

PHOENIX GENERAL PLAN UPDATE: Transitioning to a Sustainable Future



PUBLIC HEARING DRAFT
December 2010



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PHOENIX GENERAL PLAN UPDATE

A. RESOLUTION

- TO BE INSERTED UPON ADOPTION -



B. INTRODUCTION

This General Plan is unique from previous plans in that it serves as a transition plan to a more sustainable future. It establishes a community vision, assesses the current state, presents scenarios for alternative futures if no action is taken, and establishes a structure for transition strategies. Due to the number of new concepts that are being introduced, this General Plan does not change existing goals and policies. Rather, it demonstrates how the existing goals and policies support the community vision and identifies areas where new goals and policies need to be developed. The existing goals and policies will be readopted as part of this General Plan, and then work will continue to further define the community vision statements, and develop appropriate goals and strategies to achieve them.

Many cities throughout the United States have been working to address sustainability as part of their long-range or comprehensive planning process. In order to determine best practices for the Phoenix General Plan Update, the Planning Department analyzed a number of recently adopted plans including the visual appearance of the plan, methods for public outreach and engagement, mapping techniques and subject matter. One of the most important trends was the preparation of a climate action plan (CAP) which was done by the cities of Aspen and Boulder, Colorado; Berkeley and Los Angeles, California; Chicago, Illinois; New York City, New York; and Pittsburgh, Pennsylvania. A key component of a successful CAP is an adaptation element or strategy as demonstrated in the Berkeley, Chicago and Portland plans.

In order to address sustainability, it first must be defined –

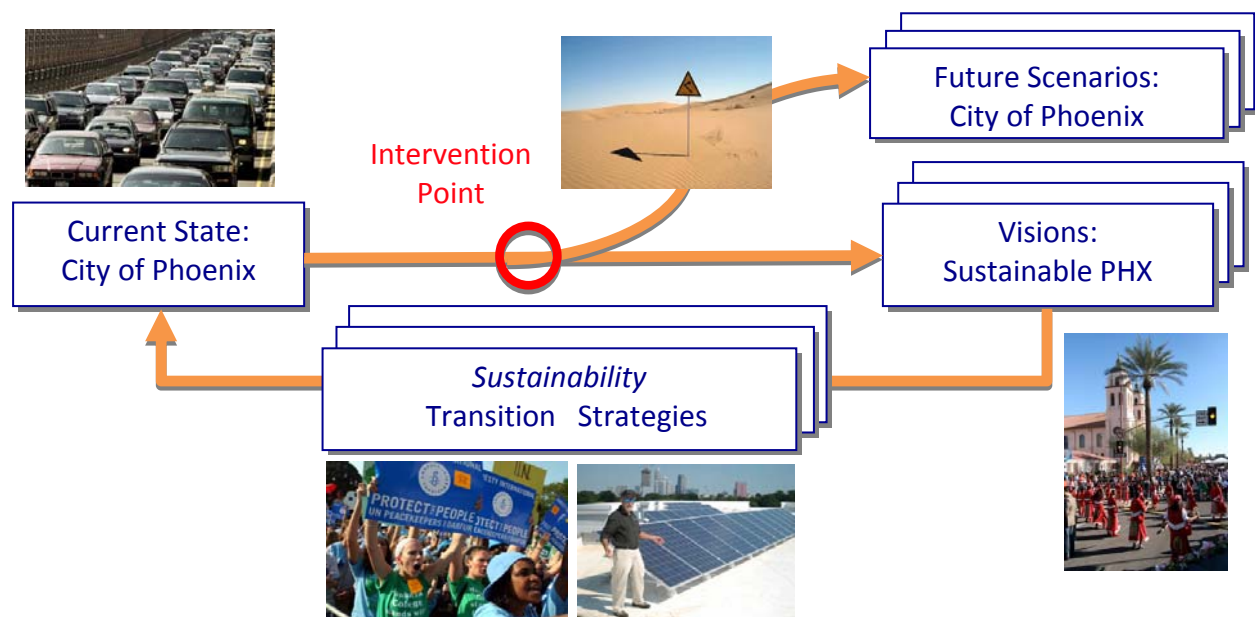
Executive Order 13514 was signed by President Obama on October 5, 2009 and includes the following definition: “sustainability” and “sustainable” mean to create and maintain conditions, under which humans and nature can exist in productive harmony, that permit fulfilling the social, economic, and other requirements of present and future generations.

Several of the best practices that were identified are being incorporated into this General Plan Update process, and the result is a significant change for the city of Phoenix. For example, many of the best plans include a community vision. Since the citizen planning committees of the mid-1970s who were responsible for the creation of the urban village model and the development of the **Phoenix Concept Plan 2000**, there has been limited public involvement in long-range planning. Instead of asking what residents desired for their future, they were asked to react to goals and policies already written. In order to find out what Phoenix residents appreciate about their city and what they want to see in the future, a series of visioning workshops were held in 2009. After summarizing and discussing the responses, the picture that emerged is a city that embraces its diversity and unique southwestern character, values strong neighborhoods and sense of community, and wants to see a more sustainable approach to growth and development as we move into the future.

In order to chart a course for the future, we must know where we are starting from. The use of indicators is another best practice which helps us to determine the state of current conditions. Indicators serve as sign posts and can provide early warning when we veer too far off course. By establishing targets for these indicators, we can also use them to monitor progress toward established goals. For the first time, this General Plan includes a series of indicators which have been carefully selected to respond to the vision statements expressed by the community.

As we have been reminded by the current economic recession which officially began in December 2007, the future is unpredictable. Communities who simply relied on past trends to guide their decision-making were caught by surprise and left with extremely limited resources and few options for responding to the financial crisis. However, those communities who were constantly scanning the horizon to identify potential change were able to respond more quickly while there were more opportunities and resources available. The process of constantly scanning the horizon is called scenario planning. Scenarios are plausible alternative futures derived from known facts and trends. They are used to anticipate surprises and actively avoid futures that are less advantageous than the desirable future envisioned by the community.

Next, strategic actions are developed to make progress towards the community vision while addressing current challenges and preventing problems in the future. By having a pool of strategic actions identified and rehearsed, communities can actively pursue their vision and respond more quickly to unexpected developments. The process of pursuing a vision, monitoring the current state, developing plausible alternative futures, and engaging the public in the decision-making process is part of a practice called anticipatory governance.



Anticipatory Governance Process



Through a unique collaboration with Drs. Arnim Wiek and Cynthia Selin and their students from the School of Sustainability at Arizona State University, the latest developments in the area of anticipatory governance have been applied to this update process. Graduate students under the leadership of Drs. Wiek and Selin worked in four teams which mirror the organization of this document. One team focused on analyzing the input from the visioning workshops to craft a vision. A second team identified community indicators which align with the vision statements and help paint a picture of where we are as a community. Another group looked at possible future scenarios. The fourth group looked at how strategies should be developed to move us forward on the right path.

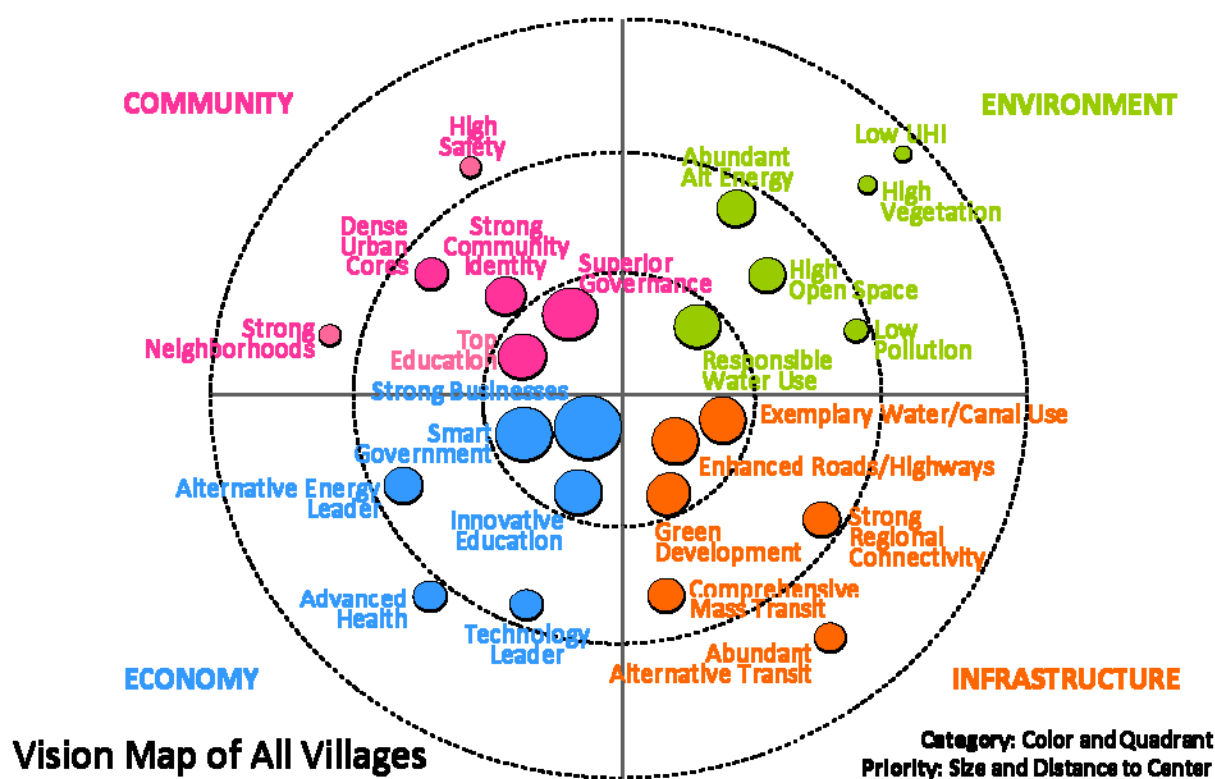
This Plan is structured according to the primary components of anticipatory governance: Vision, Current State, Scenarios and Strategies. Each of these sections is then organized according to the four focus areas of **Community**, **Economy**, **Environment** and **Infrastructure**. These areas are based on the three pillars of sustainability – equity, economy and environment – along with an area that addresses built form and infrastructure. The purpose of the focus areas is to promote interaction between related General Plan elements, and avoid silos which tend to result in duplication of effort and missed strategic opportunities.

In order to better manage the evolution from the current Phoenix General Plan to this new plan, the update process is being broken into two phases. The first phase consists of a transition document which compares the goals and policies from the current General Plan to the vision statements from the community. This comparison will show whether current goals and policies support or conflict with these vision statements, and also identify gaps where new goals and policies need to be developed. These results will serve as the basis for a work program which will be implemented during phase two. The work program will also include identifying and/or developing additional community indicators which will be used to document the current state, and developing the strategies needed to achieve our collective vision.

C. TRANSITION PLAN

1. Vision

Community engagement for the General Plan Update was initiated in October 2009 when visioning workshops were hosted by all 15 village planning committees. At the first series of workshops, the community was asked “What do you value most about Phoenix?” This question elicited 3,713 comments which were posted on a dedicated webpage created specifically for this project (www.phoenix.gov/planphx). At the second series of visioning workshops, the attendees were asked “Imagine Phoenix as the best it can be in 2050; what do you see?” This second series of workshops resulted in 3,246 comments.



The raw input from the visioning workshops was analyzed, as shown above, to determine what issues were important to the community. The largest circles were given the highest priority by participants, and the distance from the center shows how much agreement there was among all villages. This analysis led to another workshop which was conducted on March 6, 2010 and attended by over 100 community members. The workshop was documented in a video posted on [YouTube](#).



The purpose of the March workshop was to focus on six important areas that were identified by the community, but which could possibly conflict with each other. Participants were assigned to one of the following groups and asked to identify ways to resolve the potential conflict and create a stronger community vision: Responsible Water Use, Vibrant Urban Core, Comprehensive Mass Transit, Enhanced Roads and Highways, High Vegetation and High Open Space. Each group shared the strategies they had developed to resolve conflicts, such as only using low water use plants, and how that changed their assigned vision. This work became part of the input for the narratives which follow.

The following vision is based in its entirety on vision statements and inputs elicited from the residents of the city of Phoenix. Residents were asked to imagine the best version of Phoenix in 2050 – the city of our children and grandchildren: ***How do they live in our city?***

Our vibrant **Community** enables a high quality of life for all residents in 2050.

All Phoenix neighborhoods have a unique sense of place created by memorable locations and community events. Yet, careful adaptation and innovation account for new values and preferences emerging in our multi-faceted community. Phoenix's neighborhoods demonstrate respect for their individual character by preserving and innovating in thoughtful ways. Strong community identity does not only tolerate, but celebrates diversity of history, culture, ethnicity, social background, and lifestyle. Revitalized historic neighborhoods, in concert with other vibrant neighborhoods, provide diverse and rich opportunities to experience arts and culture for all segments of the population, including art galleries, public art, museums, exhibitions, theaters, and concerts.

Many neighborhoods are dense and compact, in particular Downtown and the village cores. This allows efficient use of public resources to create attractive public transportation options, shade infrastructure, and high walkability. All neighborhoods are complete communities with

WHAT COMMUNITY MEMBERS SAID -

- mix of new and old historic residential and commercial buildings
- embraces its multi-cultural and multi-ethnic identity
- arts is part of the culture for all segments of the population
- high density in central Phoenix
- village cores are focus for density
- Phoenix is the leader in open governance
- Regional collaboration instead of direct competition
- Values of respect and responsibility are widespread
- Phoenix is leader in community involvement
- 100% voter turnout for elections
- Knowing neighbors in a priority (strong community involvement, GAIN, city support of block watch)
- Crime prevention programs are a priority
- Creative way to border communities (no block walls)
- High levels of educational opportunities



housing, small businesses, and easy access to services like schools, other educational opportunities, parks, medical care, while minimizing commute times.

Collective governance efforts enhance local programs and policies to create a true community of choice. Phoenix is also recognized as being a strong partner, rather than a direct competitor, in regional initiatives and plans. Open and inclusive governance provides equal rights and responsibilities (what can we do for our city) and is representative of and responsive to all residents. Civic responsibility is a widely practiced virtue resulting in very high voter turnout for elections, public participation in local decision-making and self-organized community services. Citizens acknowledge the privilege to live in Phoenix and contribute to maintaining its high quality of life.

Strong collective governance results in a “culture of safety” (as opposed to a previously dominant culture of fear). Our strong community avoids isolation, marginalization, and separation. We care for and support each other, and participate and volunteer regularly in community activities. Law enforcement is complemented by personal and community responsibility to create a sense of safety and livability.

Phoenix is a leader in education, from early education to lifelong learning. The previously high dropout rate of high school students is now very low (less than 10%) due to ambitious and innovative young teachers. A broad variety of higher education opportunities are offered to all citizens.

Our urban [Economy](#) is robust, diverse, and stable in 2050.

Phoenix has a balanced mix of global, regional, and local businesses from diverse economic sectors. This creates a robust urban economy that is still functioning in times of national or global economic decline. Significant insights into the downside of an unbalanced economy have been gained from the economic recession of 2007-2009 and fostered the development of medical research and development, health services, education, energy, and construction as a key component of a diverse and synergistic urban economic structure.

The unemployment rate is very low. Regional and local businesses are part of each neighborhood (small scale stores, personal services, etc.), creating a sense of ownership and providing easy access to products and services. This produces diverse employment



opportunities distributed throughout the city. Phoenix is an attractive business hub due to excellent educational opportunities and high quality of life.

Being a leader in education at all levels supports all branches of the economy with a highly educated workforce, stimulates social and technological innovations, and makes Phoenix an attractive business and investment location.

Driven by its strongest regional asset, the sun, Phoenix has become a green economy leader. In particular, an integrated solar industry cluster provides all solar services from panel production to installation for commercial and residential applications. It is the flagship of a world-renowned hub for the research, development and manufacturing of renewable energy, clean technologies, and highly efficient water technologies. Phoenix has successfully rebranded its business image as *the city of the sun*.

Over more than 25 years, the traditionally dominant construction sector in Phoenix has completed a transition from a focus on quantity to quality with highly innovative, durable, and locally adapted development. Development incorporates water and energy conservation practices as well as community-oriented urban planning concepts to preserve, revitalize and innovate our neighborhoods. Considerable reforms of building regulations and educational standards have enabled and fostered this transition.

The city government supports business efforts by facilitating transparent, responsible, and efficient government spending. This has been enabled by diversifying the tax revenue base, which no longer predominantly relies on sales taxes. Incentives are provided for businesses when they generate *added value* for the city and its citizens. Flexible and integrated administrative structures, public-private partnerships, as well as regional economic cooperation have led to a strong entrepreneurial spirit across the city that easily transcends spatial and governmental boundaries.

WHAT COMMUNITY MEMBERS SAID –

- Leader in balanced (diversified) economy
- 40,000 new biomed/med school jobs are created...
- Phoenix is national center for green industries
- Neighborhood friendly economics (neighborhood scale - services, small markets)
- High and diverse employment opportunities
- Industry moves to Phoenix because of education
- Quality of life attracts quality employers
- Leader in the country/world in solar technology



Our natural **Environment** is healthy and broadly appreciated in 2050.

Phoenix is renowned for its high environmental quality, its unique desert landscape with mountain preserves and abundance of sunshine, which combine for a matchless natural setting. A significant shift has occurred over the last decades as citizens became fully aware and appreciative of the city's natural beauty, delicate desert ecosystem, and outdoor lifestyle. Preserving and celebrating Phoenix's natural assets is now a vital part of creating a high quality of life and solidifying the city's identity as a unique desert city.

Based on broad public engagement, the city administration has fostered sustainable land-use planning and practices that balance open space areas with quality infill development. Smart densification in various urban areas (Downtown and village cores) allows for high accessibility of parks and desert environments as well as efficient use of natural resources. A patchwork of open spaces, including parks, preserves, canals, and recreation areas, connected via a continuous trail network allow for a broad variety of outdoor leisure activities.

Being a leader in green economy and smart life-styles, Phoenix has minimized its emissions resulting in high air, water, and ecosystems quality and an overall low carbon footprint. Cost-efficient and low-impact development takes place within the city boundaries and integrates renewable energy and highly efficient water technologies.

Gardening and urban agriculture for local food production as demanded by large parts of the population is an integrated component of the urban land-use system. An abundance of desert trees and vegetation line the city streets and dapple commercial and residential landscapes. The city has achieved high coverage of desert vegetation with selected areas of more lush vegetation.

WHAT COMMUNITY MEMBERS SAID -

- Phoenix is energy innovation leader
- We have adopted comprehensive water conservation practices
- Leader in the country/world in solar technology
- All new buildings are LEED certified
- More diverse income sources for city (less reliance on sales tax, fee, etc.)
- Incentives are available to create sustainable development
- Coordination among local and regional entities
- All new residential buildings required to meet green standards
- Model city for green/sustainable development
- Pro-active government
- Canals are attractive, well used, & focal point of development
- Canals are critical; integrated into development and transit
- Less evaporation from pools, canals and agricultural uses
- Embracement of our desert environment
- Preserve the preserves



The combination of high vegetation coverage with the use of environmentally sensitive construction material, results in a low urban heat island effect. Additional shading structures invite citizens to take full advantage of the options for outdoor activities, including walking, biking, hiking, and other recreational activities within the city.

In conjunction with being rebranded as “the city of the sun”, the city has successfully shifted perceptions and usage of its precious water resources. Responsible water use is based on a mixture of conservation, world-leading water technologies, and conscious planning and decisions for how available water resources should be used. Water is omnipresent in the city, yet, it is very differently used than forty years ago. Instead of signaling abundance of water, the urban environment demonstrates smart and conscious usage of water where it is of highest benefit for the majority of the population.

Our connected **Infrastructure** is of high quality and efficiency in 2050.

Phoenix’s housing infrastructure has greatly benefited from the transformation of the construction sector and the rise of renewable energy. Smart urban development has linked housing, mobility, water, and energy infrastructure in ways that led to energy-efficient, community-oriented, and beautiful neighborhoods. Examples are the many mixed-use projects located within one-half mile of the METRO light rail stations. All new residential buildings meet green standards, such as achieving LEED Certification, and retrofitting programs have increased the energy efficiency of most other buildings. The government has supported these efforts through sustainable urban planning and incentive programs.

One of Phoenix’s great assets, its canal system, has been revitalized and is now composed of well-connected trails, recreation areas, parks, and living spaces. The canals are frequently visited as local businesses, restaurants, and entertainment options are offered along the shaded promenades. At the same time, smart water technologies and environmental awareness enable efficient and responsible water use.

WHAT COMMUNITY MEMBERS SAID –

- Abundance of affordable convenient mass transportation options
- Light rail connection to airport
- Multi-modal transportation (get anywhere in the city)
- More connective public transportation to surrounding cities
- High speed connection to major cities...
- Very bike-friendly community (more bike lanes)
- 30% of all trips are made by other than personal autos
- Abundance of well shaded pedestrian paths
- Phoenix has city-wide wifi
- Zero net energy homes
- Standards for sustainable development
- Model city for green/sustainable development



Phoenix is able to offer to all citizens a variety of transportation options to ensure local, regional, national, and international mobility. Connection to air travel is made easy by public transit options. There is a dense local and regional public transit system primarily based on a high speed railway, light rail system, bus service and transit center locations. Car mobility and public transit complement each other and are organized with highest efficiency. Both highways and railway systems have good regional (Wickenburg to Queen Creek) and interregional connectivity (Phoenix to San Diego and Las Vegas). The infrastructure for bicycles and pedestrians is extensive and well shaded encouraging all citizens to incorporate functional fitness as they move throughout their day.

Parking lots with permeable surfaces are available at selected public hubs of the city. The robust public transit system led to a reduction of city-wide vehicle miles travelled and surface lots devoted exclusively to parking, allowing these areas to be used for community gathering spaces. Some lots have been developed with underground and vertical parking wrapped with residential and ground floor retail.

Phoenix offers publicly accessible wireless communication technologies supporting residents, businesses, telecommuters, governance, and community services. The city ensures that essential public facilities and services such as libraries, community centers, police, and fire are easily accessible and have adequate resources to meet the needs of the community.

The city administration has taken an exemplary lead in transforming its infrastructure in a sustainable way. All public buildings comply with the highest green building standards (zero-energy, zero-waste, sustainable landscaping) and integrate regenerative energy and highly efficient water technologies. The city has led by example, which has stimulated similar transformations by businesses and citizens.

Investment decisions related to infrastructure are being made strategically in order to further the City's community, economic, and environmental goals in an integrated way.

2. Current State

Just as a physician checks vital signs to determine the health of a patient and diagnose areas that must be corrected in order to achieve optimal health, community indicators tell a story about the health of Phoenix and help us see where we need to focus our efforts. Community indicators have been identified for each of the four focus areas of **Community**, **Economy**, **Environment** and **Infrastructure**. This is the story of where we begin our journey.

Community is a group of interdependent people who share a common geographic location and interact together to create a sense of place while fulfilling common needs. The city of Phoenix is comprised of many unique neighborhoods and businesses. Twentieth Century development patterns have created challenges for community cohesion because of a geographic area of 519 square miles, reliance on the automobile, separation of land uses, and a disassociation from the natural environment.

Public engagement is an imperative part of the community's role in superior governance. There are currently 1,054 Neighborhood Associations registered with the city of Phoenix. According to the 2008 City of Phoenix Community Attitude Survey, 88 percent of citizens are satisfied with the provision of city services.

Coordination across departments is a way of allowing government to be more innovative and efficient. There are currently 34 interdepartmental task forces in the city including the Sustainability Task Force, Transit Oriented Development (TOD) Working Group, Urban Forestry Infrastructure Team and Transportation Corridor/Area Studies Team.

Phoenix has strived to serve the city's educational, social, cultural, vocational and recreational needs with a full range of educational facilities. Enrolled high school students who actually graduate is 75.6 percent. In terms college preparedness, 70 percent of graduating high school students are ready for postsecondary work in English, while 42 percent are ready for postsecondary work in math. Equitable distribution of funding at the elementary level is an important indicator of top education. The elementary and secondary education expenditures per student per \$1,000 of per capita personal income as a percentage of the national average are currently at 76 percent. To measure the diversity of educational opportunities, the state of Arizona general fund expenditures per full-time equivalent student per \$1,000 of per capita personal income in Arizona is \$308.68 for universities and \$49.77 for community colleges.



A strong community identity is essential in developing community cohesion. According to the 2003 Phoenix Area Social Survey, 72 percent of high income, 83 percent of middle income, and 94 percent low income Phoenix residents feel a sense of place or belongs to a larger community.

Arizona currently ranks 48 out 50 among US states in legislative arts appropriations with spending of \$.30 per capita expenditure on the arts.

Examining health care access is a measure of overall public health. 15 percent of the Maricopa County population is enrolled in AHCCCS, while 81.7 percent of Arizona residents currently have healthcare coverage. In Maricopa County, 61 percent of the population is considered overweight or obese.

Environmental factors also have an effect on the overall well being and public health of a community. Phoenix residents are “very concerned” with air pollution (49 percent), soil contamination (41 percent) and noise pollution (29 percent).

Crime statistics can be examined to determine public safety. According to 2009 Phoenix Police Department crime statistics, there were 139 homicides, 802 sexual assaults, and 9,282 total violent crimes in Phoenix.

The amount of time that residents stay in their homes can point to the degree of common fellowship of a community. The median length of residence in their Phoenix home (renter and owner occupied) is 4.9 years.

In order for the **ECONOMY** to be robust, diverse and stable we must strive for strong businesses and smart government while becoming a leader in education, medical research and green technologies to support a solid economic foundation.

Currently, the employment base lacks diversity, which contributes to the inability to withstand economic downturns. The largest contributors of employment in Maricopa County for 2008



were from the “Trade, Transportation, and Utilities” and “Professional and Business Services” sectors. The total employment by sector is listed below:

2008 Total Employment by Sector	
Employment	Number of Jobs
Trade, Transportation and Utilities	372,500
Professional and Business Services	313,800
Government	220,800
Educational and Health Services	210,800
Leisure and Hospitality	183,100
Financial Activities	147,600
Mining and Construction	141,400
Manufacturing	131,100
Other Services	69,000
Information	29,900
Source: Arizona Department of Commerce	

In September 2010 the unemployment rate (seasonally adjusted) in the Phoenix-metro area was 8.7%. In 2008 the employment to population ratio was 58% for Maricopa County while the Gross Domestic Product (GDP) (in millions of dollars, adjusted for inflation) for the Phoenix metropolitan area was \$183,511.

During this economic downturn, the City and its citizens have worked diligently to improve processes and eliminate waste to reduce costs. The City is committed to developing more innovative and efficient ways to maximize taxpayer dollars while delivering city services. The State government indicated in 2009 that the state revenue per \$1000 of personal income was \$34.78. It is important to have more diverse revenue sources and economic incentives. In 2009, the share of total state annual tax revenue was Sales: 51.2%, Income: 38.4%, Other Taxes: 6.1%, Non-Tax Revenues: 4.1%, and Property: .3%. There are 28 parcels under the Government Property Lease Excise Tax (GPLET) in the city of Phoenix.



There has been significant investment in education with the establishment of a presence by both Arizona State University and the University of Arizona in Downtown, as well as expansion at Gateway Community College and Grand Canyon University. However, there are continued challenges with retaining Arizona graduates that contribute to the local, regional, and global economy. In 2000, the percentage difference between Arizona and the US in the proportion of residents having earned an Associate's degree or more education was as follows:

Educational Attainment	
Age	Percentage difference between Arizona and the US in the proportion of residents having earned an Associate's degree or more education
25-29	-5.6%
30-34	-4.3%
35-39	-2.4%
40-44	-1.4%
45-49	-0.4%
Source: Arizona Indicators	

The State and Local government higher education expenditures per student per \$1000 of per capita personal income as a percentage of the National Average were 76% in 2006.

Being a leader in research and development for innovation and technology makes Phoenix an attractive business and investment location. The total University research and development expenditure in thousands of dollars (inflation-adjusted) in 2007 was \$224,352 for ASU and \$782,671 for all Arizona universities. Industry research and development expenditures per capita in dollars (inflation-adjusted) in 2005 were \$827 for the United States and \$582 for Arizona. In Arizona, the number of small business innovation research grants granted annually in 2008 was 49. The number of new patents granted to Arizona businesses or individuals annually in 2008 was 1,584.

Renewable energy is emerging in Phoenix. For example, Arizona Public Service (APS), Arizona's largest energy service provider, is committed to renewable energy. APS provides renewable energy via biogas, biomass, concentrating solar, geothermal, photovoltaic solar, wind, and distributed energy throughout the state of Arizona and has plans to expand their renewable



energy portfolio. Baseline information regarding the number of jobs and percentage of city-wide gross income as it relates to renewable energy is not available at this time, but will be measured as this data becomes available.

Medical research, technology and education are vital in contributing to a strong economic base for the city of Phoenix that brings high quality employment. Baseline information regarding number of jobs and percentage of city-wide gross income as it relates to renewable energy is not available at this time, but will be measured as we move forward.

Phoenix has always been known for its unique **ENVIRONMENT**, as well as the City's dedication to preservation. The City's growth over the last century has created a number of challenges to our air, water, energy, and natural and built environments. Although the city of Phoenix is a policy leader in combating these challenges, our environment is at a continued risk.

The city of Phoenix is renowned for its responsible water use. The City's Water Resources Plan is updated and adopted every five years. These regular updates ensure that optimal water supplies and infrastructure are available to meet current and future demands, in normal as well as drought conditions. The [2005 Update to the Water Resources Plan](#) shows that, for most foreseeable scenarios, Phoenix has sufficient water supplies for the next 50 years and beyond.

The state of Arizona currently relies on a variety of power sources, such as: Coal (43,840 thousands of megawatt hours), Natural Gas (38,822), Nuclear (29,250) and Hydroelectric (7,286). There is room for growth regarding the use of renewable energy which is currently at only 6.2 percent of total electric power. Only 0.01 percent of total electric power that is generated in the state of Arizona comes from solar energy.

Since 1924, Phoenix has dedicated efforts to increase open space, protect wildlife and enhance trails throughout the City. Phoenix currently has overall vegetation coverage of 13 percent. There is 35,752 acres (55.86 square miles) of mountain preserves and 6,125 acres (9.57 square miles) of parks.

The city of Phoenix is continually examining ways to improve its air quality and enhance its pollution prevention programs. There were 10 days in 2008 that the city violated federal restrictions for PM10 levels. There were four days in 2008 that the city violated federal



restrictions for ozone concentrations in the air. Another way of measuring air quality is in the number of Emergency Room visits for Asthma. There were 15,349 such visits in Maricopa County in 2008.

Summer days in Phoenix have always been regarded as brutal, but relief at night time is beginning to become nonexistent with the impact of the Urban Heat Island (UHI) effect. There were seven days in 2010 where the minimum temperature never went below 90 degrees Fahrenheit. The June monthly average heat index (5-year Average) at Sky Harbor International Airport is currently 85 degrees Fahrenheit.

INFRASTRUCTURE in Phoenix is generally newer and built to more modern standards than infrastructure found in most other American cities of similar size. However, deterioration of infrastructure in older portions of the City has begun to show, and will only become worse and more widespread over time. Phoenix does have funding mechanisms in place to both maintain existing infrastructure and provide new infrastructure in our growth areas, but the funds are collected slowly. It may be years after a need is identified that an infrastructure project is completed.

Phoenix is known as the gateway to the southwest with a multi-modal regional transportation system. Sky Harbor International Airport currently has four terminals incorporating 19 hub airlines. There are approximately 457,000 annual operations (take offs and landings), with about 1,200 daily operations. The operating budget for Sky Harbor is \$204,492,595 for Fiscal Year 2010-2011. The total Capital Improvement Program Summary through 2015 is \$752,498,741.

Green buildings are increasingly becoming more prevalent within the building infrastructure landscape of Phoenix. There are currently 35 LEED (Leadership in Energy and Environmental Design) certified projects in the city of Phoenix jurisdiction. In 2010, the city of Phoenix is creating its own “in-house” green building program based on the International Green Construction Code. The growth of this program will be an accurate measure of green construction in the private and public sector.

A comprehensive public transportation system is a critical element in measuring the infrastructure of Phoenix. Phoenix has always been considered an automobile dependent

community even though 71.39 percent of the population is within walking distance of a transit stop. In 2007, 74.7 percent of the Phoenix population drove a car alone to work, while 13.6 percent carpooled. According to the city of Phoenix Public Transit Department, the local and circulator buses for the city travel 16,180,584 miles during fiscal year 2010-2011. The RAPID and Express buses travel 676,492 miles. For 2010, there are 40 separate routes for Local Service, 23 routes for Express Service, and four routes each for Circulator and RAPID service. The operating budget for the city is \$193,982,000 for Fiscal Year 2010-2011. The capital budget is \$74,593,000. In Maricopa County, 56.2 percent of the County Excise Tax is allocated to freeways, while 10.5 percent is allocated for arterial streets, and 33.3 percent for public transportation.

According to land use data compiled by the Planning and Development Services Department, there is currently 61,457 acres of undeveloped vacant land within the jurisdictional boundary.

There are currently 352 miles of bicycle lanes within the city of Phoenix. There is also 53 miles of paved bike paths, 66 miles of unpaved bike paths and 132 miles of designated bikeable routes.

There are 225 public parks in the city of Phoenix. The Parks and Recreation Department also maintains 724 linear miles of street landscape.



3. Scenarios

In the spring of 2010, scenarios of Phoenix in 2050 were developed to contrast the vision of a Sustainable Phoenix. Scenarios are a common tool used by businesses, governments and scientists to consider multiple possible future outcomes from a given situation. In this case, the scenarios consider what Phoenix might possibly look like in 2050 **if no deliberate action is taken** to achieve the vision. This type of scenario is called a “non-intervention” or “business as usual” scenario. The possible futures portrayed in these scenarios are based on data and conclusions derived from previously completed scenario studies on the region, on Phoenix, and on key components of the city, including the *Superstition Vistas* and *Megapolitan: Arizona’s Sun Corridor* scenarios. The two presented scenarios contrast with the vision for each of the four focus areas and with one another, therefore providing two new and distinct pictures of Phoenix in 2050. These scenarios **are not predictions**; they do not indicate what is probable for Phoenix in the future. Rather, they are intended to spark discussion about the direction Phoenix is headed and what needs to be done to move the city toward the Vision over the next 40 years.

Scenario 1

Our **Community** is different in 2050.

The cityscape is characterized by multiple urban cores, which can be identified by clusters of 2 to 3 story, mixed-use developments. Villages have established unique identities characteristic of their inhabitants and their lifestyles. Village-oriented development has been very successful in some areas of the city. Development has continued along the light rail corridor Downtown and residents are commonly seen out walking the streets and at cafés in the winter months. These parts of the city feel much more alive. This development has only occurred in a few, higher income parts of the city, however. Revitalization efforts Downtown, although successful, may have contributed to the neglect of some other, low income communities. Community ties and cultural identity are still strong in these areas, but there is a sense of being “outsiders.” Outside of Downtown Phoenix, in the villages of Maryvale, Laveen and South Phoenix, access to services is limited if you don’t have a car and vacant lots still fracture the landscape. It would be hard to say there is one Phoenix community in 2050 because development has been unevenly distributed. The villages do not share the same vision, and differences are becoming apparent. There is a sense among many residents that the distribution of services across the city has been unfair and that the government does not adequately represent the diverse values and needs of the people. This feeling is not shared by all, however. Wealthier areas of the city have seen their communities flourish; they are happy with how the city is run.



Scenario 2

Our **Community** has grown by 2050.

In 2050, Phoenix is now the largest city in the country in square miles. The city has continued to develop to the north, west, and south, with the majority of the development being single-family homes, shopping centers and large retail outlets. The focus over the last 40 years has been on expanding the city, bringing new residents and new businesses to the Valley of the Sun. In terms of sheer numbers, the strategy has been a success with almost 3.5 million people calling Phoenix home! The development focus has come with a price, however. While other cities in the United States have developed smart transportation systems connecting communities to one another within metropolitan areas and across state lines, communities in Phoenix have remained car dependent. The new communities and developments are nice but they feel a little isolated. Residents for the most part do not feel a strong sense of community. The focus on outward expansion has also meant fewer resources for the city core. The Downtown revitalization experienced in the late 1990s and early 2000s has all but been reversed. The suburbs are perceived as the only safe places in Phoenix. In the new villages in north Phoenix, as well as in Ahwatukee and Deer Valley, centralized city government has been all but been replaced with Home Owner's Associations that wield considerably more power than previously. Though many residents benefit from these micro-governance structures, the decentralizing the provision of services has led to even larger gaps between wealthy neighborhoods and poor neighborhoods.

Scenario 1

Our **Economy** is strong but where are the jobs in 2050?

A favorable business climate allows businesses to thrive in Phoenix, but a struggling education system cannot provide these industries with the high-tech workers they demand. Over the last 40 years Phoenix has remained at the bottom of the list when it comes to education. This has led to a cycle of exclusion from quality jobs. Wealthier parents provide their children with a private education and the opportunity to attend college, while lower income parents must rely on the public education system, where opportunities for post-secondary advancement are few.

Though the city has done a very good job of providing tax incentives for high-tech corporations to relocate to Phoenix, the education system has not been able to prepare a high skilled workforce to meet the demands of these new industries. Technology, however, has come to the rescue. Thanks to advancements in telecommuting, corporations have started headquartering in Phoenix and outsourcing their labor to other parts of the United States and the world, wherever the high-skilled labor resides. This has largely been seen as win for big business and for government but a loss for the citizens of Phoenix who experience a much



higher unemployment rate than the rest of the country. The dilemma of ample jobs yet high unemployment has led many citizens to have a skeptical view of the city government. Many people feel that elected officials are in the “pockets” of big business. Though many Phoenix residents do have good jobs and have benefited from the relocation of big firms to the city, there is general consensus that it takes more to create a strong economic climate than low taxes.

Scenario 2

Our **Economy** is struggling in 2050.

Phoenix has been described as a “business desert.” High-tech industries that clustered downtown during the 2020s have left the city in search of a higher-skilled labor force provided by cities and states with better education systems. The main economic driver in the city has continued to be development. The largest employer in the city is still the construction industry. This led to an abundance of jobs during good times and high unemployment during the several economic downturns that have occurred over the last 40 years. Many people saw the recession of the early 2000s as an opportunity for Phoenix to diversify its economy and for quite a while it looked like the city was headed in that direction. Between 2000 and 2020 dozens of new high-tech industries relocated to downtown Phoenix. However, the focus of decision-makers within the city was clearly on expansion and development. As resources drained from the city core during the 2020s, so went the high-tech industries. Most economists describe Phoenix’s economic situation as “vulnerable.” The city government has renewed its commitment to incentivizing business relocation to Phoenix by offering significant tax breaks, but rumors of impending water scarcity are scaring off many of the prospective corporations.

Scenario 1

Our **Environment** is not a high priority in 2050.

Earlier in the 2000s Phoenix had ambitious plans to become the most sustainable city in the country. However, budget constraints and waning public interest put an end to city level sustainability efforts and the natural environment has paid the price. Though much of the desert beauty has been preserved on the outside of the city, failure to effectively regulate pollution within the city limits has made the desert beauty difficult to appreciate for most city residents. There are just not many opportunities for citizens to spend time outdoors. Many public parks in Phoenix have been closed as a result of budget cuts, and because the Urban Heat Island has not been brought under control temperatures have continued to rise. For children the combination of heat and pollution makes playing outside risky most of the year.



Walkability in the city has decreased too. Though there were once plans for a large-scale tree and shade project in Phoenix, the movement failed to gain traction. Some places in the city do have tree-lined streets but for many residents, walking outdoors means exposure to the intense Arizona sun.

There had once been talk of Arizona being the Saudi Arabia of solar energy but that opportunity was passed up long ago. Palo Verde Nuclear Generating Station has had sufficient capacity to meet Arizona's growing power demands but there is a sense that a new economy was lost to convenience. Water too is not a problem; there are no talks of scarcity at present. No significant legislation has been passed to curb water consumption, and Phoenix continues to supply its residents with clean water through good old fashion management. Some concerned citizens speculate as to how much ground water is really left, however.

Scenario 2

Our **Environment** is polluted and degraded in 2050.

No one denies the impact the construction industry has had on Phoenix's economy. Expansion has been the cornerstone of the city's economic development over the last 50 years. There is, however, a sense among some Phoenix residents that the environment has paid the price for this growth-centric approach. The beautiful Sonoran desert to the west, south and north of the city is filled with residential neighborhoods. The influx of people to the Valley has put more cars on the road and more pollution in the air and the effect is palpable, literally. Asthma rates have skyrocketed and the mountains within the city are almost invisible through the smog. Residents are angry with the city and state government for their failure to regulate pollution and find a long-term solution to residents' transportation woes. Public spaces within the city have disappeared to, though not to development. Vacant lots are common in the city core. Failure to control the Urban Heat Island has made outdoor public spaces undesirable so no one uses them. People do not spend time outside and they don't walk or ride bikes outdoors because it's too hot and services are just too spread out.

Residents in Phoenix get their power from nuclear and coal-fired plants. The city's failure to keep solar jobs from leaving the state is a sore spot among citizens. California now leads in solar energy production and Arizona is left with non-renewable energy for their homes and business. The growing population and city expansion has made water a big concern as well. Rumors of impending shortages have been circulating for years. No one is sure how bad things really are, but a few, brave water managers have hinted that the state could be out of water in as little as five years.



Scenario 1

Our **Infrastructure** is aging in 2050.

The quality of the housing infrastructure in Phoenix depends on what village you are in. Newer houses in the suburbs have been built with state of the art energy efficient technologies and even some of the infill projects downtown have been LEED certified. Older neighborhoods, however, are behind the times. Lack of government incentives and the persistent high cost of energy efficient options have deterred many residents from updating their houses. The challenge of cooling tens of thousands of aging single-family homes during the summer months has put quite a burden on the Palo Verde Nuclear Generating Plant.

In Downtown and a few other village cores, mixed-use development has brought services within walking distance of some Phoenix residents, though this is still not common practice. Phoenix is a difficult place to be a pedestrian as temperatures within the city have continued to rise and sidewalks and roads have deteriorated over the last 40 years. The federal government pulled highway funding in the 2020s because of continued air quality violations in Phoenix and the freeways have long since been unable to deal with the sheer number of cars on the road. Though oil prices have risen to record highs, increased fuel economy and gasoline alternative vehicles allow for automobiles to be accessible to many Phoenix residents. In most parts of the city, services are spread out in Phoenix's traditional suburban fashion, requiring that residents drive long distances to meet their needs. Other cities throughout the country have developed high-speed rail and Mag-Lev systems to provide mobility to their residents. Quarrelling between the cities in the Valley of the Sun has derailed any large-scale public transportation projects. Though the light rail still connects Phoenix to Tempe and Mesa, Phoenix feels disconnected.

Scenario 2

Our **Infrastructure** is an obstacle in 2050.

Many residents have quipped that Phoenix is the new Los Angeles, just a little bit hotter. Homeowners' associations have continued to control the aesthetic of suburban neighborhoods, and in the Sonoran Desert to the north and south of Phoenix is a sea of monochromatic stucco and tile roofs in 2050. Energy efficiency has long taken a back seat to a 'keeping up with the Jones's' mentality that has inspired the construction of ever-larger homes on fringes of the city. Older neighborhoods near the city core are in shambles with cycles of high unemployment and lack of government incentives having prevented residents from updating their aging homes. To make matters worse, energy costs are through the roof. California has taken the lead in solar



energy production while Arizona is still getting its power from increasingly costly coal and nuclear sources.

In a sprawling metropolis such as Phoenix in 2050 residents drive long distances in bumper-to-bumper traffic to get to work. Degraded fuel quality in recent years as well as crumbling infrastructure means cars are burning a lot of gasoline as they travel through the city. Phoenix is perpetually under a brown cloud. Efforts to clean up the air have failed and the federal government has long since pulled much needed highway funding from the State. Degraded roads and sidewalks as well as rising temperatures make traveling by foot or bicycle very dangerous. Because there have been no large scale transportation projects to connect Phoenix to other cities, residents feel isolated from each other and the rest of the country. This is a place where people prefer to keep to themselves.

Again, the purpose of these scenarios is not to predict the future, but to analyze what might happen if known facts and trends are projected into the future. They allow us to challenge assumptions and promote strategic thinking. We can also use scenarios to explore drivers of change and see how they might interact. In doing so, we can be prepared to take advantages of opportunities and be active rather than reactive.

4. Strategies

Through a series of citizen engagement activities, the city of Phoenix elicited vision statements from citizens about what they hoped and imagined Phoenix could be like in 2050. Along with these visions, the current state of each of these sectors was studied and defined. So, how does the city get from where we are now, the current state, to something that achieves what citizens hope for by 2050? The strategies contained in this section are developed to be the foundation of efforts to address Phoenix's core sustainability challenges.

Working to move Phoenix closer to what citizens hope for requires transitions within the City. A transition is the process by which society, or a part of society, changes. Transition management is the organized planning, implementation, and monitoring of these change processes. A transition strategy is a sequence of steps that are taken to move through the transition process in order to achieve sustainability goals. A key part of transition management strategies is the collaboration and coordination between and among private, public, and citizen networks that exist within the city. Space is also created within the city where new networks can form around sustainability visions and goals.

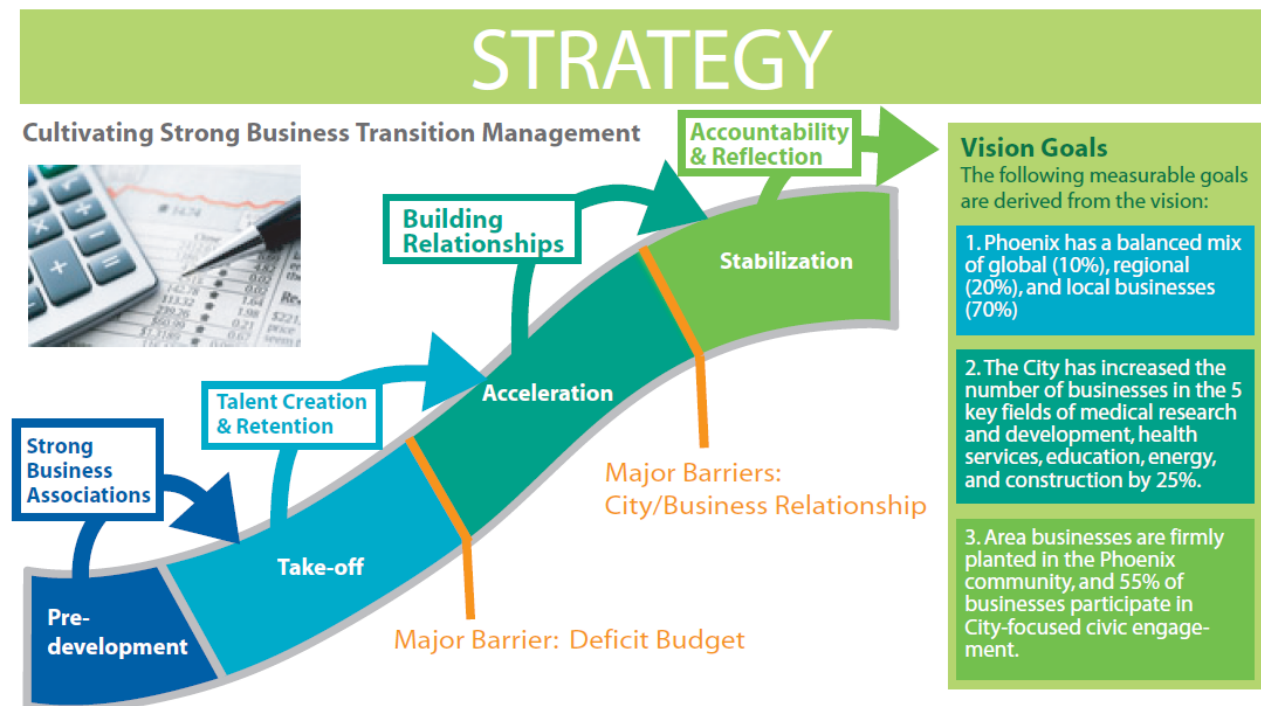
Through collaboration with Arizona State University the community vision statements were compiled into transition strategies for four key sectors of the city: governance, urban cores, business, and transit. The four key sectors selected in the following documents are the initial Sustainability Priority Areas (SPA) within the City of Phoenix. SPAs are high priority city-wide sustainability areas that structure how the city functions and prioritizes activities. SPAs are the foundation by which city-wide networks can form and collaborate. It is through these networks that transitions are carried out and by which Phoenix will continue moving closer to being a place that reflects the hopes and aspirations of its residents.

The strategies contained in this report are the first steps taken to confront this challenge. For the four sectors, each phase of the transition process is explained through specific and measurable goals and points of intervention that could be targeted to move the sector to the subsequent transition phase. Assets, tools, and barriers are identified in each phase. The goal of these strategies is to build a foundation that inspires and challenges current and future work toward sustainability goals.

Additional strategies need to be developed in order to give the City and its businesses, organizations and citizens a roadmap from the current state to an envisioned sustainable



future. The following section describes the major components of a transition strategy and defines necessary elements of a successful transition. The tools and assets listed in this plan are not exhaustive or determined, but serve to explain this type of strategy building. As the city of Phoenix moves forward in these transition strategies, significant amounts of community input and engagement will be necessary to craft actionable strategies.



Exemplary Strategy: Cultivating Strong Business Strategy

In order to demonstrate the key components of a transition strategy, please follow through what could be the basis for a potential strategy to cultivate a strong and sustainable business sector by the year 2050. The strategy will cover basic elements from redefining the vision and asset assessment to implementation.

Vision

A first key step to planning a transition strategy is determining the vision for a particular sector or segment of the city. Coming to basic consensus on key components and defining key areas of improvement are necessary in order to mobilize a transition. The current vision of a sustainable business future as based on citizen input includes the following:

Phoenix has a balanced mix of global, regional, and local businesses from diverse economic sectors. This creates a robust urban economy that is still functioning in times of national or global economic decline. Significant insights into the downside of an unbalanced economy have been gained from the economic recession of 2007 to 2009 and fostered the development of medical research and development, health services, education, energy, and construction as key



components of a diverse and synergistic urban economic structure. The unemployment rate is very low. In particular, regional and local businesses are part of the community (neighborhood stores, markets, etc.), creating a sense of ownership and providing easy access to products and services. Businesses are also engaged in community-building activities. Phoenix is an attractive business hub due to excellent educational opportunities and high quality of life.

The vision highlights key focus areas, including business mix, employment rate, and community engagement and access to products and services as key components that the strategy must address.

Current State

A solid understanding of the current state of the business sectors and key metrics is important in terms of creating a sustainability transition plan. The following is a description of key elements of the current state in this sector:

The Phoenix metro area's current employment base has been heavily focused on services and construction. The recent recession has taken its toll, especially on these industries, leaving the Phoenix region with fewer employers. While the city of Phoenix has fared better than the region as a whole, unemployment is still up in recent years. This has affected the city's financial health, forcing it to cut services.

The heavy focus on only a few industries and issues with unemployment and financial health point to key areas where the current state differs from the vision, which provides a clear break from where Phoenix is in 2010 and where citizens would like to be in 2050.

Key Stages of a Transition Strategy

A transition strategy has four major components; predevelopment, take-off, acceleration and stabilization. Each of the phases are important components of a sustainability transition and must be addresses during the creation of a comprehensive plan.

1. Predevelopment Phase

The predevelopment stage is where initial change and movement in the transition is seen. In this stage initial studies and initiatives may be started. In the case of cultivating strong businesses, many key first steps have been taken towards the vision and predevelopment can be seen as a way that the city and citizens have already made major progress as seen in the following description of a possible predevelopment phase:



The City of Phoenix has identified the importance of building a diverse business mix. Some programs to encourage new small business enterprises have already been developed, and Phoenix small business owners have successfully mobilized a large following of citizens to "buy local". In addition, the area's several universities and colleges provide a workforce talent pool for potential large employers.

2. Take-Off Phase

The next key phase of the transition is the take-off phase where major pilot projects begin and change can be seen in a few parts of the city. This stage is crucial in terms of developing best practices and momentum towards in the vision.

The take-off phase for developing strong businesses could include key incentives for small and local business creation and the development of tools to allow for business retention. While, some of these programs exist, further development, programming and utilization may be necessary in order to develop a more robust and diverse business sector. Through the development of city-led transition strategy groups, key barriers of business could be identified so necessary tools and policies could be implemented.

The following sections describe key elements of the take-off strategy and what they might include.

Goal

Specific goals are key components in each phase of a transition that allow city departments, citizens, businesses and organizations to rally behind a common purpose. For example in the take-off phase of this strategy, attracting businesses in the five key fields of medical research and development, health services, education, energy, and construction and increasing the number of local start-ups would be a strong goal.

Point of intervention

Point of intervention is a key component of the take-off phase. Identifying points of intervention aid decision makers in understanding key areas that need to be addressed in order for the transition to move to the next phase. For example, for the strong businesses transition to move from take-off to acceleration Arizona talent must be retained in Arizona and Phoenix

must become an economically attractive location for the five key fields. By focusing on business creation and talent retention the Phoenix community can focus resources and energy in these key areas in order to move closer to the vision.

Assets

Another key element of the take-off phase is identifying important assets that the city can utilize to move the transition to the next phase. It is important that key assets are identified as part of the planning and implement process. Assets can be attributes and qualities, as well as organizations and institutions that could be key players in the transition. Possible assets for the Take-off phase for creating strong businesses in Phoenix could be:

Organizations:

- Greater Phoenix Economic Council
- Arizona Green Chamber of Commerce (Phoenix Chapter)
- Downtown Phoenix Partnership
- Local First
- ASU W.P. Carey School of Business and their Spirit of Enterprise Center
- Arizona Department of Commerce
- Phoenix Economic Development Incentive Zone

Attributes and qualities:

- Attractive weather
- Leisure opportunities
- Entrepreneurial spirit
- Access for international travel and trade
- Office Space and infill opportunities

Challenges and Barriers

One of the most important elements in creating a transition strategy is creating a clear understanding of the key barriers or challenges that are slowing or inhibiting the transition. The following are possible key barriers that would keep a Phoenix business transition from moving from take-off to acceleration:



1. Financing: with a strained budget, it may be difficult to allocate money for incentives.
2. Perceptions of Urgency: other extremely time-critical projects – such as those addressing immediate poverty issues for the many newly unemployed Phoenix residents – may push this crucial long-term plan to the backburner.
3. Policies: creation of incentive programs requires political discourse and voting, requiring large amounts of time and effort to implement and even more to administer.

Tools

As the city plans for how to move forward in the transition it must identify tools to catalyze necessary change. Incentives, coalitions, pilot projects, education and awareness programs, communication campaigns, and interventions are possible tools that could be used. Here are some examples of tools that could be used in a business transition:

1. Tax incentive: encourage large employers from a variety of the five key business fields to move their businesses to the Valley.
2. Coalition: a team of members from the City of Phoenix, local banks, and small business cultivate banking relationships for small business lending.
3. Creative incentive: for talent retention - keeping Arizona's brightest in Arizona.

Measures of success

Every transition phase needs measures of success that allow those managing the transition to assess whether the city has moved to the next phase. This type of accountability and benchmarking are necessary to moving sustainability forward and ensuring the vision is achieved. Possible measures of success for the business transition could be:

1. There is a tax incentive in place for one of the key fields.
2. Local banks that are coalition members increase their small business lending dollars by the greater of 10% or 5% above the national year-over year small business lending average.
3. There are at least three unique incentives in place – both financial and otherwise – that specifically entice Arizona's best young talent in the five key fields to develop start-ups in Phoenix.

Transformative narrative



It is important in transition planning to create narratives that allow citizens and organizations in the city to understand what the city will experience at the achievement of each phase of the transition. The following is the example of a narrative that describes transformation in the business transition take-off phase:

Tax incentives have pulled several major employers from cutting-edge fields into Phoenix, and they have been hiring heavily from Arizona's pool of talent and recruiting at Arizona universities. Simultaneously, small businesses are growing traction, as there is renewed energy and communication with the city, and financing support from local banks. Phoenix is rising to the top of the rankings for cities that support fledgling companies. Through a combination of contests and other incentives, young, bright Arizonans are choosing Phoenix over other major commerce hubs like Los Angeles, New York, and Chicago.

3. Acceleration Phase

After take-off, a transition gains momentum and major initiatives are not just in one of two neighborhoods, but are starting to achieve broader success in the city. Policies and programming is no longer in the planning or experiment phase, but is being adopted and put into common practice. The following are key possible elements for the planning of an acceleration phase for the strong business transition:

Goal

To channel local businesses' civic energy into core missions that are critical for the City of Phoenix; to provide an easy and clear pathway for business involvement.

Point of Intervention

To move from acceleration to stabilization, businesses need to become more embedded in the Phoenix community.

Tools

1. Task force: A Sustainability Priority Area (SPA) team develops four core missions in which businesses can become engaged civically, as well as assigns a dedicated one-point contact as the liaison for business involvement.
2. Public-private partnership: local non-profits that are aligned with the four core missions are assembled to mobilize business volunteer event coordination.

Challenges and barriers

1. Financing: there will be a need to allocate funds for a liaison and for outreach to let businesses know that this new effort exists.
2. Procedure: building strong working relationships with businesses has been a best-practice in Phoenix; the city explicitly seeking civic assistance from area companies has not.

Measures of success

1. Core missions have been identified, and specific ways that businesses can participate in those missions has been clearly established.
2. Ten percent of Phoenix businesses are participating in these missions, either directly with the city or channeled by the city through a local non-profit.
3. Participating businesses are acknowledged in a public forum (if they so choose).

Transformative narrative

More businesses are choosing Phoenix, and Phoenix has immediately strengthened bonds with these new neighbors by putting each of them in touch with the Civic Engagement Liaison. Every company has a social responsibility component, and the Liaison helps them find the best fit for community involvement that also meets the city's core missions. Businesses of all sizes and from all sectors are pleased to work together side-by-side to support the community that, in turn, supports them. And, because the city has made it so easy to participate, more businesses join the effort each year.

4. Stabilization Phase

The stabilization phase of the transition is where the systems, policies and institutions are in place in order for the full transition to the vision to occur. Final metrics have not been reached, but target metrics are within striking distance and the city is mostly working on making sure the entire city is experiencing the progress that the transition has made thus far. The following are key planning elements for the stabilization phase:

Goal



PHOENIX GENERAL PLAN UPDATE

To maintain a diverse business mix in Phoenix that will weather economic storms and ensure continued prosperity.

Point of Intervention

To move from acceleration to stabilization, Phoenix must focus on properly using the tools in the take-off and acceleration phases to maintain a balanced mix of local, regional, and global business.

Tools

Task Force: A Sustainability Priority (SPA) Team, which includes leaders from Phoenix's economic councils, business schools, and city departments, reviews the current business mix in Phoenix on a biennial basis.

Challenges and barriers

1. Ending successful programs: tax incentives may not need to be offered forever (although current businesses could be grandfathered). At some point, too much incentive may disrupt balance in other areas of the City.
2. Infrastructure: developing support for new business spaces in the built environment may take focus away from continued future business cultivation efforts.

Measures of success

1. The City is within a range of +/- 5% in the 10/20/70 mix of global, regional, and local businesses.
2. Some future tax incentives are restructured to meet new needs to attract different fields and/or to slow the influx of particularly dominant fields.

Continuous Reflection Process

In the stabilization phase it is important to establish a reflection process that allows for the recalibration of tools, adjustment of programs, monitoring of metrics and development of communication and informational dissemination. Two possible goals for this process in the business strategy could be:



1. Leaders of involved parties have a SPA team point-person to contact to relay communication both about what is working, and what processes might be considered for updates.
2. City of Phoenix multi-department personnel come together once a year to review information about the current state of all of the Cultivating Strong Business programs and to engage other departments or involved parties to implement updates as needed.

Examples of Other Strategies

While we described the necessary components of a strong business strategy there is a need to develop strategies around multiple key sustainability areas. The following are possible strategy arenas for future development:

Mobilizing Efficient Transit

The transit transition could have the following possible goals:

1. Citizens now arrive on-time, and most are comfortable going to transit stops without needing to check schedules.
2. Each village has a central multi-modal transit hub integrated with mobility choices: pedestrian, bicycle, bus, car, and rail.
3. Seventy-five percent of key businesses in Downtown and 50% of key businesses in the villages incorporate transit planning for employees through the Commute Alternatives Coalition.

Through the effective creations of hubs, strategies to improve usage and policies to support public transportation, the city could overcome barriers such as sustainable funding, inconsistent ridership and regional planning competition to reach the citizen vision of sustainable transportation in 2050.

Energizing Vibrant Urban Cores

A transition to create vibrant cores within Phoenix could include the following goals:

1. Each village in Phoenix has a central core that is comprised of small businesses, community services like schools, health services, civic functions, and entertainment.
2. Social cohesion and neighborhood vibrancy are cultivated by the government, businesses and citizens.

3. Downtown Phoenix expands its cultural, social, recreational, entertainment opportunities, and gathering places through increased programming and development of assets.

Through the strategic use of codes and policies, strategies to improve connectivity, access, safety and shade, the city could overcome barriers such as restrictive codes and ordinances, fund and incentive depletion, infrastructure cost and competition to reach the citizen vision of sustainable vibrant urban cores in 2050.

Opportunities for Transitions

Phoenix is in a unique position to transition to be one of the most sustainable cities in the world. Through strategic long-term effective planning that includes the elements and areas mentioned in this section, Phoenix can be an international model for transition planning. The city of Phoenix, its citizens, businesses and organization can work together to take responsibility for creating and implementing powerful sustainability strategies that will transform every aspect of Phoenix from business and the built environment to transportation and energy.

5. Transition Matrix

The following tables show how the existing goals from the General Plan align with the values and visions expressed by the community during our public outreach process. Where fields are highlighted, it indicates that additional work is required to develop goals and policies and identify supporting community indicators. The existing General Plan Elements are abbreviated according to the following key: BC-Bicycling, CC-Circulation, CD-Cost of Development, CR-Conservation/Rehabilitation/Redevelopment, EP-Environmental Planning, HS-Housing, LU-Land Use, NH-Neighborhood, NR-Natural Resource Conservation & Energy, OS-Open Space, PB-Public Buildings, PF-Public Services & Facilities, RC-Recreation, SF-Safety, WR-Water Resources.



PHOENIX GENERAL PLAN UPDATE

Domain	Ranking	Value	Cluster	Statements	Aspects	Existing GP Goals	Existing GP Policies
Community	1	Superior	Governance	<p>Phoenix is the leader in open governance</p> <p>Diversity in the community and government, less segregation</p> <p>Phoenix is leader in community involvement</p> <p>One-stop social services</p> <p>Pro-active government</p> <p>More recycling - required</p> <p>Knowing neighbors is a priority (strong community involvement, GAIN, city support of block watch)</p> <p>Promote/reward volunteerism (i.e., time volunteer take off college tuition)</p> <p>Prop 207 is repealed</p> <p>100% voter turnout for elections</p>	<p>Public engagement</p> <p>Coordination across departments</p> <p>Sustainability governance</p>	<p>NH-3</p> <p>PB-8, PB-3; PB-9; 1; PF-6</p> <p>PF-4; PF-5</p>	<p>NH-2.15</p> <p>NH-3.3, SF-7.8, PB-3.1, PB-3.2, PB-3.5, PB-9.1, PB-9.2, PB-9.3, PB-9.4, PF-1.1, PF-1.9, PF-2.1, PF-4.1, PF-6.1</p> <p>PF-1.1, PF-1.5, PF-1.6, PF-1.7, PF-1.8, PF-1.9, PF-4.2, PF-4.3, PF-4.4, PF-4.5, PF-5.5, PF-5.6, PF-5.7</p>
	2	Excellent/Top	Education	<p>Phoenix is top 3 nationally in education</p> <p>Phoenix is mecca of medical research, technology, and education</p> <p>High level of educational opportunities (especially downtown)</p> <p>Bright young teachers</p> <p>Education is top priority in decision making</p> <p>Phoenix has the most sought after educational programs in physics and electrical engineering</p> <p>Have abundance of top tier education facilities</p> <p>Smithsonian style museums are located along Jefferson and Washington between Downtown and the Capitol complex</p> <p>High number of college graduates</p> <p>Phoenix has strong parenting programs</p> <p>Elite university system (stronger degrees)</p> <p>High community participation and volunteerism fostered by the education system</p>	<p>Citizen satisfaction with city performance</p> <p>Highschool graduation rate and postsecondary readiness</p> <p>Equity of funding</p> <p>Diversity of educational opportunities</p>	<p>PB-6.1, PB-6.6, PB-6.7.A</p> <p>PB-6.4, PB-6.5</p>	
	3	Strong	Community Identity	<p>Historical Heritage/Culture Embraced</p> <p>Phoenix Embraces its Multi-Cultural and Multi-Ethnic Identity</p> <p>Older Communities Revitalized</p> <p>Arts is Part of the Culture for all Segments of the Population</p> <p>More village identification signs on freeways and major arterials</p> <p>Greater urban core identity- signage, lighting, branding, policies</p> <p>Cohesive/regional identity for metro Phoenix</p> <p>Preserve physical history (anti-demolition regulations)</p> <p>Arts is part of the culture for all segments of the population</p> <p>We are vibrant mix of new and old historic residential and commercial buildings</p> <p>Vibrant communities - utilize parks as meeting places (restaurants/coffee houses, shops in parks)</p> <p>Phoenix is a world class supporter of the arts</p> <p>Phoenix has an iconic structure (i.e. the St. Louis Arch)</p> <p>Intergenerational communities with support systems</p> <p>Retail fosters community and creates places to gather</p> <p>Phoenix acknowledges its Southwestern identity</p> <p>More public artwork on streets</p> <p>There are genuine cultural districts throughout the city (i.e. Little Italy)</p>	<p>Socio-cultural identity</p> <p>Historic preservation</p> <p>Community services</p>	<p>LU-12, NH-1, CR-1</p> <p>NH-1.2, CR-1.1, CR-1.2, CR-1.2 E, CR-1.3, CR-1.4, CR-1.5</p> <p>PB-4; SF-1; SF-3; SF-4; SF-6; SF-8; SF-9</p>	<p>LU-12.1, LU-12.2, NH-1.23, NH-1.25, NH-4.2, NH-4.4</p> <p>NH-1.5, PB-4.1, PB-4.2, PB-4.3, PB-4.4, PB-4.5, PB-4.6, SF-3.1, SF-3.2, SF-3.3, SF-3.4, SF-3.5, SF-3.6, SF-3.7, SF-3.8, SF-4.1, SF-4.2, SF-4.3, SF-4.4, SF-4.5, SF-6.1, SF-6.2, SF-6.3, SF-6.4; SF-8.1, SF-8.2, SF-9.1, SF-9.2, SF-9.3, SF-9.4, SF-9.5, SF-9.6</p>



PHOENIX GENERAL PLAN UPDATE

Domain	Ranking	Value	Cluster	Statements	Aspects	Existing GP Goals	Existing GP Policies
	4	Excellent	Public Health	<p>Access to healthy food-community gardens</p> <p>Phoenix has excellent, affordable, accessible medical care</p> <p>Intergenerational communities with support systems</p> <p>Parks & Preserves in relation to healthy lifestyles</p> <p>We have the lowest crime, poverty and homelessness rates in the country</p> <p>Great accommodations for the senior population</p> <p>40,000 new biomed/med school jobs are created in central Phoenix</p> <p>Phoenix has cleanest air for cities over 1 million in population</p> <p>No transfat permitted in restaurants by city code</p> <p><i>Regional Leader in medical research/centers</i></p>		HS-3	HS-3.1, HS-3.3, HS-3.5, HS-3.6, HS-3.7
	5	High	Safety	<p>Lowest crime rate in the country</p> <p>Community base policing</p> <p>Crime prevention programs are a priority (not incarceration)</p> <p>Fire department has all the latest equipment and is fully staffed</p> <p>Creative Way to Border Communities (No Block Walls)</p> <p>Phoenix is leader in border control/facilities</p> <p>Prepared Emergency Management</p> <p>Protection for infrastructure (water contamination, sewage, bridges, etc.)</p>	<p>Safety perception</p> <p>Community policing</p> <p>Crime rate</p> <p>Police efficacy</p>	<p>CC-2C; CC-2D; CC-2E, BC-3, NH-1, NH-5</p> <p></p> <p>NH-8, PB-5</p> <p>SF-7</p>	<p>NH-5.1, NH-5.2, NH-5.3, NH-5.5, NH-5.6, NH-8.3, NH-8.4, CR-5.4</p> <p>NH-5.1, NH-5.2, NH-5.3, NH-5.5, NH-5.6, NH-8.1, NH-8.2, CR-2.1, CR-2.1.A, CR-2.2, CR-2.4, CR-2.5</p> <p>PB-5.1, PB-5.2, PB-5.3, PB-5.4, PB-5.5</p> <p>BC-3.1, BC-3.2, SF-7.1, SF-7.2, SF-7.3, SF-7.6, SF-7.7, SF-7.8</p>
	6	Strong	Neighborhoods	<p>All neighborhoods have strong positive identity</p> <p>Focus on rich history of neighborhoods</p> <p>Self-sufficient communities</p> <p>Abundance of community entertainment opportunities</p> <p>Neighborhood gardens at city parks</p> <p>Abundant Pocket parks</p> <p>Neighborhoods clustered, sharing open space</p> <p>Schools integrated into neighborhoods</p> <p>Small businesses within walking distance to neighborhoods</p> <p>Neighborhood friendly economics (neighborhood scale - services, small markets)</p>	<p>Housing tenure</p> <p>Social cohesion</p> <p>School Stability</p> <p>Property Crimes</p>	<p>HS-1, CR-2, CR-3, CR-5, CR-6,</p> <p>LU-5, NH-2, NH-4, EP-4, EP-8</p> <p></p> <p>HS-2, HS-4</p>	<p>HS-1.1, HS-1.2, HS-1.3, NH-2.4, CR-3.1, CR-3.4, CR-5.8</p> <p>LU-5.1, LU-5.3, LU-5.5, LU-5.7, CC-2D.1, NH-1.5, NH-1.6, NH-1.7, NH-2.1, NH-2.3, NH-2.8, NH-2.13, NH-3.2, NH-4.1, CR-6.2, CR-6.3, EP-4.2, EP-8.1</p> <p>LU-8.5, HS-2.1, HS-2.2, HS-2.3, HS-2.4, HS-2.5, HS-2.6, HS-4.1, HS-4.2, HS-4.3, NH-1.6, NH-1.7</p>



PHOENIX GENERAL PLAN UPDATE

Domain	Ranking	Value	Cluster	Statements	Aspects	Existing GP Goals	Existing GP Policies
Economy	1	Strong	Businesses	Phoenix is Western hub for fortune 500 companies Phoenix is national center for green industries Leader in the country/world in solar technology Leader in alternative fuel and complete distribution network Quality of life attracts quality employers Industry moves to Phoenix because of education High and diverse employment opportunities 95% occupancy rate in commercial buildings We attract businesses that provide high paying jobs More people telecommute Small Business Incubators Joint Ventures in Public Uses New strategies to retain and support entrepreneurs	Diversity Employment rate City-wide value creation	LU-2 LU-2.16	LU-2.1
	2	Smart	Government	More diverse income sources for city (less reliance on sales tax, fee, etc.) Neighborhood friendly economics (neighborhood scale - services, small markets) Create incentives for small-scale, mixed use projects City Looks at Local Economies (Villages) Incentives are available to create sustainable development (infill & solar development) Corroderation among local and regional entities Leader in Balanced (Diversified) Economy Rational economic development policies Streamlined process for new businesses (small or large) City with positive cash flow Hubs located in established infrastructure areas	Budgetary deficit Diversity of revenue sources Economic incentives	CD-3 CD-1, CC-8, WR-1G CD-2	CD-3.1 CD-1.1, CD-1.2, CD-1.5, CD-1.6, CD-1.8, CD-1.10, CC-8.4, CC-8.5, CC-8.6, WR-1G.1 CD-2.1, CD-3.3
	3	Innovative	Education	Arizona graduates are retained (no more brain drain) 40,000 nw biomed/med school jobs are created in central Phoenix Internships are offered to grow our own future employees Training for entry level jobs is provided Phoenix has the most sought after educational programs in physics and electrical engineering Industry moves to Phoenix because of education Phoenix is "mecca" of medical research, technology, & education More health care edu (research, devices, nurses training, etc.) Technology triangle (research center) University and corporations bond to develop professionals for local business	Educational attainment Innovative educational programs		



PHOENIX GENERAL PLAN UPDATE

Domain	Ranking	Value	Cluster	Statements	Existing GP Goals		Existing GP Policies
					Aspects		
	4	Leading	Innovation/ Technology	Phoenix has the most sought after educational programs in physics and electrical engineering Lead knowledge production Phoenix is national center for green industries Leader in Cleaner energy Industry Phoenix has technology job sector has grown exponentially Regional leader in medical research/centers High Tech Industries leader Phoenix is "mecca" of medical research, technology, & education Phoenix is energy innovation leader Leader in manufacturing and technology Technology triangle (research center) Ensure adequate reserves to maintain state of the art infrastructure Clean technology has replaced dirty technology jobs	Research and Development		
	5	Leading	Renewable Energy	Leader in the country/world in solar technology Leader in alternative fuel and complete distribution network Incentives for Use of Solar Majority of energy from solar Leader in Cleaner energy Industry Phoenix is energy innovation leader Energy Independence Solar and wind energy integrated within development (low carbon footprint) Support/Promote AZ solar/wind (alternative energy sources) We are a major exporter of clean energy	Number of jobs Percentage of city-wide gross income		
	6	Advanced	Health Services	More hospitals, better health care 40,000 nw biomed/med school jobs are created in central Phoenix Access to health care is improved Regional leader in medical research/centers Phoenix is "mecca" of medical research, technology, & education More health care (research, devices, nurses training, etc.) Good, affordable healthcare	Number of jobs Percentage of city-wide gross income		



PHOENIX GENERAL PLAN UPDATE

Domain	Ranking	Value	Cluster	Statements	Aspects	Existing GP Goals	Existing GP Policies
Environment	1	Responsible	Water Usage	<p>Global leader in water conservation</p> <p>We have adopted a revised water management plan that has led to a sustainable water supply</p> <p>All new sidewalks and surface parking lots are constructed with permeable materials</p> <p>Gray water systems are mandatory</p> <p>Turf restrictions and water management</p> <p>Little evaporation from pools, canals and agricultural uses</p> <p>More drought tolerant trees for shade</p> <p>We have adopted comprehensive water conservation practices</p> <p>We celebrate flowing water as an amenity - canals</p> <p>We have a comprehensive landscaping policy - where to put it, how much to use, using how much water</p> <p>Low Water Use Landscaping</p> <p>Canals are attractive, well used, & focal point of development</p> <p>Better way to trap rain water</p> <p>Science has discovered how to create all the water needed</p>	Water use per capita	WR-1A, WR-1E, WR-1F, PF-3	WR-1A.1, WR-1E.1, WR-1E.2, WR-1E.3, WR-1E.4, WR-1E.5, WR-1E.6, PF-1.2, PF-1.3, PF-1.4, PF-3.1, PF-3.2, PF-3.3
					Groundwater overdraft	WR-1C, NR-1, NR-2	WR-1C.1, WR-1C.2, WR-1C.3, WR-1E.7, NR-1.1, NR-1.2, NR-1.3, NR-1.4, NR-1.5, NR-1.6, NR-1.7, NR-1.8, NR-1.9, NR-1.10, NR-1.11, NR-1.12, NR-2.1, NR-2.2, NR-2.3
					Water quality	WR-1, WR-1B, WR-1D, PF-2	WR-1B.1, WR-1D.2, WR-1D.3, WR-1D.4, WR-1D.5, WR-1D.7, PF-2.2, PF-2.3, PF-2.4
	2	Abundant	Renewable Energy	<p>100% of new buildings are solar powered, 50% of existing buildings are retrofitted with solar</p> <p>Leader in the country/world in solar technology</p> <p>Leader in solar energy and clean energy products</p> <p>Leader in alternative energy including waste to energy</p> <p>Leader in alternative fuel and complete distribution network</p> <p>Alternative Energy used citywide</p> <p>Greater use of personal solar power instead of power lines</p> <p>Phoenix is to solar power what the Middle East is to oil</p> <p>Pioneer/Global leader in solar technology</p> <p>More solar installations - 50% renewable energy</p> <p>Zero net energy homes</p> <p>Methane Gas Usage</p> <p>Better Incentives for Use of Solar</p> <p>World leader in solar energy & technologies</p> <p>World leader in renewable energy</p> <p>Clean energy is affordable</p> <p>Solar; low carbon footprint</p> <p>Energy efficient / self sufficient communities</p> <p>Support/Promote AZ solar/wind (alternative energy sources)</p> <p>Solar power is the primary energy source</p>	Electricity production by source	LU-13, NR-5	LU-13.1, LU-13.2, NR-5.5
					GHG Emissions	EP-5	EP-1.2, EP-5.1



PHOENIX GENERAL PLAN UPDATE

Domain	Ranking	Value	Cluster	Statements	Aspects		Existing GP Goals	Existing GP Policies
					Land consumption	Total protected land area		
	3	High	Open Space	<p>Preservation of desert</p> <p>Abundant wildlife corridors</p> <p>Open space, parks and trails are preserved</p> <p>Hance Park is redesigned like Millennium Park in Chicago</p> <p>Guidelines require 1 for 1 replacement of lost open space</p> <p>Preserve the preserves</p> <p>Completed Sonoran preserve acquisition</p> <p>Mountain/desert preserves have been expanded and are connected via trail network</p> <p>New huge expanses of open space</p> <p>Expanded hiking trails</p> <p>Completed Rio Salado (7th Ave to Gilla and Salt River)</p> <p>Highest open space preserved & protected (more acreage/capita)</p> <p>Enhanced views of Mountains</p> <p>Maintain open space/views and balance with density</p> <p>Zoo/papago park area = central park</p> <p>Embracement of our desert environment</p> <p>High density as open space (at least 30%)</p> <p>South Mountain Park has remained untouched by development</p>			EP-1, OS-4	CR-5.5, EP-1.1, NR-4.2, NR-4.7
	4	Low	Pollution	<p>Phoenix has cleanest air for cities over 1 million in population</p> <p>Noise mitigation</p> <p>There have been more trees planted in the city providing improved streetscapes, shade, and improved air quality.</p> <p>Regulate water runoff</p> <p>Eliminate light pollution</p> <p>Clean burning fireplaces</p> <p>Protect natural resources</p>	Air quality		CC-7, EP-2, EP-9	EP-2.1, EP-9.1, EP-9.2
	5	High	Vegetation	<p>Trees are treated like infrastructure</p> <p>Drought tolerant trees for shade</p> <p>Plant 50,000 new trees/year via public/private partnership</p> <p>Building code requires street trees in front of all new construction and ongoing care</p> <p>Desert plants (cactus) are used in landscaping</p> <p>Suburban lawns protected</p> <p>Every arterial street has street trees</p> <p>Remove heat envelope using living roofs, and add more trees for shade to promote cooling</p> <p>We have an abundance of trees along the streets</p> <p>Subdivisions are green</p> <p>Abundance of shade - connected shaded pathways</p> <p>Hillside covered in Saguros</p> <p>Neighborhoods that are tree groves that are cool and comfortable</p> <p>More trees/shade areas</p> <p>There is an abundance of green roofs in the city</p> <p>There have been more trees planted in the city providing improved streetscapes, shade, and improved air quality.</p>	Toxic substances / emissions		EP-3, EP-10, SF-2, SF-5	EP-3.1, EP-3.3, EP-10.2, EP-10.3, EP-10.5, EP-10.6, SF-2.1, SF-2.2, SF-2.3, SF-5.1, SF-5.2, SF-5.3
					Urban trees / vegetation index			EP-7.2, EP-7.2.A



PHOENIX GENERAL PLAN UPDATE

Domain	Ranking	Value	Cluster	Statements	Aspects	Existing GP Goals	Existing GP Policies
Buildings and Infrastructure	1	Strong	Multi-modal Regional Connectivity	Sky Harbor has expanded and is still a huge economic engine for the city and state Phoenix has well-used satellite airport(s) More mass transit opportunities such as rail and Amtrak Commuter rail is constructed Phoenix Union Station is a railway station once again Rail transportation hub Heavy rail intracity link - High speed trains from Phoenix to major cities Phoenix is a high-speed rail hub with connections to Tucson, LA and Flagstaff	Transit infrastructure budget Flight connectivity - Aviation	CC-5A; CC-6; BC-1 CC-1; CC-2; CC-2A; CC-2G; CC-3B CC-1.1, CC-1.6, CC-1.10, CC-3B.6, CC-3B.6.C	CC-5A.1, CC-5A.2, CC-5A.5, CC-5A.7, CC-5A.7.B, CC-6.4, CC-6.5, BC-1.5
	2	Green	Buildings	Incentives for solar power on buildings Incentives for downtown development Environmentally sensitive development	Buildings	EP-6	EP-6.1, EP-6.2, NR-5.1, NR-5.3, NR-5.4
	3	Enhanced	Canals	Canals are attractive, well used, & focal point of development Development along the Salt River Better capitalization of investment in Salt River Less evaporation from pools, canals and agricultural uses Clean industries along the Salt River bed	Length of improved/revitalized canal		
	4	Comprehensive	Public Transit	30% of all trips are made by other than personal autos Easiest city to get around Phoenix has a better bus station/intermodal hub (ie Tempe Transit Center) More Connective Public Transportation to Surrounding Cities Streetcar services is provided for mid-density areas Community bus-type service	Transit mode share Share of City budget Percentage of overall miles travelled Frequency of service Transit safety	CC-3A; CC-5B CC-3D, NH-9 CC-3D.1, CC-3D.2, CC-3D.3	CR-5.6, CC-3.5, CC-3.7, CC-5B.1 NH-9.1, NH-9.4, NH-9.5.A
	5	Vibrant	Urban Form	High density in central Phoenix - smaller units, less parking, mixed use Create incentives for small-scale, mixed use projects Building code requires street trees in front of all new construction and ongoing care Pedestrians have priority over cars in central Phoenix Transit-oriented development with walkable communities "walk to dinner" Vibrant communities - utilize parks as meeting places (restaurants/coffee houses, shops in parks) Abundance of well shaded pedestrian paths High density housing mixed with commercial uses Small businesses within walking distance to neighborhoods Mountain/desert preserves have been expanded and are connected via trail network	Mixed use Vacant lots Walking connectivity Station area development (TOD)	LU-1, LU-4; LU-9; LU-10; LU-11, CC-2F, CR-4, PB-1, PB-2 LU-3 LU-6, RC-3 LU-7	LU-1.Core.1, LU-1.Core.2, LU-1.Core.8, LU-1.Core.10, LU-1.Core.11; LU-1.Neighborhood.1, LU-1.Neighborhood.2, LU-1.Neighborhood.3, LU-1.Neighborhood.5, LU-1.Neighborhood.6, LU-1.Neighborhood.9, LU-1.Community Service Area.1, LU-4.1, LU-4.2, LU-4.3, LU-9.1, LU-10.1, LU-10.2, LU-11.1, LU-11.2, LU-11.3, LU-11.4, LU-11.6, LU-11.7, CC-2F.1, CC-2F.2, CC-2F.3, CC-2F.4, CC-2F.5, CC-2F.8, CC-2F.9, CR-4.1, CR-4.2, CR-4.4, PB-1.2, PB-2.1, PB-2.2, PB-2.3, PB-2.4, PB-2.5, PB-2.6, PB-2.7
	6	Abundant	Non-motorized Modes of Transportation	All canals are landscaped and activated with uses Abundance of shade - connected shaded pathways Complete streets that create vibrant places and spaces More Access to Open Space and Trails Mix uses - more so you don't have to go far for services (bring back neighborhood scale) Livable Downtown (residential, amenities) Enhance identity of community; walkable Human Spaces - walkable communities Abundance of continuous bike lanes are provided Pedestrians have priority over cars in central Phoenix Phoenix has model bus station/intermodal hub (ie Tempe Transit Center) Transit-oriented development with walkable communities "walk to dinner" Alternative modes of transit, e.g., bike paths Abundance of well shaded pedestrian paths	Walkability Length of bike paths Accessibility to public transit	CC-4; CC-4A CC-3; CC-3C	CC-1.14; CC-2C.7; CC-3A.11; CC-4.1, CC-4.3; CC-4A.3, CC-4A.4, CC-4A.7, CC-4A.9, CC-4A.9A NH-5.7, CC-2A.14; CC-3.6; BC-1.2 NH-5.8, CC-3A.4, CC-3A.8; CC-3C.1, CC-3C.4, CC-3C.9, CC-3C.10



6. Implementation

This General Plan serves as a transition to a more sustainable future for the city of Phoenix. In order to complete this transition there is a significant amount of work yet to be initiated. The following scope of work provides an outline of the major tasks which will be undertaken during the second phase of this Update. Completion of these tasks is dependent upon available budget and staff resources.

PUBLIC ENGAGEMENT –

- Conduct a broad-based and inclusive public engagement process to further define the each of the 24 vision statements.
- Identify missing community indicators to appropriately support the associated vision statements.
- Establish a citizen advisory committee (CAC) for each of the four focus areas – Community, Economy, Environment and Infrastructure.
- Review with the CAC existing goals and develop new goals where gaps have been identified.
- Review with the CAC existing policies and convert them into strategies. Develop new strategies where gaps have been identified.

DATA COLLECTION & MAPPING –

- Update existing land use data.
- Update census data and prepare analysis including, but not limited to, population, employment, housing and transportation.
- Update transportation statistics, including condition and operational characteristics
- Update inventory of city facilities, including buildings, roads, water and sewer infrastructure, solid waste, trails, parks and preserves.

RESEARCH & ANALYSIS –

- Coordinate outcomes from the *Central Phoenix Transportation Framework Study* (MAG) and incorporate as appropriate.
- Coordinate outcomes from the *Sustainable Transportation and Land Use Integration Study* (MAG) and incorporate as appropriate.
- Research and analyze alternative urban form models.
- Research and analyze alternative renewable energy technologies

POLICY DEVELOPMENT & COORDINATION –

- Coordinate all capital improvement programs and develop criteria for determining consistency with the General Plan
- Develop policy for enhanced community engagement
- Develop policy for the Community focus area
- Develop policy for the Economy focus area
- Develop policy for the Environment focus area
- Develop policy for the Infrastructure focus area



D. GENERAL PLAN ELEMENTS

The existing General Plan elements, including all goals, policies, maps and figures, are being readopted by reference as part of this General Plan Update. Follow the links to each of the existing elements for more detail or visit the following webpage for the complete list of elements: <http://phoenix.gov/PLANNING/gpelem.html>.

- [Growth](#)
- [Land Use - Part 1 \(pp 44-72\)](#)
- [Land Use - Part 2 \(pp 73-101\)](#)
- [Land Use - Part 3 \(pp 102-130\)](#)
- [Land Use - Part 4 \(pp 131-159\)](#)
- [Cost of Development](#)
- [Cost of Development - Appendix](#)
- [Circulation](#)
- [Circulation - Appendix](#)
- [Bicycling](#)
- [Housing](#)
- [Neighborhood](#)
- [Conservation, Rehabilitation & Redevelopment](#)
- [Environmental Planning](#)
- [Natural Resources Conservation and Energy](#)
- [Open Space](#)
- [Recreation](#)
- [Water Resources](#)
- [Public Buildings](#)
- [Public Services & Facilities](#)
- [Safety](#)



E. ACKNOWLEDGEMENTS

This General Plan was only made possible due to the assistance of the students from SOS 594 and their instructors, Dr. Arnim Wiek and Dr. Cynthia Selin. Special thanks go to David Iwaniec who authored the vision narratives, Riley Smith and Lauren Withycombe who provided significant research and assistance in identifying community indicators, Lauren Withycombe who prepared the future scenarios and Braden Kay who developed the strategies.

Acknowledgement must also be given to all of the planners at the City of Phoenix who contributed numerous hours to this project in addition to their regularly assigned duties. In particular, Michelle Dodds, Tricia Gomes, Craig Mavis, Matteo Moric, Marc Thornton, Jacob Zonn deserve special thanks for the extra effort they committed to the General Plan Update.