travel modes including buses, carpools, vanpools, low-speed vehicles, bicycles and pedestrians. Direct high-occupancy vehicle access should be provided.

**Finance:** Light rail transit service should be provided in corridors where demand for transit service exceeds that which can be reasonably be provided with buses.

**Finance:** Continue implementing the transit improvements detailed in Transit 2000. Funding sources to connect the light rail system to other nearby cities that approve and build light rail systems should be identified.

**Finance:** Improve the transit rider experience by providing real time transit information, improved bus stop shade facilities, and pedestrian and bicycle access to and within transit facilities, low-maintenance public restrooms, water fountains, and enhanced services for the passenger encumbered by such things as baby carriages and small shopping carts.

**Finance:** Visually connect transit facilities to local streets, residences and commercial development with safe and interesting paths to allow convenient auto, pedestrian and bicycle circulation within neighborhoods and to adjacent activities, while discouraging cut-through traffic in the neighborhood.

**Finance:** Support use of city allocation of Surface Transportation Program (and other flexible roadway funding) for transit purposes

**Partnership:** Assist with the update of the Maricopa Association of Government's long-range transportation plan.

**Partnership:** Include the public in the design of new transit services to ensure that new and existing services will meet or are meeting the needs of the community. This can partially be achieved by working with the Village Planning Committees to identify areas of greatest transportation need, and to evaluate routes for existing and new neighborhood circulators.

**Partnerships:** Partner with private companies to provide services and operational and financial arrangements to complement transit and Dial-a-Ride services by using a special class of taxi services.

**Knowledge:** Promote the use of public transit.

**Knowledge:** Study ways to increase public participation in the city's and the region's transportation planning.

## PARKS

**Plan:** Actively promote open space within the Governmental Mall, the city, county and state office complexes and space between them.

**Code:** Limit commercial activity within parks to licensed uses authorized by the parks and recreation board.

**Finance:** Provide appropriate security lighting that is operational dusk to dawn in all parks and recreation facilities. Where appropriate, provide lighted courts in neighborhood parks and facilities located within district parks. Lighted facilities should not be turned off any later than 11 pm unless authorized by the city of Phoenix Parks and Recreation Board.

**Finance:** Develop, improve and renovate existing park sites at all levels as resources, condition, and need dictate. New facilities should be developed to coincide with residential development as resources permit. Facilities should be designed to be flexible to meet the changing needs of the community and accommodate physical and mentally disabled users.

**Partnership:** Participate in regional alliances working to improve and expand the community based regional park system. Partnerships with other city departments and government agencies should be created to develop and provide programs and services where appropriate.

**Partnership:** Continue programs such as the Parks and Recreation Board for public participation in the planning and design of new and renovation of existing parks, open space, trails, and other recreational facilities.

## CANALS / TRAILS

**Plan:** Maintain standards for planning, design, and management of trails and pathways within parks, preserves, open space, and right-of-way. Standards should encourage the widest possible range of opportunities for non-motorized recreation and multi-modal transportation systems. Trails and pathways should include linear open space with multi-use paths and offer recreational elements such as ramadas, playground equipment and landscaping to attract urban wildlife.

**Plan:** Work with Village Planning Committee's to determine areas of highest need, and areas of strategic opportunity.

**Code:** Enhance design guidelines for properties adjacent to a canal to better interact with the canal space. City owned property should be designed or redesigned to create a high quality canal interaction.

**Operation:** Prior to abandonment or altering of any existing right-of-way, assure that trails or trail easements are maintained. (2002 GP)

**Finance:** Provide pedestrian and bicycle amenities along canals to encourage use such as better lighting in terms of quantity and scale, more art, or improved shade.

**Finance:** Develop an off-street system of paths and trails that is safe for a variety of users.

**Finance:** Connect origins and destinations with paths and trails, and link paths and trails to the existing on-street transportation system and other transportation modes. Public parks should be connected with pedestrian destinations and open space areas created in conjunction with urban development.

**Partnership:** Work with interdepartmental and regional partners to ensure trail continuity across Maricopa County and with the citywide and regional bike program.

**Partnerships:** Proactively seek trail easements within planned trail corridors as development occurs adjacent to the corridors. Seek trail easements along existing developed properties where no trail connections currently exist. Partner with developers to integrate public trails into new developments.

**Knowledge:** Prepare and distribute maps, brochures, and other information on the trails and pathway system in order to inform the public of current and future opportunities. Trail system route maps will indicate best or recommended routes depending on the type of trail. An interactive website and smart phone apps should be an accessory component of this system

## ACCESS & FUNCTIONAL NEEDS

**Codes:** Adopt most current Building Codes regarding ADA requirements and Usability initiatives.

**Operations:** Expand Small and Disadvantaged Business Program to include people with Access and Functional Needs.

**Operations:** Enforce ADA Codes.

**Operations:** Utilize Anti-Discrimination Policies to support Access and Functional Needs.

**Operation:** Ensure all transit systems are ADA accessible and operational.

**Operations:** Support access and functional needs awareness programs.

**Partnerships:** Expanded use of Boards and Commissions, Think Tanks, Advisory Groups, etc. to understand the specific needs of the Access and Functional Needs community.

## APPENDIX F

### PlanPHX Interim Report

Hard copies of the report can be requested by contacting Joshua Bednarek at **(602) 262-6823** or via e-mail at [joshua.bednarek@phoenix.gov](mailto:joshua.bednarek@phoenix.gov).

Report can also be viewed and downloaded at the following address:

<https://www.phoenix.gov/pdd/pz/general-plan-update>

## APPENDIX G

### Mandated Elements Matrix

Arizona State Statute Required Elements (ARS 9-461.05)

PlanPHX Core Values	Land use	Circulation	Open Space	Growth Area	Environmental Planning	Cost of Development	Water Resources	Conservation of Natural Resources	Recreation	Public Services and Facilities	Public Buildings	Housing	Conservation, Rehabilitation & Redevelopment	Safety	Bicycling	Energy	Neighborhood Preservation & Revitalization

PART II – GROWTH, INFRASTRUCTURE & LAND USE																	
<b>CONNECT PEOPLE AND PLACES</b>																	
Cores, Centers and Corridors																	
Infill																	
Transit Oriented Development																	
Complete Streets																	
Bicycles																	
Public Transit																	
Parks																	
Canals / Trails																	
Access and Functional Needs Infrastructure																	
Knowledge Infrastructure																	

STRENGTHEN OUR LOCAL ECONOMY																	
History and Local Business																	
Job Creation (Employers)																	
Local and Small Business																	

<b>PlanPHX Core Values</b>																	
	Land use	Circulation	Open Space	Growth Area	Environmental Planning	Cost of Development	Water Resources	Conservation of Natural Resources	Recreation	Public Services and Facilities	Public Buildings	Housing	Conservation, Rehabilitation & Redevelopment	Safety	Bicycling	Energy	Neighborhood Preservation & Revitalization

<b>PlanPHX Core Values</b>																	
	Land use	Circulation	Open Space	Growth Area	Environmental Planning	Cost of Development	Water Resources	Conservation of Natural Resources	Recreation	Public Services and Facilities	Public Buildings	Housing	Conservation, Rehabilitation & Redevelopment	Safety	Bicycling	Energy	Neighborhood Preservation & Revitalization

Entrepreneurs and Emerging Enterprises																
Manufacturing / Industrial Development																
Highly Skilled Workforce																
Airports																
Tourism Facilities																

Green Building																
Trees and Shade																
Healthy Food Systems																
Energy Infrastructure																
Waste Infrastructure																
Water Supply																
Storm Water																
Wastewater																

<b>CELEBRATE OUR DIVERSE COMMUNITIES AND NEIGHBORHOODS</b>																
Certainty & Character																
Historic Districts																
Safe Neighborhoods - Police																
Safe Neighborhoods - Fire																
Safe Neighborhoods - Traffic																
Connected Neighborhoods																
Healthy Neighborhoods																
Diverse Neighborhoods																
Clean Neighborhoods																
Arts & Culture																

<b>CREATE AN EVEN MORE VIBRANT DOWNTOWN</b>																
History & Local Business																
Employers																
Downtown Housing																
Surrounding Neighborhoods																
Opportunity Sites																
Arts, Culture and Entertainment																
Transportation Infrastructure																
Open Space																

<b>BUILD THE SUSTAINABLE DESERT CITY</b>																
Desert Landscape																
Rivers, Washes and Waterways																
Redeveloped Brownfields																

## APPENDIX H

### RESOLUTION 21307

#### A RESOLUTION ADOPTING THE PHOENIX GENERAL PLAN.

WHEREAS, the Phoenix City Council adopted the Phoenix General Plan on December 5, 2001; and,

WHEREAS, the General Plan was ratified by voters on March 12, 2002; and,

WHEREAS, State law requires a city or town council to readopt an existing general plan or adopt a new general plan by July 1, 2015; and,

WHEREAS, the Planning Commission, PlanPHX Leadership Committee, village planning committees, City residents and City staff worked together to create an update to the General Plan; and,

WHEREAS, the goals and policies produced as part of the update to the General Plan have received extensive review by the general public and have been further refined to reflect public input and the need for consistency, coordination, and the needs of the City as a whole; and,

WHEREAS, a comprehensive, long-range plan that complies with Arizona statutory requirements is needed to provide a vision and sense of direction for a city; and,

WHEREAS, such a plan is also needed to provide a framework for growth, redevelopment, conservation, and infrastructure investment that will inform the decisions of residents, developers, land owners, City staff, the Planning Commission and the City Council;

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

SECTION 1. That the 2015 Phoenix General Plan dated February 19, 2015, is hereby adopted.

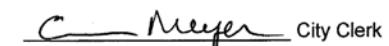
SECTION 2. That the Planning and Development Department, as the City's planning agency, with input from the village planning committees and other boards and commissions and recommendations from the Planning Commission, shall monitor, evaluate and recommend revisions to the General Plan annually, and comprehensively every ten years.

PASSED by the Council of the City of Phoenix this 4th day of March 2015.



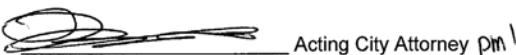
MAYOR

ATTEST:



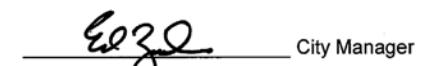
C. Meyer City Clerk

APPROVED AS TO FORM:



Acting City Attorney PM

REVIEWED BY:



E. Z. City Manager

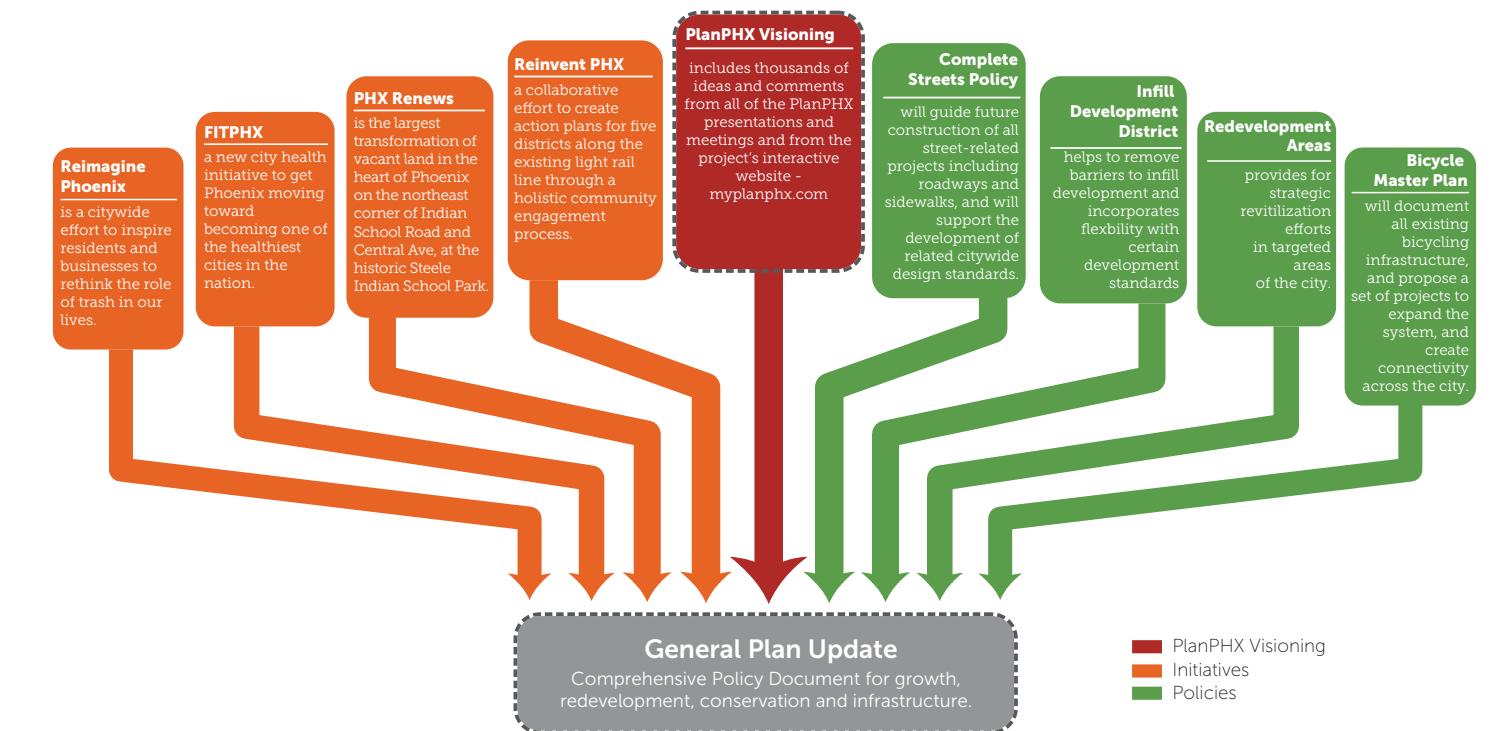
PL:tm:1170073v1, (CM#55) (Item #58) 3/4/15

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Resolution 21307

## Phoenix Projects + PlanPHX

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Phoenix will continue to be like no other city in the world—a place steeped in history, defined by its beautiful desert landscape, activated by unique neighborhoods and businesses and embodied by a pervading sense of opportunity and equity.

Phoenix will become an even greater city by building on its existing wealth of assets and by enhancing residents' opportunities to connect to these assets and each other. By becoming a more "connected" city, Phoenix residents will benefit with enhanced levels of prosperity, improved health and a thriving natural environment.

Bringing the great people and places of this flourishing desert metropolis together is what will solidify Phoenix's identity as the **Connected Oasis**.