Growth Area Element

Executive Summary

The Growth Area element is based on the Growth Strategy adopted by the City Council in 1998.

Growth Goal: The city should maintain a high quality of life and an economically healthy community.

The strategy is based on an understanding of how growth in the Phoenix metropolitan area affects the ability of Phoenix to maintain quality neighborhoods, a viable economic base and adequate revenue to support city services. Key concepts include:

Location of employment growth: **e**ncourage new employment growth in northern and west Valley targeted growth areas to provide jobs close to new regional residential growth.

Location of residential growth: encourage new housing growth in southern and southwestern targeted growth areas to support job growth in the west Valley and within existing central Phoenix employment centers.

Financial management of infrastructure: explore new infrastructure financing programs and guide growth to areas in which infrastructure can be most economically provided.

Open space and desert preservation: promote a desert lifestyle by strategically protecting and utilizing existing desert and open space areas to define the character, location and form of new development.

Infill housing: promote infill housing to support central area employment centers and maintain healthy central area communities.

Capture of public revenues: plan balanced employment, residential and commercial development to ensure Phoenix receives its fair share of regional sales tax.

Transit and transportation planning: integrate land use and transportation planning to minimize trip numbers and lengths and tus improve air quality.

Targeted growth areas: give priority to six growth areas when planning future public facilities and expanding city services.

A STRATEGIC VIEW OF GROWTH

INTRODUCTION

Since 1970, Arizona and Maricopa County have been among the fastest growing areas in the United States. A major factor has been Arizona's quality of life, including its climate, recreational opportunities and positive business climate. Even during times of national recession, Arizona and Maricopa County still experienced modest levels of growth. Although Phoenix's growth rate has been slower than that of the county, our city also has experienced rapid growth rates. During the last 30 years, Phoenix doubled its population to over a million people, an effective annual growth rate of 2.5 percent. As a result, Phoenix now encompasses over 600 square miles within its planning area, nearly one-half of which is agricultural or desert.

Long-term national forecasts of the United States economy indicate that the factors that fueled growth in Arizona over the last 30 years will continue to be factors in the future. Thus the region will grow, with Arizona, Maricopa County and Phoenix continuing to attract new employment and residents in the foreseeable future. It is estimated that Maricopa County will double its population to 5 million by 2025.

While most of the factors driving growth in Arizona are regional rather than local, our state does not have a regional planning authority. Instead, many autonomous local governments each have jurisdiction over their own specific areas and functions. For many of the regional factors driving growth, such as climate and wages, there is little that individual local governments can do to alter the impact these factors have on growth in their community. Local attempts to stop or slow growth would be like squeezing on a water balloon constraint on one side would causes a bulge elsewhere. However, this does not mean that growth will be equally distributed among these jurisdictions, or that the benefits and negative impacts of growth will be equally distributed. This also does not mean that each community does not have the ability or responsibility to manage its own growth. How each jurisdiction manages its community to respond to regional growth will determine whether the results are positive or negative. In turn, one city's decisions or lack of decisions on how to manage growth can impact other cities. Thus communities have a regional as well as a local responsibility when responding to growth issues.

The city of Phoenix recognizes that growth is a regional phenomenon for which it has a responsibility to think regionally and act locally, and hopes that other communities will do the same. This Growth Area element reflects this philosophy, based on the city's Strategic View of Growth developed in 1994 and adopted in 1998. The Strategic View of Growth includes a basic goal and six strategic growth concepts, focusing on: managing long-term employment and residential growth, encouraging infill of inner city areas, protecting Phoenix's unique desert resources, and linking economic development efforts more closely with community needs and growth goals. These concepts are intended to provide a basis for more detailed discussion of specific community programs, and how they should be managed to reflect regional growth as well as the goals of the city of Phoenix.

Strategic View of Growth

Goal 1: Growth: Maintain a high quality of life and economically healthy community.

Key concepts directing growth in all General Plan elements:

- ❑ Future employment growth within any part of the region will be closely linked to the characteristics and growth of the surrounding residential areas located within a 30 to 45-minute commute.
- ❑ Future sales tax generation will be more tightly linked to providing retail opportunities close to residential areas and employment areas.
- ❑ The ability to financially provide infrastructure will be the major constraint for residential growth located at the outer edge of the region's urban areas.
- ❑ The commute shed (area of the region where most of the people who work in an employment center live) for some existing employment centers eventually will not include residential growth areas at the urban fringe, so urban infill becomes key to employment growth of such centers.

- New residential growth areas are moving further from existing employment centers, resulting in longer commute times and vehicle miles traveled. Addressing traffic and air quality concerns will require providing new employment opportunities in fringe residential growth areas.

- The legacy of Phoenix's mountain preserves has been a major part of our city's quality of life. However, growth now has extended well beyond the existing preserve system. Preserving desert resources and character in growth areas will be critical to the quality of life in these new developing areas.

Targeted Growth Areas

To assist in implementing these strategic growth concepts, the Strategic View of Growth identifies six major target growth areas (see Figure 1).

The growth areas:

- are used as a basis by city departments to develop programs and set priorities for developing infrastructure and expanding services, such as police and fire.

- have become a key component of the Phoenix Economic Development Plan, used in the city's Community and Economic Development Department in its business expansion strategies and programs.

- are the basis for the Planning Department's area planning work program.

The following sections provide a more detailed discussion of the analysis and trends behind the strategic growth concepts, targeted growth areas, and the concepts' implementation.

Background

As the central city of the region, Phoenix has the burden of bearing a larger than proportional share of regional growth impacts. Central Phoenix has a high number of regional services such as Sky Harbor Airport and the State Capitol. Being the center of the region places Phoenix at the center of regional traffic congestion, and so the city has had to bear a high level of responsibility for major regional streets. Central Phoenix also has the highest concentration of lower-income families in the region, as well as many of the facilities that provide related services. The effects of these impacts will increase as the region grows.

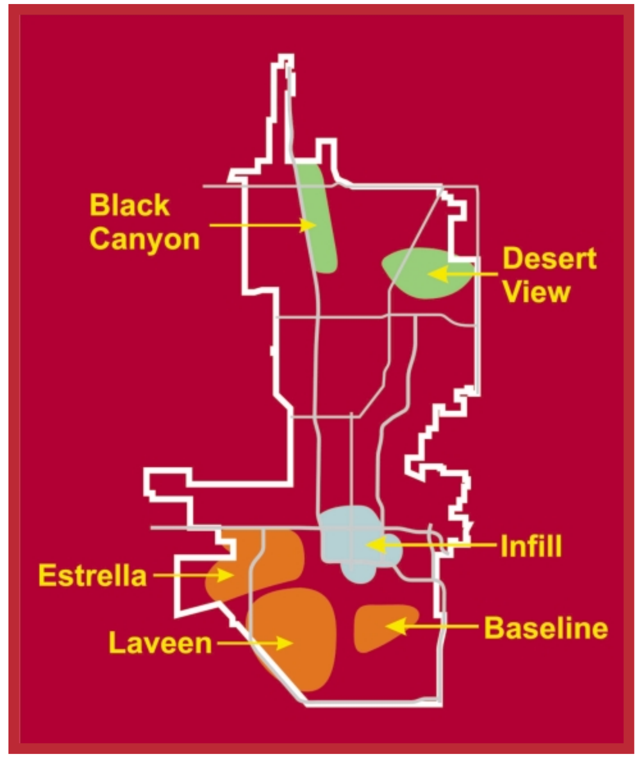

FIGURE 1

PHOENIX TARGETED GROWTH AREAS

Phoenix also has had its share of new growth, and the needs created by it. Understanding the relationship between regional growth, new growth and infill development in Phoenix, as well as the positive and negative impacts of each, is important to understanding how Phoenix should respond to future regional growth.

Resulting from this examination of growth issues was a set of strategic growth management concepts developed and presented to City Council in the summer of 1995 (see six concepts under Strategic View of Growth above). Over the next three years, these concepts provided the basis for a series of area plans and general plan amendments in various parts of the city. In each area plan, the general growth concepts were applied to that area's unique growth issues. The Strategic View of Growth, adopted by the City Council in 1998 as the city's official growth policy, is the basis for this Growth Area element.

Historical Growth Trends

Historically, Phoenix's role in the region has shifted from being the dominate city within the region, with almost all regional growth located within its city limits, to being the largest city in an even larger rapidly growing region. Phoenix's share of the region's population has slowly declined, and now more people live in the communities that surround Phoenix than live in it. However, unlike other central cities in rapidly growing regions, Phoenix is not landlocked by surrounding communities. Figure 2 illustrates population changes for Phoenix and Maricopa County between 1940 and 2000.

From 1960 to 1990, growth was relatively unimpeded by natural barriers or lack of infrastructure, and occurred randomly at the fringes of the existing urban areas. Flat deserts and farmland posed few restrictions on development, and there were only a few major freeway or arterial corridors to focus growth. Figure 3 shows the location of Valley residential growth up to 2000.

In response to new infrastructure demands created by the growth between 1960 to 1990, Phoenix financed new infrastructure construction with bonding and grants. Federal grants, such as capital grants to finance wastewater facilities, were used. A series of bond programs, from 1957 through 1984, provided major funding for new capital facilities and infrastructure necessary to support the city's growth. Figure 4 denotes the amount of funds authorized by the voters in each of the city's bond programs.

Concurrent with expansion in housing areas, employment locations also were broadened. Figure 5 denotes the locations of employment concentrations in Phoenix and nearby communities in 1964. Major employment was located primarily in central Phoenix, with some minor employment in the nearby communities of Glendale, Scottsdale, Tempe and Mesa.

In the 1970s, employment locations began to expand along transportation corridors extending in multiple directions from central Phoenix. Figure 5 also denotes the location of employment growth by the end of the 1980s. Employment had expanded to the east and west Valleys as well as around the immediate center city. Employment was located in corridors Valleywide, no longer just in central Phoenix. This is illustrated by Figure 6, which shows employment concentrations (employment per acre) for various parts of the region.

Though the highest employment concentrations are shown in central Phoenix, corridors of lower-density employment spread out from the center, with new medium-density employment centers scattered about the central area. However, during the late '80s and '90s this expansion of employment locations did not match the rate of residential growth. Though total employment growth matched residential growth, most of this employment expansion occurred within the employment centers existing at that time.

FIGURE 2

PHOENIX AND MARICOPA COUNTY POPULATION

Year	Phoenix Population	Phoenix Annual Growth Rate	Percent of County Population	Percent of County Growth	Maricopa County Population	Maricopa Annual Growth Rate
1940	65,414				186,193	
1950	106,818	5.0%	32%	28%	331,770	5.9%
1960	439,170	15.2%	66%	100%	663,510	7.2%
1970	584,303	2.9%	60%	47%	969,425	3.9%
1980	789,704	3.1%	52%	38%	1,509,262	4.5%
1990	983,403	2.2%	46%	32%	2,122,101	3.5%
1995	1,149,417	3.2%	45%	39%	2,551,765	3.8%
2000	1,321,045	3.0%	43%	34%	3,072,149	3.7%

Source: City of Phoenix Planning Department, 1995 Census, and DES 2000 Projections.

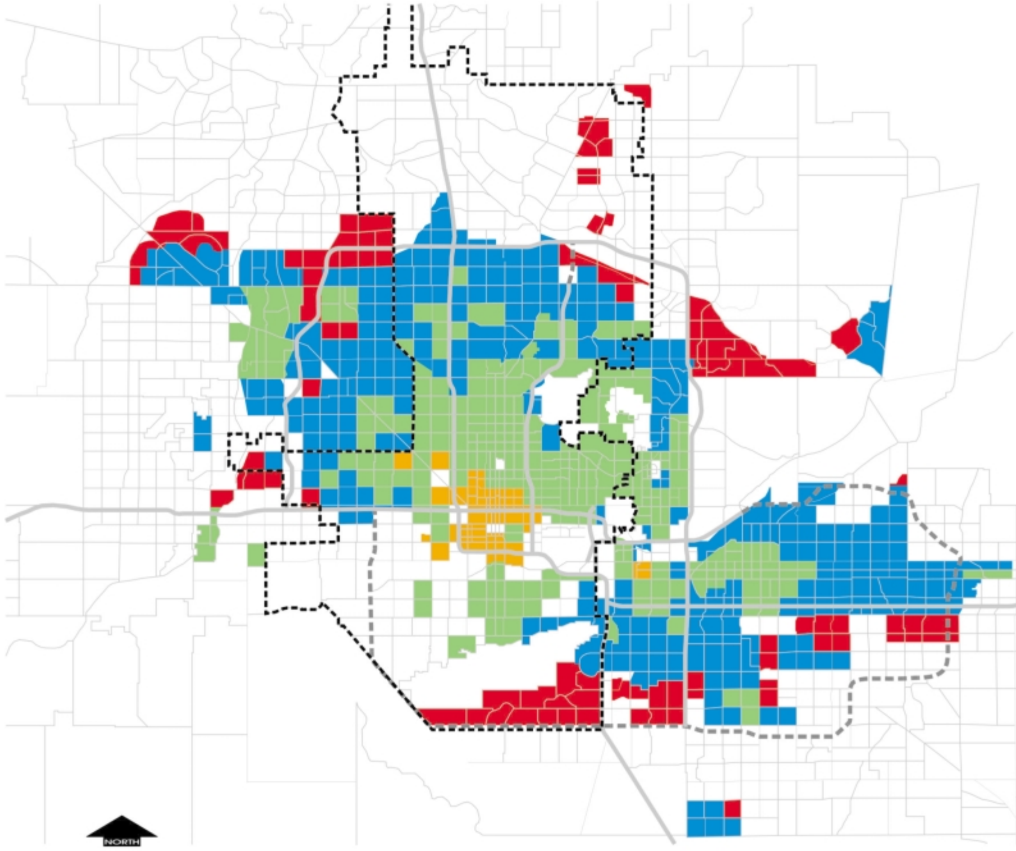

FIGURE 3

PHOENIX GROWTH BY YEAR AND LOCATION

PRE 1960
1960 - 1980
1980 - 1990
1990 - 2000
EXISTING FREEWAY
PROPOSED FREEWAY
CITY LIMIT/ PLANNING AREA

FIGURE 4

PHOENIX NON-ENTERPRISE BOND PROGRAMS

Year	Amount of Authorization
1961	103,000,000
1970	177,400,000
1973	56,500,000
1975	207,300,000
1979-83	398,590,000
1984	265,000,000
1988	528,600,000
1989	15,000,000
2001	750,000,000

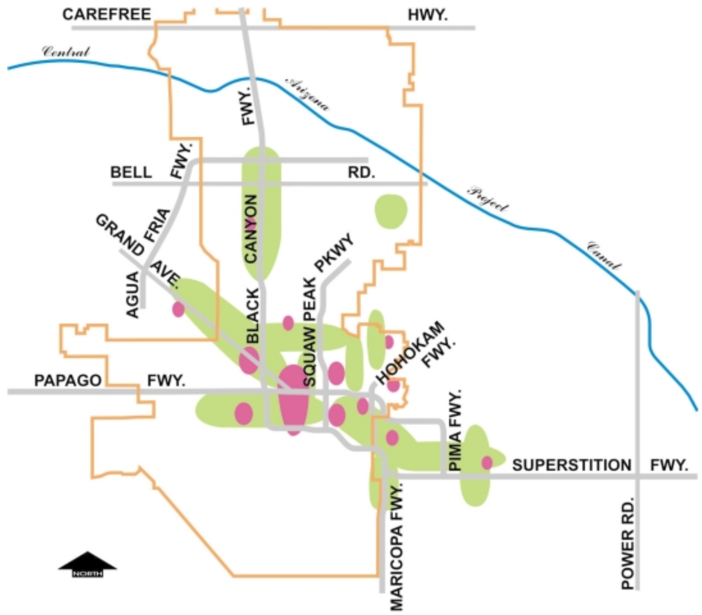

FIGURE 5

HISTORICAL LOCATIONS OF PHOENIX EMPLOYMENT GROWTH

1950 - 1970
1970 - 1990
ACCESS
CITY BOUNDARY

Even though employment areas were now located Valleywide, up until the '90s Phoenix Valley employment remained one unified labor market. Employers could attract workers who lived in any part of the Valley, because the commute time from all employment areas to all residential areas was within an acceptable time frame, generally under 45 minutes.

Changing Growth Trends

Though the economic engine and the regional factors driving it over the last 30 years are still valid today, several new trends will alter historical patterns of growth in Phoenix and the Valley:

- A decline in buildable inventory within existing urban areas
- Changes in financing of infrastructure
- Growing concern over environmental quality
- Ample inventory in older employment centers
- Slow development of new employment centers
- Changes in commute sheds
- Changes in public revenues

Financing Infrastructure

In 1988, Phoenix voters approved the largest single commitment to bonding in the city's history, over $1 billion worth of bonds to be spent over 13 years. Previously, Phoenix had used bonds primarily to fund infrastructure to meet growth. After 1988, however, most of the projects approved were for facility enhancement or construction in existing areas, targeted to improve residents' quality of life. (Although approved projects did include some facilities needed to meet growth.)

Phoenix initiated its infrastructure fee program as a new mechanism for funding facilities in growth areas. Although the program would take almost 10 years to generate significant funds, it introduced a new philosophy towards financing infrastructure in growth areas.

Existing and Future Residential Buildable Inventory

While vacant land exists in metropolitan Phoenix, in a number of areas adjacent to the built community, the inventory of land serviced by infrastructure is beginning to decline. Figure 7 shows the locations of new residential growth within the Valley between 1990 and 1999.

Although these will require some infrastructure construction and service development, within these areas the majority of basic water, streets and wastewater service is already in place. Though infrastructure costs will be higher in these areas than in the past, the majority of infrastructure expense has already been committed by the public sector through its traditional capital improvement programs. While the amount of land available for new residential development varies for different parts of the Valley, this inventory represents less than a five-year supply of land.

Figure 8 shows the four major parts of the Valley where there is a significant future potential supply of residential land: the northeast (Phoenix and Scottsdale); the north-northwest (Phoenix, Peoria and Surprise); the southwest (Phoenix, Avondale, Buckeye and Goodyear); and the southeast (Chandler and Gilbert). However, developing these areas will create a new set of growth challenges different from those that Valley communities have faced in the past.

NEW CHALLENGES
Financing Infrastructure

As shown above, the environment for financing infrastructure in metro Phoenix has undergone some radical changes in the last 10 years. In addition to a decline in federal dollars, Valley communities are now experiencing constraints on traditional means of infrastructure financing. For example, Gilbert has recently called for a moratorium on growth in an effort to get a handle on infrastructure costs. In 2001, the city of Phoenix adopted a new bond package ($753.9 million), which likely will not result in project funding until 2002. This five-year program-proposes only limited funds for infrastructure in growth areas. This, combined with the increasing need for capital replacement funds, will limit Phoenix's ability to

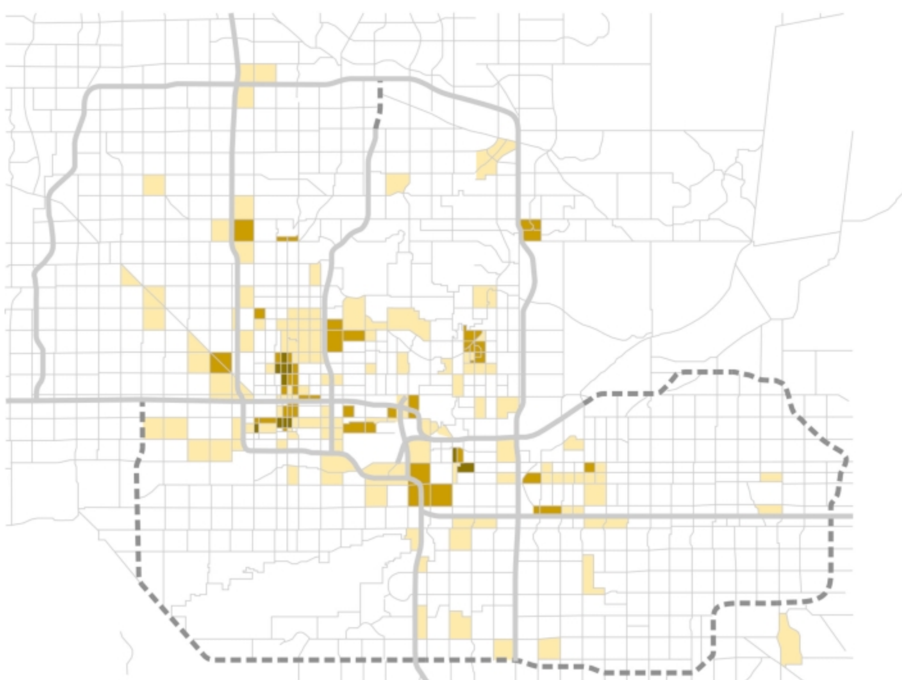

FIGURE 6

2000 ESTIMATED EMPLOYMENT DENSITY (employees/acre)

5 - 15
15 - 50
>50

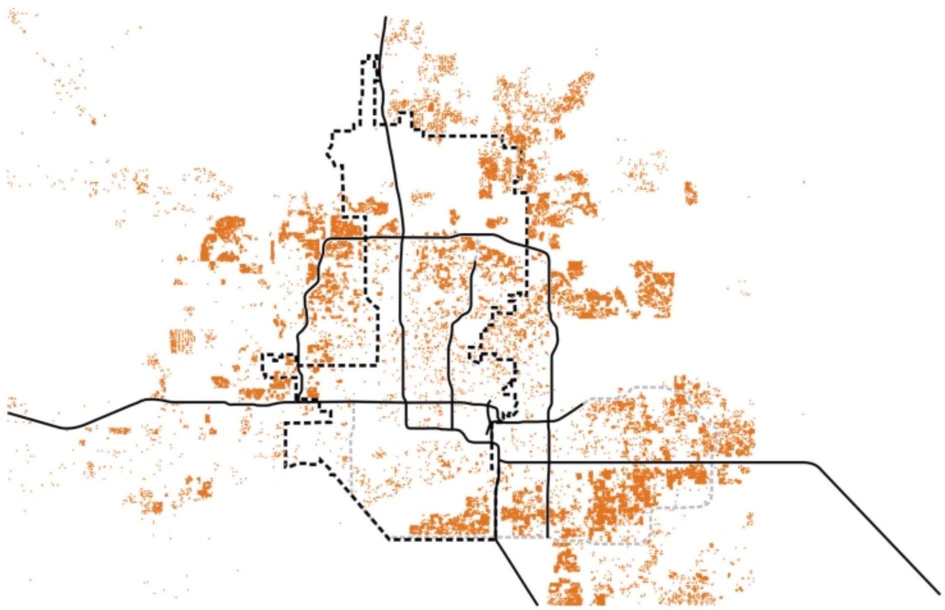

FIGURE 7

RESIDENTIAL DEVELOPMENT
1990 to 2000

NEW RESIDENTIAL 1990 - 1999
EXISTING FREEWAY
PROPOSED FREEWAY
CITY LIMIT/ PLANNING AREA

finance growth-related infrastructure as it has in the past. In preparing the 2001 bond proposal, estimates of Phoenix's needs for the next five years were three times greater than estimated bond capacity.

Anticipating the critical need for additional infrastructure funding, in 1987 Phoenix became one of the first cities in the country to implement an impact fee program requiring developers to pay for a portion of the facilities necessary to service the new homes and businesses. Although the impact fees were initially charged in peripheral areas, the program is gradually being expanded so that eventually all of the city's growth areas will be included. In some parts of the city, such as in Desert View Village, impact fees and associated repayment agreements have played a critical role in facilitating the construction of needed street, water and sewer infrastructure. Many other Arizona cities and towns have recognized the necessity of making new development "pay its way," and have begun charging impact fees, while others are currently preparing impact fee ordinances or investigating their use.

Even with impact fees, financing new infrastructure in the city of Phoenix and other Arizona communities can be a difficult task, because of the rapid growth rate and significant demand for new streets, water and sewer facilities, fire and police stations, and parks. A large portion of the impact fees collected in any given area usually are collected as the area matures and retail and commercial uses are added to service the existing residential and industrial uses. This often results in a lag of many years between the time the major infrastructure must be put in place, and the time when a large portion of impact fees are collected. Often the city and major developers seek creative financing techniques to bridge the gap. (See Cost of Development element for a more detailed discussion of Phoenix impact fees.)

Growth, Open Space and Desert Preservation

One of the factors that has attracted people to the Phoenix region is the desert lifestyle, including clear vistas of surrounding deserts and mountains, and easy access to desert open spaces, highlighted by rivers and washes crossing the Valley. For many years, the region's attitude towards growth has taken this lifestyle for granted, but this has changed. Though the attitude towards growth is still generally supportive, most Valley residents are now concerned about the effect growth is having on air quality and the Sonoran desert.

Maintaining the region's desert lifestyle will be important for future growth. It will continue to be a major reason people come to the Valley and stay. It also will be a factor in the city's efforts to attract wealth to generate businesses.

Recent local referendums and the new Growing Smarter legislation reflect a growing community desire to set aside more open space in growing areas. Through individual efforts and community projects around the region, a necklace of open spaces is beginning to take shape. Similar to the open spaces reserved around Boston over 100 years ago, Phoenix's open space has the potential to create a significant landscape feature for the region, and could be one of the defining features future generations use to describe their community and its quality of life.

Phoenix's past history for creating desert open spaces has played a critical role in the realization of this regional feature. In 1925, the city of Phoenix bought 13,000 acres of South Mountain Park from the federal government. Now 16,500 acres, South Mountain Park is part of the Phoenix Mountain Preserve System. By 1959, 1,100 acres of state-owned land were acquired to establish Papago Park. In the late 1960s, concern over development climbing up Camelback Mountain resulted in the Save Camelback Foundation, which acquired land above 1,800-foot elevation, and in 1976 the city acquired 76 acres for the Echo Canyon trailhead. The City Council began creating the Phoenix Mountain Preserve in 1971. The 248 acres originally targeted for acquisition expanded into 7,500 acres, which today include Shaw Butte, North Mountain, the

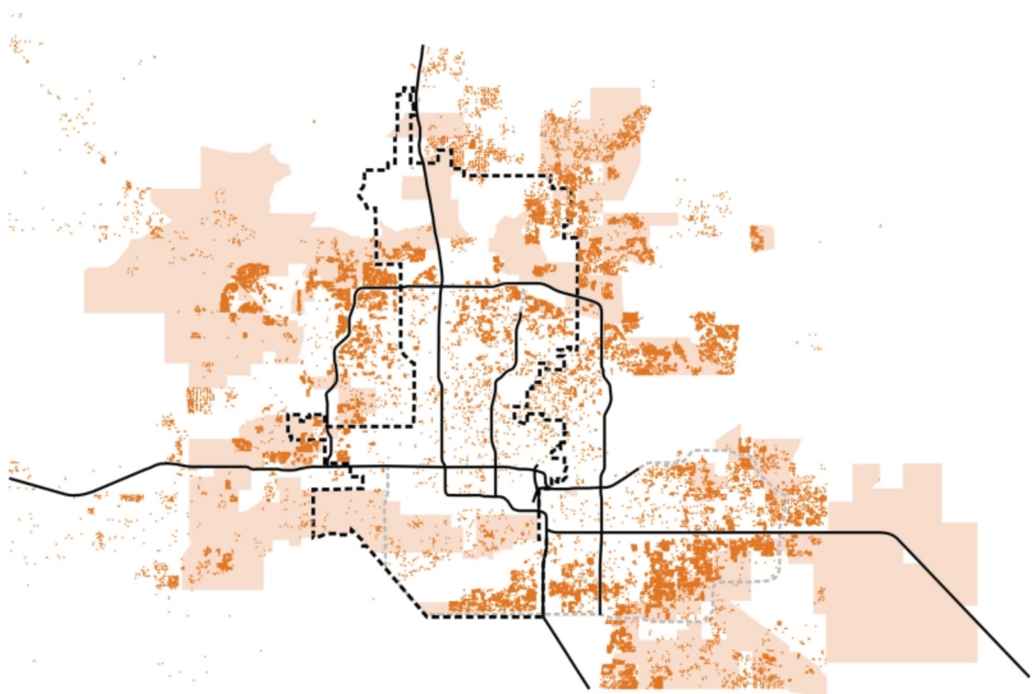

FIGURE 8

POTENTIAL AREAS of NEW RESIDENTIAL GROWTH 2020

NEW RESIDENTIAL 1990 - 1999
POTENTIAL FUTURE RESIDENTIAL
EXISTING FREEWAY
PROPOSED FREEWAY
CITY LIMIT/ PLANNING AREA

Dreamy Draw Recreation Area and Squaw Peak Summit Trail.

However, in the last 10 years, the growth of Phoenix's preserves has not matched the growth of the city. The city now has 27,000 acres of mountain preserves and desert parks, with less than 2,000 of this added since the acquisitions cited above. While the amount of open space has continually increased in acreage, the amount per capita has decreased. Phoenix needs to acquire more open space to maintain the current level per capita. These new areas will be important as the city's growth approaches more mountainous areas with more dense vegetation and wildlife.

In February of 1998, the City Council approved the Sonoran Desert Master Plan, calling for up to 25,000 acres of state-owned and private desert lands to be preserved in northern Phoenix. A city study completed in 1998 estimated that acquisition of these lands could take up to 40 years and would require a wide range of acquisition techniques. In 1999, city of Phoenix voters approved a one-tenth of a cent sales tax for 10 years, for developing new parks and acquiring desert preserves. Forty percent of this fund is dedicated to acquiring lands for the Sonoran Preserve. However, even this funding source will not be enough to acquire all lands identified as part of the preserve.

The city is also involved in other regional open space projects, including the Rio Salado Restoration Program and the Aqua Fria River restoration. Such a regional system will be important in connecting trails and in maintaining and expanding the desert life style of Phoenix and surrounding cities.

Employment Growth and Location

Though employment in Phoenix and the Valley continues to grow at healthy rates, the existing employment centers developed during the '80s and '90s will not grow in land area in the near future, because substantial zoned vacant land remains available within them for future employment opportunities.

Figure 9 provides an inventory of vacant land within the employment centers in the city of Phoenix. Most of these have sufficient inventory to accommodate employment growth for a number of years.

FIGURE 9

VACANT ACREAGE AVAILABLE FOR ADDITIONAL BASIC EMPLOYMENT IN CITY OF PHOENIX

Employment Center	Acres Vacant And Zoned Industrial	Potential Square Feet of Built Space
Ahwatukee	164	1,784,871
E. I-10 / Broadway	256	2,786,751
Camelback Core	9	1,220,551
North Central Corridor	38	6,690,816
Desert-View	756	8,229,137
Gateway Area	184	8,030,722
North Black-Canyon	1,975	21,506,225
Deer Valley Core	220	2,394,167
South Central Corridor	40	7,028,842
Kierland	31	338,135
Sky-Harbor	1,155	12,579,475
West I-10	727	7,911,803
Total	**5,555**	**80,501,494**

Source: 1999 Phoenix Planning Department, estimates of potential development and zoning entitlements of land zoned for commercial, industrial, and office uses based on review of vacant land.

Stronger Linkage Between Home and Work

Future employment growth will be linked more directly to residential growth. As the Valley has grown, the time it takes to travel from one part of it to another has increased. This is due to both an increase in the physical distance and increased congestion of freeways and arterials at peak hour. Several trends indicate that increased travel time is beginning to fragment what has historically been a unified labor market.

The first trend is that people are choosing to remain close to their workplace. Even though the Valley has grown larger, the average travel time to work in the Phoenix area, 21.6 minutes, is only slightly higher than in 1980, and remains under the United States national average in 1990 of 22.4 minutes. Also, an analysis of 1990 census data of work and residence locations for specific employment centers in Phoenix, shows that workers have begun to locate their homes closer to work.

Figures 10, 11, and 12 show an analysis of residence in relationship to work location for three such centers in Phoenix. Figure 10 shows the location of where people working in the west part of Phoenix live, and Figure 11 shows the location of where people working in the east Valley live. Both of these show a fairly high concentration of people living near where they work. Figure 12 shows where people working in the downtown area live. In this case, people working downtown are dispersed more widely. This reflects the results of recent surveys that have asked people how much time they spend commuting (Regional Trip Reduction Surveys).

Figures 13 and 14 show the results of trip reduction surveys from employees in Maricopa County. Figure 13 shows the average commute time of the employees surveyed by their place of residence. It shows that, generally, average commute times increase as the distance that people live from the Valley center increases. However, Figure 14 shows

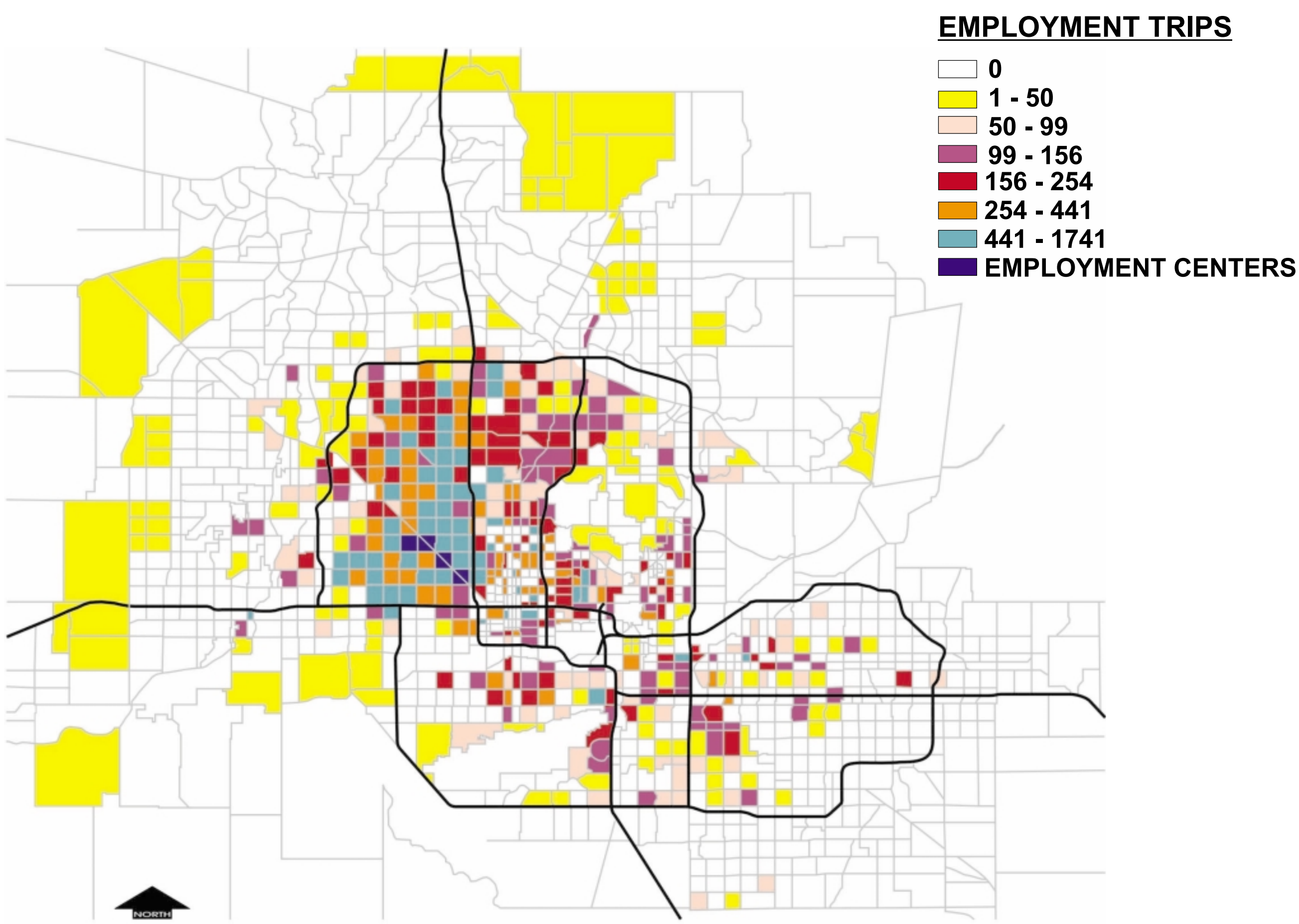

FIGURE 10

1990 PLACE OF RESIDENCE

BY WEST AREAS OF EMPLOYMENT CONCENTRATION

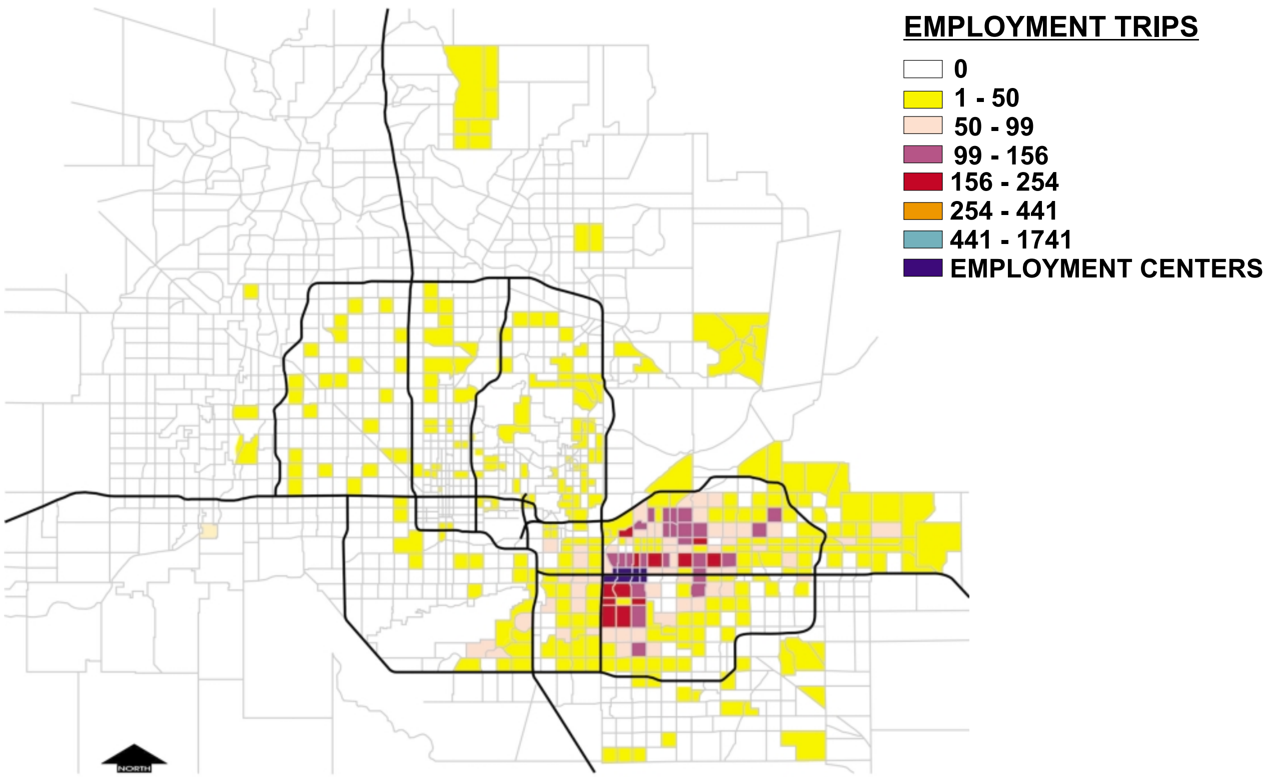

FIGURE 11

1990 PLACE OF RESIDENCE
BY EAST AREAS OF EMPLOYMENT CONCENTRATION

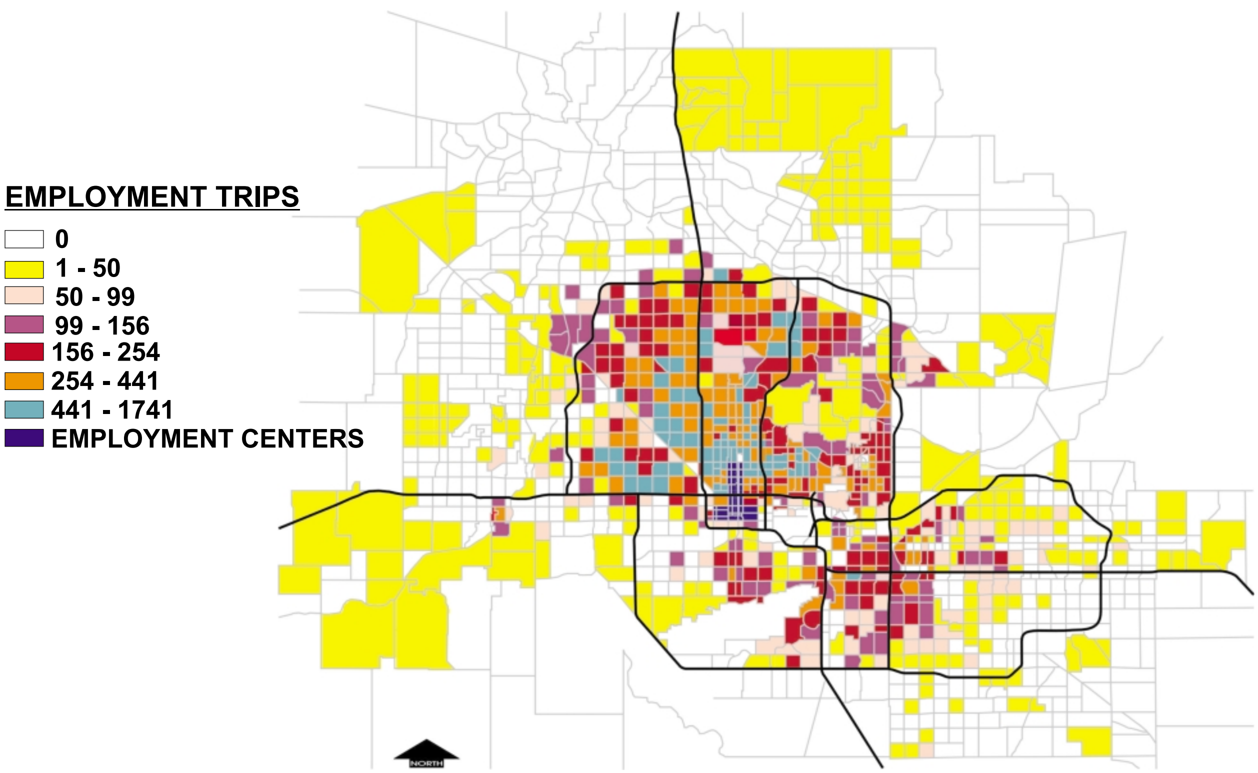

FIGURE 12

1990 PLACE OF RESIDENCE
BY CENTRAL AREAS OF EMPLOYMENT CONCENTRATION

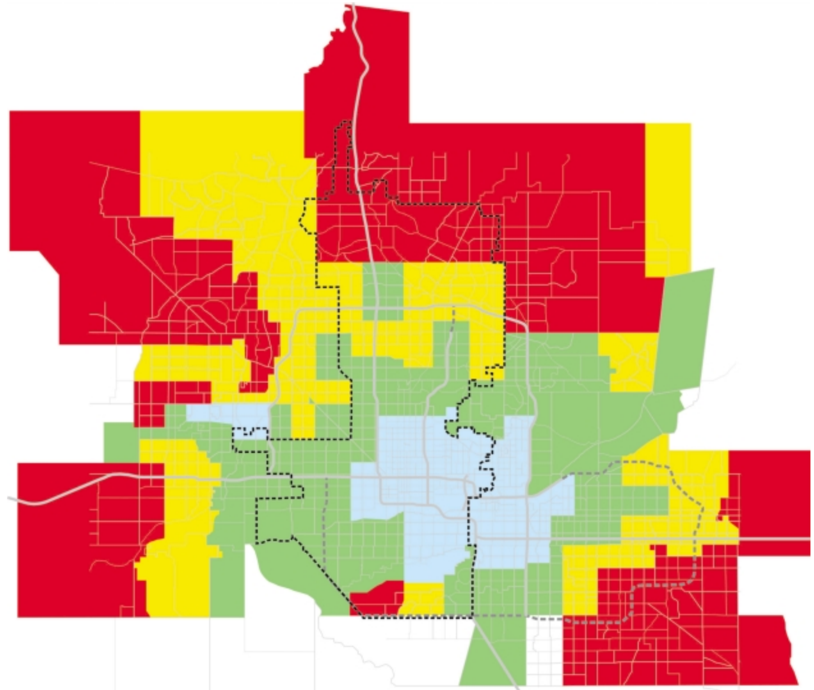

FIGURE 13

COMMUTE TIME FROM PLACE of RESIDENCE

Commute Time (Minutes)
- LESS THAN 20
- 20 - 25
- 25 - 30
- MORE THAN 30

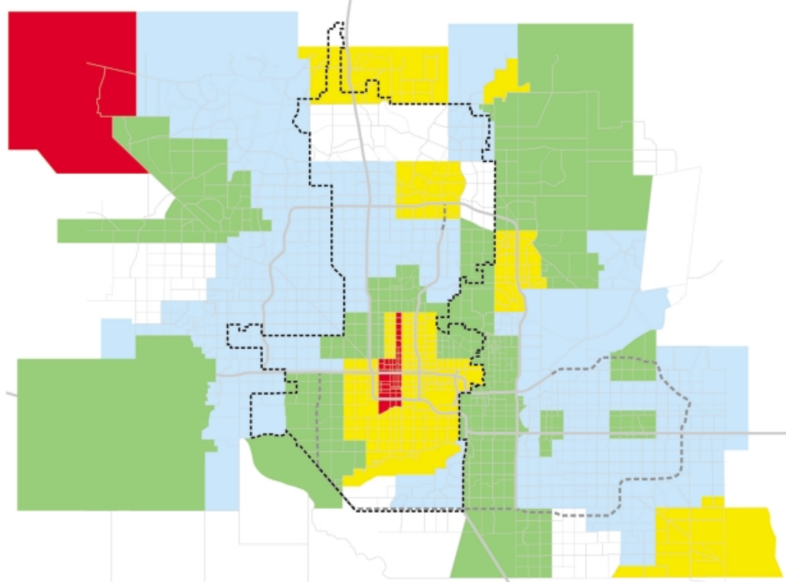

FIGURE 14

COMMUTE TIME by PLACE of WORK

Commute Time (Minutes)
- LESS THAN 20
- 20 - 25
- 25 - 30
- MORE THAN 30

the average commute time by place of work rather than where they live. Those working in the central city have an average commute time of more than 30 minutes; yet those working in areas farther from the central city have a lower average commute time.

These maps show two important concepts. 1) The central city still is drawing employees from a large part of the Valley, and these workers have accepted longer commute times. This means that the commute shed for the central city will be slightly larger than that for other employment areas. 2) Workers at businesses developing at the edges of the Valley have shorter average commute times, and thus live closer to their jobs.

The second trend is that businesses can no longer rely on the entire Valley as a source for employees. An analysis of commute times around the Valley's areas of employment concentration also shows that each employment center begins to include residential areas that are exclusively within their 30-minute commute shed. Figure 15 shows how the areas of major employment concentration in the Valley can be aggregated into six major zones of employment based on the size and location of their commute

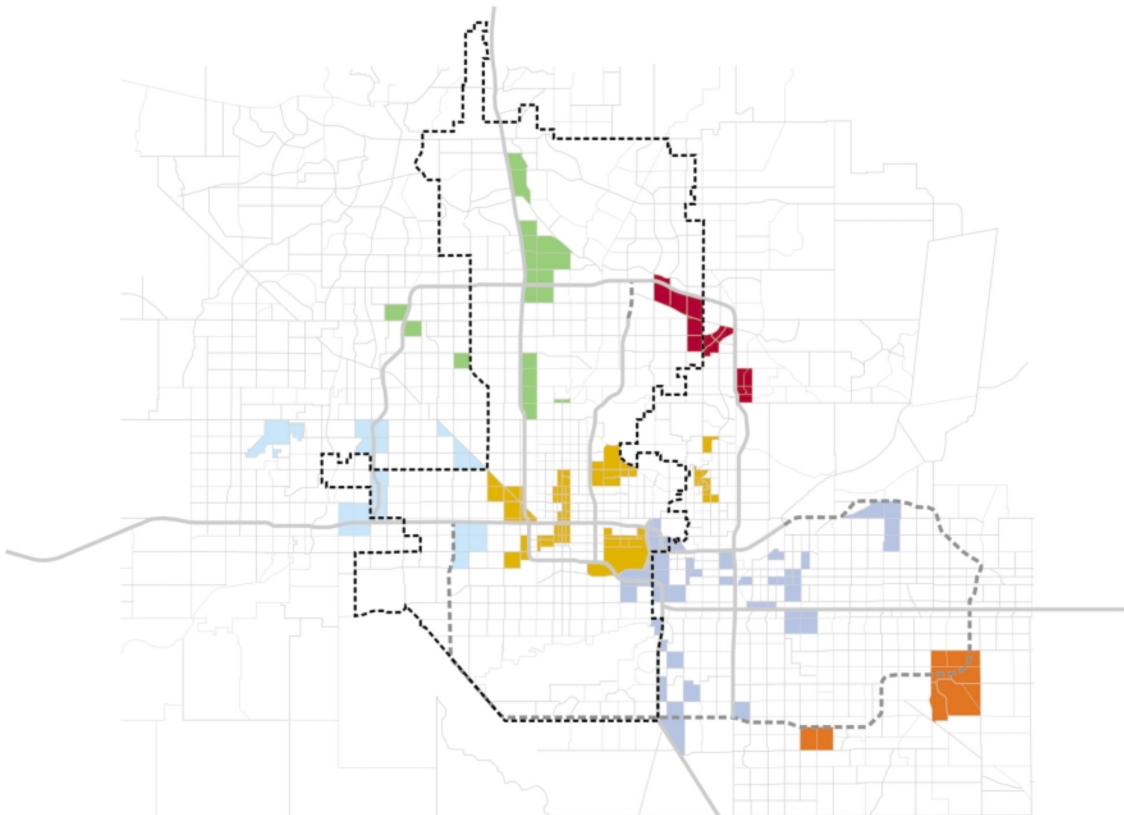

FIGURE 15

MAJOR EMPLOYMENT ZONES

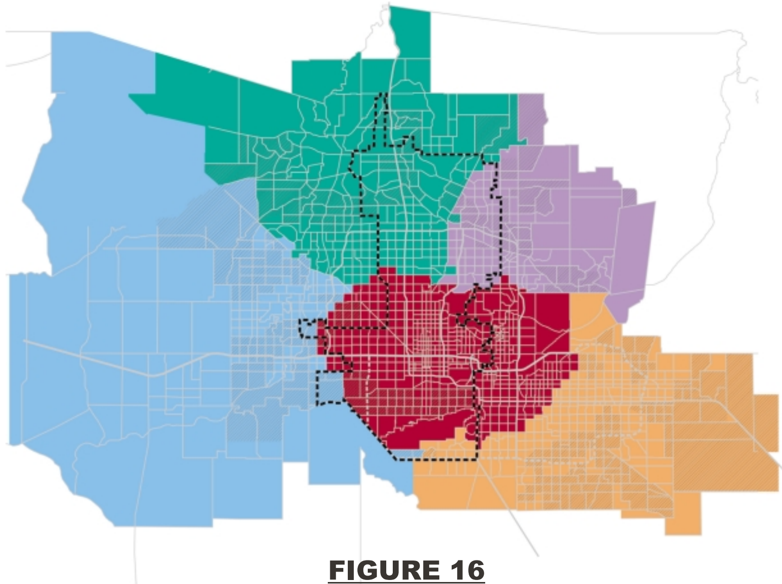

FIGURE 16

2020 METROPLEX-EMPLOYMENT ZONES COMMUTE SHEDS-BASED ON 2020 AM PEAK HOUR TRAVEL TIME

NORTH
WEST
NORTHEAST
CENTRAL
SOUTHEAST

RESIDENTIAL GROWTH
---- PLANNING AREA

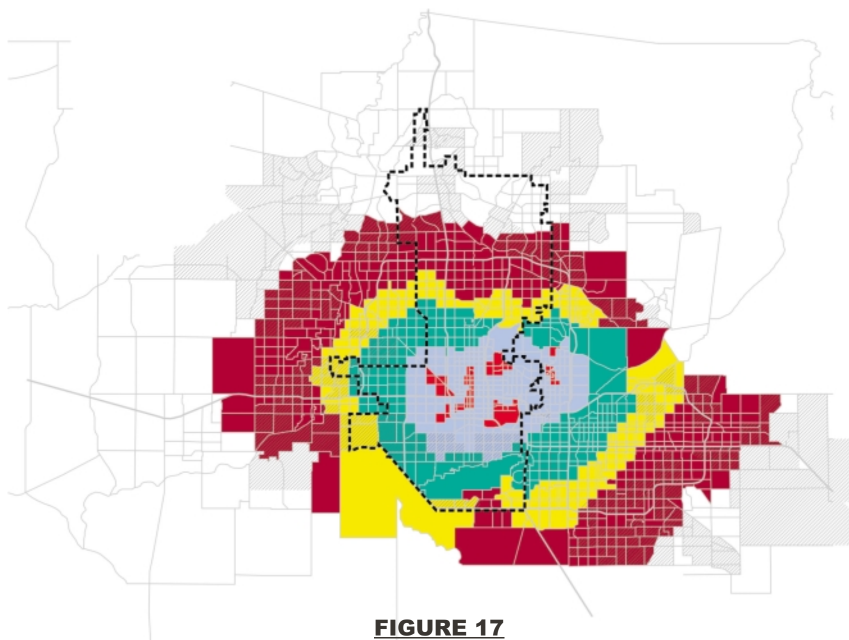

FIGURE 17

2020 CENTRAL CITY COMMUTE SHED TRAVEL TIMES

Morning
Peak Hour
Minutes

1 - 19
20 - 44
45 - 59
60 - 90

EMPLOYMENT CENTERS
POTENTIAL NEW RESIDENTIAL
---- PLANNING AREA

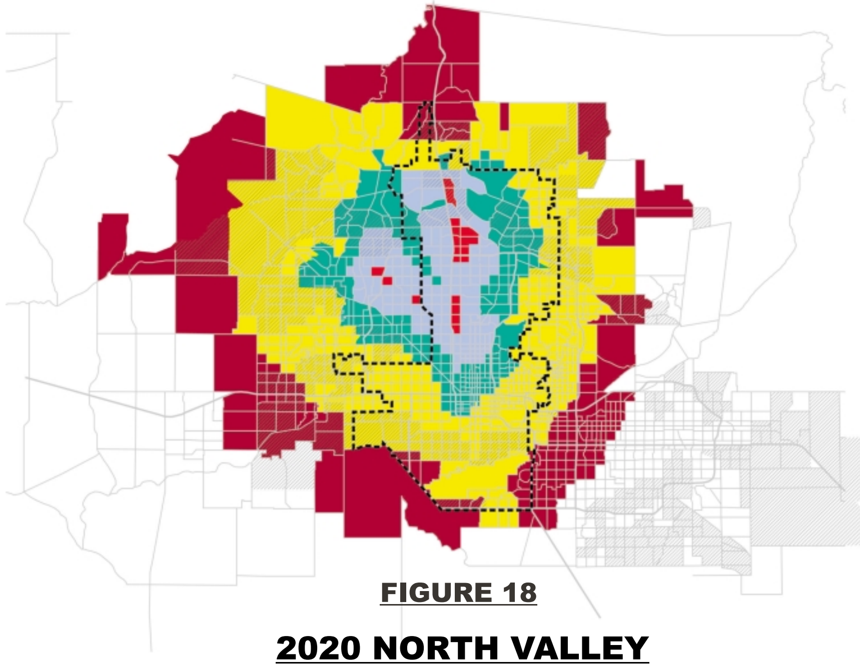

FIGURE 18

2020 NORTH VALLEY COMMUTE SHED TRAVEL TIMES

Morning Peak Hour
Minutes

- 1 - 19
- 20 - 44
- 45 - 59
- 60 - 90

- EMPLOYMENT CENTERS
- POTENTIAL NEW RESIDENTIAL
- ---- PLANNING AREA

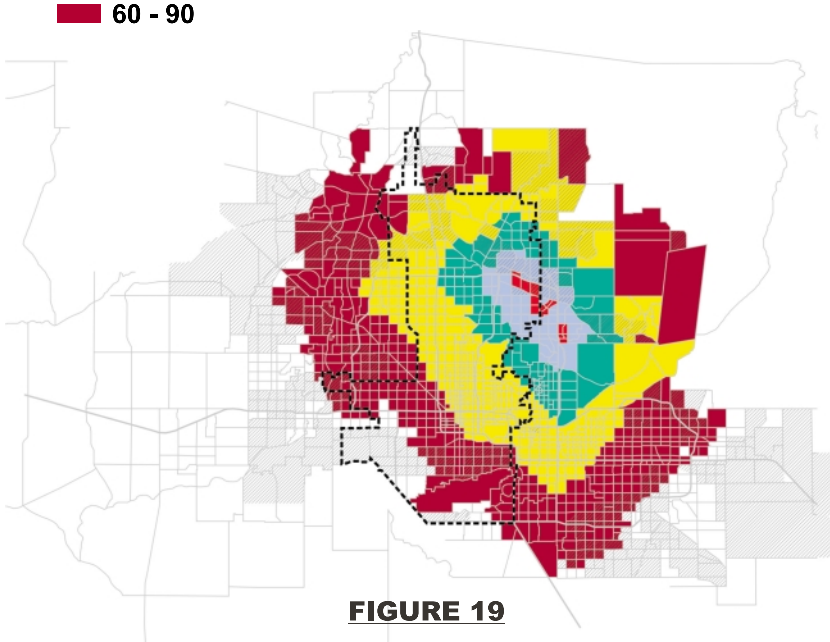

FIGURE 19

2020 NORTHEAST COMMUTE SHED TRAVEL TIMES

Morning Peak Hour
Minutes

- 1 - 19
- 20 - 44
- 45 - 59
- 60 - 90

- EMPLOYMENT CENTERS
- POTENTIAL NEW RESIDENTIAL
- ---- PLANNING AREA

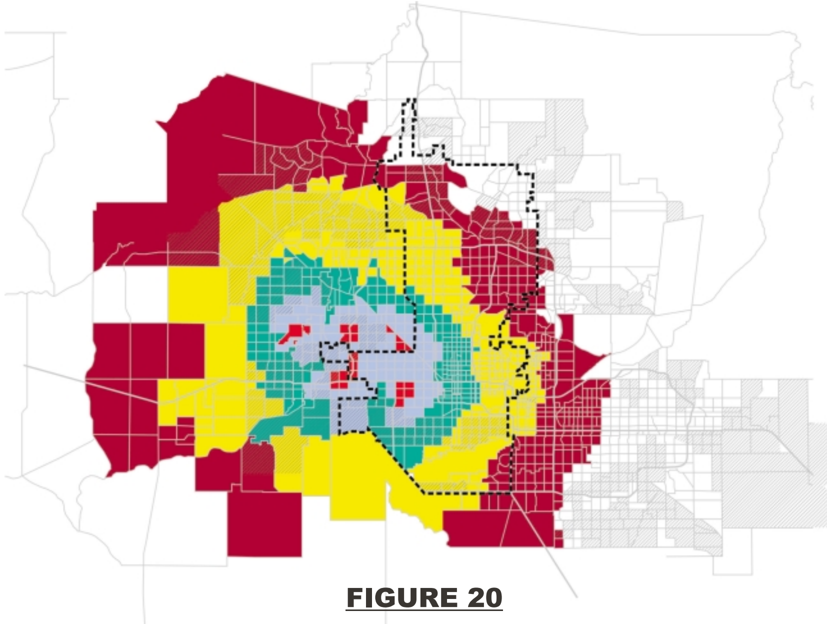

FIGURE 20

2020 WEST VALLEY
COMMUTE SHED TRAVEL TIMES

MorningPeak Hour
Minutes

1 - 19
20 - 44
45 - 59
60 - 90

EMPLOYMENT CENTERS
POTENTIAL NEW RESIDENTIAL
---- PLANNING AREA

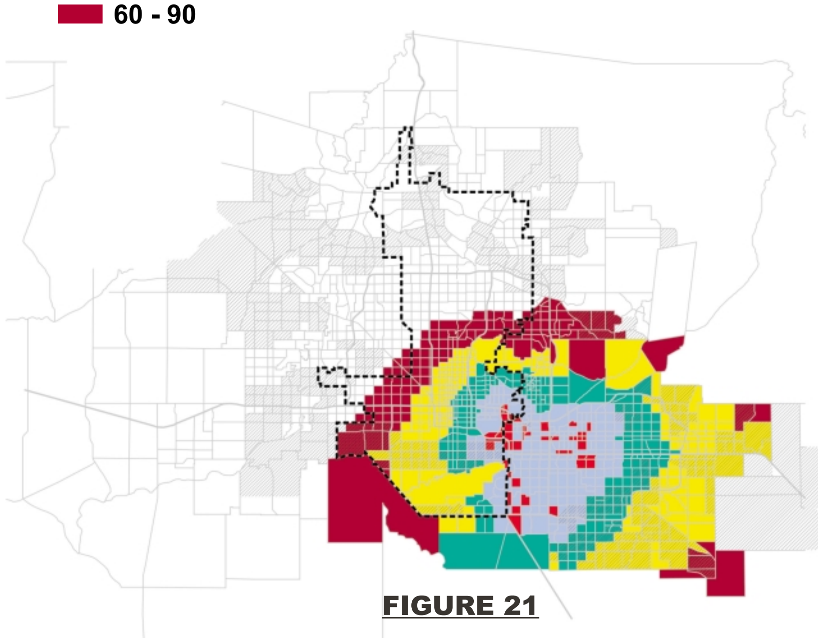

FIGURE 21

2020 EAST VALLEY
COMMUTE SHED TRAVEL TIMES

Morning Peak Hour
Minutes

1 - 19
20 - 44
45 - 59
60 - 90

EMPLOYMENT CENTERS
POTENTIAL NEW RESIDENTIAL
---- PLANNING AREA

shed. Figure 16 shows for new residential development which zone generally will be closest to it in terms of commute time. Finally, Figures 17 through 22 show the actual commute shed for each zone. Though there is some overlap between adjacent zones, the commute sheds for the east and southeast Valley overlap very little with commute sheds for the west, north and northeast. Also, the commute sheds for the northeast Valley overlap very little with the west. To some extent, all but the southeast commute sheds overlap with the central city commute shed.

Most significant, however, is the relationship of potential new residential growth to each commute shed. The shaded areas on each map show that future potential residential areas are located at the fringe of the urban areas. Each commute shed is located distinctly near its own area of new residential growth. All new potential residential areas are outside of the central city commute shed, except for those in the southwest Valley. The central zone shares these southwest residential areas with the west employment zone. Similarly, the commute sheds for three east Valley employment zones are outside all new residential areas except those within the southeast, which they share. The north and northeast zones share new residential areas to the north and northeast. Finally, the west and north zones share the new residential areas in the west and northwest.

Analysis of the labor force in each of the current commute sheds also shows some small distinctions in workers categorized by profession and industry. The work force in the east Valley commute shed has a larger percent (18 percent) of its labor force identified as professional specialist; a larger percentage employed in manufacturing (17 percent), and a larger percent with Bachelor and Graduate Professional degrees (22 percent) than the other commute sheds. Conversely, the labor force in the West I-10 commute shed has the highest percent of work force categorized as machine operators (8 percent), and the lowest percent with Bachelor and Graduate Professional degrees (17 percent). Along with the Grand Avenue commute shed work force, they share the lowest percent of the work force designating Professional Specialist as their occupation (15 percent).

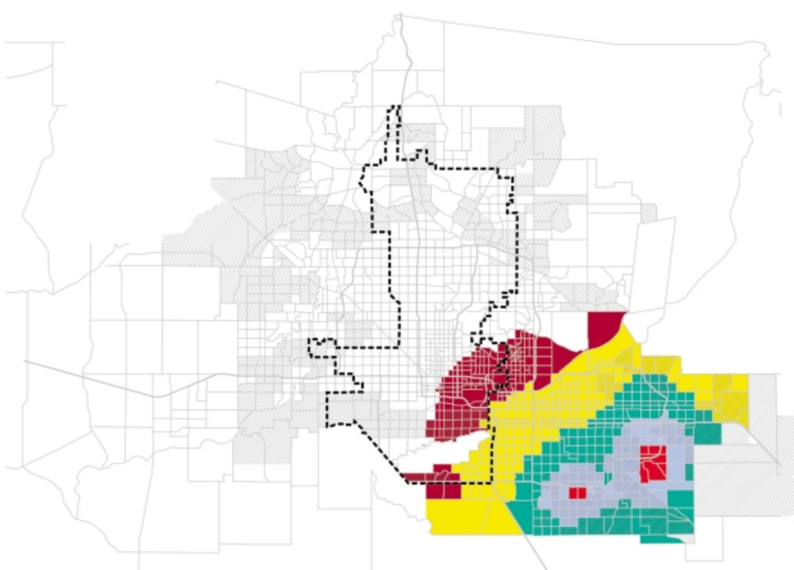

FIGURE 22

2020 SOUTHEAST VALLEY COMMUTE SHED TRAVEL TIMES

Morning Peak Hour Minutes

1 - 19	EMPLOYMENT CENTERS
20 - 44	POTENTIAL NEW RESIDENTIAL
45 - 59	---- PLANNING AREA
60 - 90	

All of these issues indicate that the relationships between jobs and housing within the Valley are changing. Over the past 20 years, most people lived within 30 to 45 minutes of most of the Valley's employment areas. Thus one could live and work almost anywhere in the Valley and still have a reasonable commute to work. However, this is changing.

As new residential construction is built further towards the periphery of the Valley, two trends likely will emerge. First, commute times (and thus vehicle miles traveled) will increase as people moving into new residential areas travel longer distances to older employment centers. Then, as travel times reach "undesirable levels" due to increased distance and traffic, typically more than 45 minutes, commute sheds likely will intensify around major employment locations. This is already beginning to occur in Phoenix, as it has in other Southern and Southwest growth cities, such as Dallas, Denver, Houston, and Los Angeles.

As commute times begin to increase and people travel longer distances to existing and new jobs in older employment centers, several responses likely will occur. First, existing businesses will reduce the size of the area that they consider to be their labor pool, to match more acceptable commute times. Second, some employers will seek locations at the fringe of the urban area as they try to locate their businesses within acceptable commute times of new employees. Third, new Valley businesses will examine the structure of the labor force within a reasonable commute distance of the various employment centers, and choose the centers with labor force structures best matching their labor needs. These trends will result in the metropolitan labor market fracturing into specific labor markets within a comfortable travel time to each employment area. This will have a profound effect on the dynamics of growth in the region.

As the commute shed phenomena solidifies, there will be implications for each distinct employment market. The markets with commute sheds having room to add new residences will be able to attract new employment. Markets with limited ability to expand their housing base may not have the opportunity to grow, since they may lack the ability to attract additional workers to their respective employment zones.

Also, there is the potential for new employment centers to develop within future residential growth areas. New and existing freeways located in the west, north and east Valley have the potential to serve new employment centers. Figure 24 shows existing and some potential areas of employment concentration within the Valley. Figure 23 shows existing and future employment centers in Phoenix. All of these areas will be closely linked to freeway locations and, in the future, more closely linked to the character of new residential growth within their commute sheds.

The quantity, character, and mix of housing within each employment center's commute shed will have a greater impact on the growth of the employment center. Residential value and quality will need to match the economic and cultural profile of the new workers. Lack of housing for future workers could hamper the growth of an employment center. The opposite is true as well. The value and type of some of the jobs being attracted will need to match the economic and skills profile of existing residents. Otherwise, existing residents will have to make long commutes or move closer to available jobs.

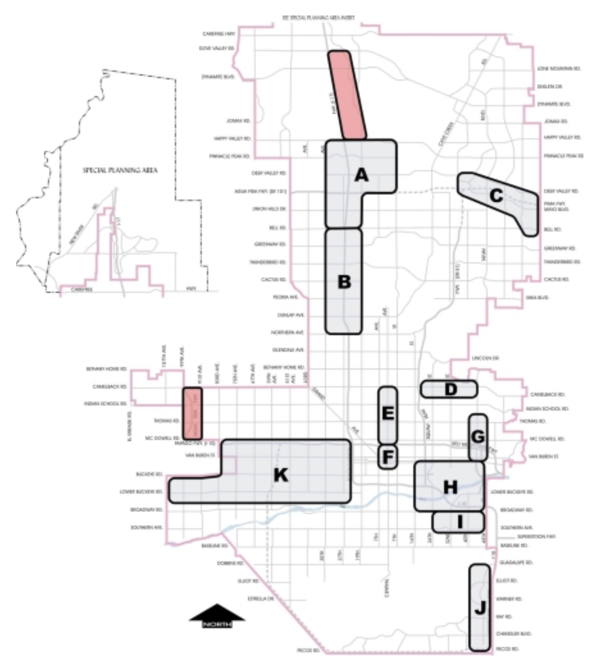

FIGURE 23

EXISTING AND POTENTIAL EMPLOYMENT CENTERS

A - DEER VALLEY
B - NORTH I-17
C - DESERT RIDGE / KIERLAND
D - CAMELBACK CORRIDOR
E - NORTH CENTRAL AVENUE
F - DOWNTOWN
G - GATEWAY
H - AIRPORT
I - SOUTH MOUNTAIN
J - AHWATUKEE / FOOTHILLS
K - SOUTHWEST PHOENIX
FUTURE EMPLOYMENT CENTERS

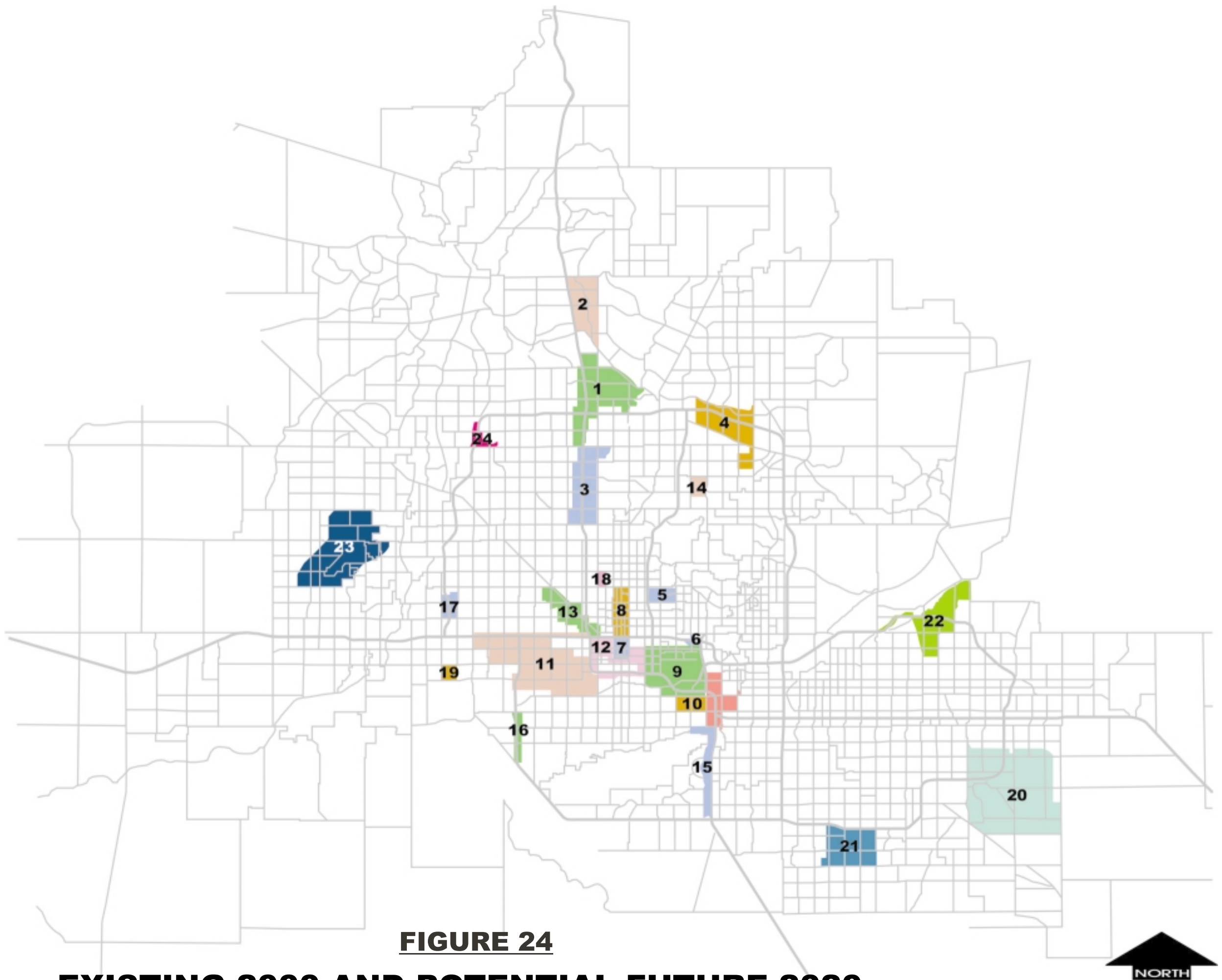

FIGURE 24

EXISTING 2000 AND POTENTIAL FUTURE 2020
PLACES OF EMPLOYMENT CONCENTRATION

1 - DEER VALLEY
2 - NORTH BLACK CANYON
3 - NORTH I-17
4 - DESERT RIDGE/KIERLAND
5 - CAMELBACK CORRIDOR
6 - GATEWAY
7 - DOWNTOWN PHOENIX
8 - NORTH CENTRAL AVENUE
9 - SKY HARBOR AIRPORT
10 - PHOENIX BROADWAY CURVE
11 - SOUTHWEST PHOENIX
12 - SOUTH CENTRAL INDUSTRIAL
13 - PHOENIX GRAND AVENUE
14 - PARADISE VALLEY MALL AREA
15 - SOUTH MOUNTAIN FOOTHILLS
16 - FUTURE SOUTH MOUNTAIN LOOP
17 - PHOENIX LOOP 101
18 - CAMELBACK/19TH AVENUE
19 - BUCKEYE/107TH AVENUE
20 - WILLIAMS AIR PARK
21 - CHANDLER AIR PARK
22 - FALCON FIELD
23 - LUKE AIR BASE
24 - ARROW HEAD CENTER

Public Service Revenues

The last area of change impacts public revenues from collecting local community sales tax. Phoenix's financial ability to provide services to its residents rests on three factors: First, basic industry, which pays city taxes on business-to-business sales. Second, the employees to whom these businesses pay salaries, part of which are spent on taxable goods. And third, where these retail sales occur employees tend to purchase taxable goods in the vicinities of where they live, work and commute.

In the past, as long as retails sales occurred in Phoenix, it did not matter in which local community employers were located or where their employees lived in relation to work. Most opportunities for retail sales were in Phoenix, within a reasonable travel time from suburban communities, and it was still attractive and easy to make these purchases in Phoenix.

As Phoenix retained a majority of the Valley's employment, the city benefited from business retail sales taxes, as well as from employees making personal retail purchases while working in Phoenix or "passing through" during their commute. As a result, even though a substantial amount of residential and employment growth was located outside of Phoenix, the city's per capital retail sales were higher than the amount of local spendable dollars available from Phoenix residents. As such, Phoenix's strategy was based on a model of a central business district with people living around it and commuting into the central area to work.

However, this has changed. Phoenix's share of per capita sales has been steadily declining, even taking into account differences in household incomes. As residential areas move farther away from central Phoenix, its central shopping opportunities become less attractive. As employment opportunities in other communities increase, and people choose to live near their work place, these people living outside Phoenix will commute to work and purchase taxable goods closer to where they live. As a result, Phoenix's share of this sales tax will also likely decline. It is important to view the three-pronged process of local sales tax collection industries; their employees; and the location where retail sales occur as a three-legged stool. In the future all three legs will be located primarily within the commute shed of Valley employment centers, instead of within a central area. Since these employment centers do not match city boundaries, the new model will be one of several stools, each with some legs in one community and some legs in other communities. How well communities plan for such a balance in their community, will determine how successful they will be in collecting sales tax proceeds from the activity in their communities.

Such trends could also be compounded by Internet sales. Though to date, Internet sales have had only a minor impact on city sales tax revenues, the fate of such sales is still unresolved. One area of rapid growth has been business-to-business Internet sales. Currently these sales are taxable, but if in the future they are exempted from sales tax or rendered difficult to collect, this could have an impact on Phoenix's sales tax revenues as well.

Strategic Adaptation to Growth

Based on these anticipated changes in growth trends, Phoenix's past strategies to facilitate employment and residential growth and finance public infrastructure and services will no longer be adequate. The communities that can respond best to these changes will fare the best financially, as well as in the ability to maintain or enhance their residents' quality of life.

Phoenix has responded by creating new economic development and planning strategies, which center around six key concepts as explained in the beginning of this element.

Using these concepts as a guide, individual city departments developed specific policies. The following discusses these growth concepts and new specific policies and how they can be used to take advantage of the positive and avoid the negative impacts of growth.

Strategic Employment Growth

The city of Phoenix has been working to increase its employment base since the mid-1980s. For example, the Community and Economic Development Department (CEDD) assists wealth-generating companies which export products or services outside of metropolitan Phoenix to locate and expand within the city. The reasoning behind this strategy is that the money generated by these companies is returned to Phoenix and circulated throughout the local economy. This inflow and circulation of otherwise unavailable money increases the overall wealth of Phoenix residents.

As residential growth continues to occur throughout the Valley, areas of new residential development will become increasingly farther from existing central employment centers. This could mean longer commute times and increased vehicle miles traveled, resulting in increased congestion and air pollution. This will be particularly true for Phoenix's northern areas. To help avert this trend, the city has promoted development of new employment centers in northern Phoenix so that commute trips from new residential areas can be shorter.

CEDD promotes employment growth through business retention and workforce development. Furthermore, the department teams with various economic development partners to increase the scope of services available to Phoenix businesses. CEDD staff can provide businesses with information about taxes, available real estate, business assistance programs, demographics, city operations, workforce recruitment and retention, and obtaining city permits. Most CEDD activities related to employment growth are focused upon wealth-generating companies.

City of Phoenix employment growth efforts are directed by the Phoenix Economic Development Plan, approved by the Phoenix City Council in 2000. This three-year plan resulted from a collaborative effort between the city of Phoenix, the Greater Phoenix Chamber of Commerce, the Downtown Phoenix Partnership, the Greater Phoenix Convention and Visitors Bureau, the Greater Phoenix Economic Council, and the Phoenix Community Alliance. It focuses upon four main goals:

- ❑ Growth in jobs, wages and number of businesses in targeted business clusters
- ❑ Growth in Phoenix residents' income
- ❑ Improvement in Phoenix quality of life
- ❑ Growth in sales tax revenues

The Economic Development Plan identifies four targeted industry clusters, or industry types, for business attraction and retention:

- ❑ Software Development and Information Technology
- ❑ Aerospace and Advanced Composites
- ❑ High Technology Electronics
- ❑ High-End Business Services

The city's diverse and distinct employment centers play a prominent role in CEDD wealth-generation efforts. Based on proactive planning efforts and market conditions, the city has identified 11 employment centers (shown in Figure 23) and focuses much of its efforts within them. By attracting new business and promoting business expansion within employment centers, the city is able to reduce commute times and reduce air pollution. Such reductions are key factors in the city's General Plan objectives to balance housing and jobs in the community's villages. Figure 24 shows 24 employment centers in the Valley, including the 11 Phoenix employment centers.

Marketing materials, or profiles, are used to market each of the city's employment centers, highlighting the advantages for a company that expands or relocates to one of the areas. Each profile includes information about historical population growth, educational institutions, transportation infrastructure, telecommunications services, major employers, workforce education levels, available real estate, quality of life, and workforce availability.

Figures 23 and 24 also illustrate two emerging employment centers in Phoenix and the Valley. The North Black Canyon Corridor and West Valley Employment Center are locations for future office development.

Strategic Residential Growth

As noted earlier in this report, residential growth will likely continue to expand farther out from current employment centers. The new residential areas will provide an expanding residential base for the west, north and east Valley commute sheds. However, until recently the central Valley had no significant new residential construction within its future commute shed. To begin promoting residential growth in these areas, the city initiated four area plans for Baseline Road, Laveen, Estrella, and Rio Montaña.

It is likely that the central Valley employment center will be outside of the commute shed of most new residential housing areas by the year 2020. Only south and southwest Phoenix have significant vacant land for new residential development within the central Valley commute shed. Historically, the south and southwest parts of Phoenix have not been active housing areas for new residential construction. These areas suffered primarily due to poor access, lack of water and drainage infrastructure, financially struggling school districts, and a generally poor public perception of the area.

Through its area planning efforts, the city began to bring southwest Phoenix landowners, residents and school officials together with developers to identify the barriers to single family development. Based on this dialogue, they have formed partnerships and plans that will overcome access, water, and drainage issues, provide the school district with new financing options for new facilities, and improve the market appeal of the area. For example, there are plans for extending infrastructure and approving thousands of residential units in new subdivisions and planned communities. The city has partnered with the Maricopa County Flood Control District to develop an area-wide drainage system, and new freeways and river crossings also are being planned for the area.

Infill Housing

Another option for providing new residential housing within the central Valley is infill development. With the lack of substantial new residential subdivisions within a comfortable travel time to the central Valley, infill housing will be increasingly important to address the housing need for an expanding labor force. In an effort to understand the barriers to infill development, in 1995 the Planning Department conducted an analysis and identified the opportunities and barriers to infill housing. Some of the barriers include the financial difficulties in developing small scattered sites surrounded by existing neighborhoods, and the poor perception of some neighborhoods by the community, financial institutions and many potential buyers.

In an effort to overcome these barriers, the city identified areas in which to promote new or redevelopment. Efforts in Neighborhood Initiative and Redevelopment areas have successfully attracted new apartment complexes and single-family development. In the last five years, apartment development in north central and east Phoenix has occurred without city assistance. Within the downtown core area, the city successfully attracted several multifamily projects since 1996. The city also has initiated an infill housing program that provides incentives (fee waivers and expedited project reviews) to developers building new single-family homes within a larger area. In 1995 and 1996, the city focused on enhanced enforcement and financial assistance, along with rezoning and free site planning work, as part of a state auction of 200 homes and 100 acres of land along Paradise Freeway. All of the homes were auctioned for home ownership, and several new single-family infill projects were started. In January of 2000, the Arizona legislature adopted provisions governing the designation of infill incentive districts. If a city decides to establish an infill incentive district, it must also adopt an infill incentive plan to encourage redevelopment in the district. The plan may include:

- ❑ Expedited zoning or rezoning procedures
- ❑ Expedited processing of plans and proposals
- ❑ Waivers of municipal fees for development activities, as long as the waivers are not funded by other development fees
- ❑ Relief from development standards

State law requires that an infill incentive area meet at least three of the following requirements:

- ❑ There is a large number of vacant older or dilapidated buildings or structures.
- ❑ There is a large number of vacant or underused parcels of property, obsolete or inappropriate lot or parcel sizes, or environmentally contaminated sites.
- ❑ There is a large number of buildings or other places where nuisances exist or occur.
- ❑ There is an absence of development and investment activity compared to other areas in the city.
- ❑ There is a high occurrence of crime.
- ❑ There is a continuing decline in population.

The opportunity to provide incentives will be important to overcoming some of the financial barriers for those trying to develop infill projects in the central city. The Land Use element, Goal 3, has policies and recommendations about adopting such infill development incentive areas in Phoenix.

Encouraging the expansion of infill opportunities will require more than just incentives. The promotion of viable infill development will involve improving and maintaining the quality of central city neighborhoods, educating central city residents about the need for infill development, and making sure new infill is compatible with existing neighborhoods. The Neighborhood element, Goal 2, discusses ensuring compatible infill development and involving neighborhood residents in infill planning. The Conservation, Rehabilitation, and Redevelopment element, Goals 2, 3 and 5, has goals and policies related to improving the quality of existing neighborhoods.

Financial Management of Infrastructure

The key to future residential development within Phoenix's growth corridors will be the availability of infrastructure. Phoenix has a head start on other Valley cities because of the city's well-established infrastructure fee program. This program already has generated funds being used for growth-related roads and parks. But this program alone will not be enough. Phoenix is also beginning to look at managing growth in a fashion that maximizes the efficiency of infrastructure development.

Phoenix coordinates land use decisions with infrastructure management. Historically, infrastructure planning responded primarily to growth trends and planned development. Now Phoenix is guiding growth in areas where it can maximize the cost effectiveness of infrastructure. In some areas, concentrating growth into defined corridors will be necessary to ensure efficient recovery of capital costs through user and development fees.

Although Phoenix has a well established infrastructure fee program, these development-based funds will not be sufficient to meet all infrastructure needs within critical time frames. The city collects development and user fees as or after development occurs. However, some infrastructure and funding for it is needed in advance, in order to meet local land use and economic goals. In the past, the city has often worked successfully with the private sector to finance such facilities. However, costs for certain facilities exceeded the private sector's ability to finance. In order to ensure efficient and timely construction of such facilities, the city will need to carefully use traditional funding sources to provide critical infrastructure early in the development of new growth areas. Such funds will be reimbursed by future infrastructure fees paid over a longer term as development occurs.

Annexing new areas into the city of Phoenix can also impact the financing of infrastructure. Understanding these financial implications should important in annexation decisions. In some cases, annexation requests may have a negative impact while, in other cases, more proactive annexation policies may be appropriate. Annexing county islands to which municipal services can be readily provided, may be important. This would allow the collection of impact fees otherwise not available. Annexations outside of targeted growth areas may increase demand for infrastructure, which could negatively impact infrastructure financing within growth areas. (See the Cost of Development element, Goals 1 and 2 for more discussion on infrastructure financing.)

Desert Preservation

Preservation of Phoenix's north Sonoran desert has become a high priority to the community and will be important in maintaining a high quality of life. Unfortunately, these desert resources exist in areas highly desirable for development. Resolving this conflict between development pressures and preservation desires is critical to both the financial health and quality of life for northern and southern parts of Phoenix. This is not a new effort Phoenix has progressively implemented a series of policies specifically addressing this issue.

Preserved natural areas provide visual and emotional relief from day to day stresses of life in the urban setting, recreation for people, and habitat for native flora and fauna. Additionally, it has been demonstrated that natural open space positively affects residential and commercial property values. These areas are defined, to some extent, by terrain features such as mountains and washes. To preserve them, policies must be established prior to development in such areas.

Recognizing this dilemma, in 1987 Phoenix adopted a plan, called the Area C & D Plan, for the northern part of the city. It called for a change in quality and design of traditional development, to preserve desirable Sonoran desert hills and flat lands, as well as the western rural character of the area.

In 1995, Phoenix adopted a Desert Preserve Concept plan, calling for the acquisition and preservation of 12,000 to 16,000 acres of Sonoran desert mountains, flat lands, and washes in north Phoenix. To implement this, Phoenix is developing an acquisition strategy in cooperation with the Arizona State Land Department.

In 1996 and 1999, Phoenix adopted a series of General Plan policies that not only further preserve desert areas, but also encourage the integration of the desert into the developed portions of the community. The goal is to both preserve desert and create a unique desert character for the area. These policies shift densities from sensitive Sonoran desert areas into areas where more concentrated development is more appropriate. They created character areas to define and preserve the rural and desert character of lower-density areas. These character areas also define the more suburban and urban areas, and how the desert can be used to enhance their form and landscape. Wash locations, vegetation quality and flooding characteristics were used to determine appropriate densities and clustering. The policies also recognize the importance of key major wash corridors in maintaining a stable regional environment. How development occurs at the edges the preserves is also addressed.

Such efforts will not be limited just to the northern growing areas. The Rio Salado Restoration Project and the Aqua Fria projects also will play an important role in maintaining the desert lifestyle of central and west Phoenix. (See the Open Space element, Goal 1 for a further discussion of desert preservation.)

Capturing Public Revenues From a Growth Economy

Recognizing the role that retail and sales tax play in Phoenix's ability to deliver public services, the city has focused on the role that retail uses and retail sales serve in community development. Areas that have been identified as being under-served by retail development have received close scrutiny. In these areas efforts have been initiated to facilitate new retail development, either through rezoning or development incentives. The city also has explored the possibilities of sales tax-sharing with adjacent communities. This would help to eliminate the aggressive competition that exists between cities as they try to attract retail development to their borders. In its long-range planning efforts, Phoenix has begun to quantify and allocate sufficient commercial sites to serve future growth. In some areas, the residential market is so lucrative that landowners would rather sell now for residential use than wait for a future commercial buyer. Phoenix should work harder to ensure that designated commercial sites remain viable for future commercial use, to prevent sites from becoming too small or being shifted to less desirable locations.

Also, the city better understands the relationship between employment location, residential growth and retail sales. The need for transportation and housing to support employment centers has shaped planning of the North Black Canyon Corridor and Desert View Village.

Transit and Transportation Planning Protecting Air Quality

Transportation and land use planning are the keys to improving our air quality. Phoenix and other Valley cities are actively pursuing both alternative modes of transportation and integrated land use in their transportation planning efforts. One example is Valley Connections, a cooperative effort among residents, the Maricopa Association of Governments, the Regional Public Transportation Authority, the Federal Transit and Highway Administrations, and the cities of Phoenix, Tempe and Mesa. The purpose of the effort is to identify feasible transit solutions to meet the Valley's future high-capacity transportation needs. One study, the Central Phoenix/East Valley Major Investment Study, analyzed possible solutions to our traffic problems and recommended a regional light rail transit system that would link central Phoenix, Tempe and Mesa. In 1999, Phoenix and Tempe voters approved a 20-year sales tax to help fund expanded transit service in Phoenix, including a light rail system. Both expanded transit service and a light rail system are being implemented. Current schedules for the light rail project call for construction beginning in 2003 and operation in 2006.Modes of travel other than cars and transit will also play a role in improving air quality. Community design to enhance pedestrian and bicycle trips that would traditionally be made by automobile, will be important. Such design will be particularly important when planning trails and more urban mixed-use areas.

Implementation of Strategic View of Growth Concepts

The strategic growth concepts are intended to guide the development of other General Plan elements, various city programs, and more detailed planning efforts. Several General Plan elements directly incorporate these concepts. The Land Use element includes goals, policies and recommendations to further location of housing and jobs in support of present and future employment centers and commute sheds and the urban village model. The inclusion of the infill program in this element also supports the continued vitality of central city employment centers. The Cost of Development element includes policy to ensure that where necessary, new development should pay the full cost of additional public facility needs. Water Resources includes policies to ensure that new development does not place an unreasonable burden on ground and surface water supplies. The elements for Environmental Planning; Conservation, Rehabilitation and Redevelopment; Open Space; and Housing include policies that provide for affordable housing, and protect general environmental quality, air and water quality, neighborhoods, scenic vistas, natural open space, mountain and other public preserves, historic areas and archaeological sites. The Circulation element includes policies and requirements to promote multi-modal forms of transportation.

Since 1995, the city has adopted six area plans that apply the Strategic View of Growth concepts to five of the six targeted growth areas referenced in this Growth Area element. The Laveen area has two area plans: Laveen covering the portion west of 27th Avenue and Rio Montaña, from Central Avenue to 27th Avenue, the river to the mountains. Each of the six area plans applies the growth concepts to the issues that are unique to each area. The following summarizes these area plans and the major Growth Strategies of each plan.

Desert Ridge, Paradise Ridge and North Land Use Plan General Plan Amendments 1995/1996

Covering the northeast part of Phoenix, this series of General Plan Amendments focused on three growth concepts: expanding employment opportunities, financing public infrastructure, and preserving desert open spaces. Issues unique to this area included:

- ❑ Expanding the Desert Ridge Core into a major regional employment center covering over 1,800 acres
- ❑ Shifting residential densities from north to south, to provide more efficient design and financing of public infrastructure
- ❑ Developing character districts to ensure that future residential development is compatible with future desert preserves, rural lifestyle and suburban desert character of the area

Baseline Area Master Plan 1996

This plan focuses on the growth concept of encouraging the development of new residential neighborhoods. Issues unique to this area included:

- ❑ Creating land use and design concepts that promote the historical mixed-use agricultural character of the area
- ❑ Improving the image of public and private spaces, particularly at the gateways and access points to the area
- ❑ Creating an overlay district to implement the Baseline Scenic Corridor and other plan goals

Laveen Plan 1998

This plan focuses on two key growth concepts for this part of Phoenix encouraging the development of new residential neighborhoods, and the financing of public infrastructure needed to support it. Issues unique to this area included:

- ❑ Identifying a Rural Development Transition Area south of Baseline Road and east of the Loop 202 (South Mountain Freeway), and preparing Rural Development Area Guidelines for determining residential densities
- ❑ Developing land use policies and design guidelines that will encourage new residential growth to be compatible with the agricultural character and natural resources of the area
- ❑ Developing financing for the water and sewer infrastructure needed to support new residential growth
- ❑ Forming partnerships to resolve the significant drainage issues in the area
Providing arterial and freeway access to the area

Rio Montaña 2000 (Western portion of South Mountain Village)

The Rio Montaña Plan was prepared for the western portion of South Mountain Village. It focuses on encouraging the development of new residential neighborhoods, rehabilitating and/or redeveloping existing deteriorated neighborhoods, and transitioning existing uses to different uses in the future. Issues unique to this area included:

- Developing land use policies and design guidelines to encourage new residential growth to be compatible with the agricultural character and natural resources of the area
- Adopting strategies to finance the water and sewer infrastructure needed to support new residential growth
- Strengthening Central Avenue commercial areas and the coreUsing parks, open space and trails to link neighborhoods and provide a village identity
- Encouraging development and redevelopment along the Rio Salado that will be compatible with the Rio Salado Habitat Restoration Project

Estrella Plan 1999

This plan focuses on two key growth concepts for this part of Phoenix, encouraging the development of new residential neighborhoods and the financing of public infrastructure needed to support this growth. Issues unique to this area included:

- Using parks, open space and trails to link neighborhoods and provide a village identity
- Encouraging development along the Rio Salado that will be compatible with the new residential character village
- Financing streets, water, sewer and drainage facilities needed to ensure timely new residential growth
- Refining the core and streetscape plans for the village

North Black Canyon Corridor Plan 1999

Covering the north and northwest parts of Phoenix, this plan focuses on three growth concepts: expanding employment opportunities, financing public infrastructure, and preserving desert open spaces. Issues unique to this area included:

- Designating a new 800 acre employment center
- Linking residential growth and employment growth
- Designating an infrastructure limit line to ensure efficient financing of public water and wastewater infrastructure, through public/private partnerships and development fees
- Designing a non-structural and environmental approach to water course management
- Integrating desert preserves and urban-suburban development