

# BUILD-OUT & BEYOND



SUSTAINABILITY



EMPLOYMENT



URBAN LIVING



## CITY OF CHANDLER GENERAL PLAN 2008

The General Plan is also available online at: <http://www.chandleraz.gov>

## RESOLUTION NO. 4195

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CHANDLER, ARIZONA, REPEALING THE CHANDLER GENERAL PLAN, ADOPTED BY CITY COUNCIL ON NOVEMBER 1, 2001 AND RATIFIED BY VOTERS ON MARCH 12, 2002, AND ALL SUCCESSOR AMENDMENTS THERETO, AND ADOPTING A NEW GENERAL PLAN IN FULL COMPLIANCE WITH TITLE 9, CHAPTER 4, ARTICLE 6, ARIZONA REVISED STATUTES; AND DIRECTING THAT THE CHANDLER GENERAL PLAN ADOPTED BY THIS RESOLUTION, BE SUBMITTED TO THE VOTERS FOR RATIFICATION AT AN ELECTION TO BE HELD ON NOVEMBER 4, 2008.

WHEREAS, the Chandler City Council has resolved by previous resolution that it expects to expand, modify, or otherwise update the General Plan as provided for by law or as deemed appropriate in the opinion of the City Council; and

WHEREAS, in accordance with the Arizona Revised Statutes, the General Plan is required to include sixteen (16) specified elements; and,

WHEREAS, the City has been actively updating its General Plan to comply with State requirements; and,

WHEREAS, this plan included an extensive public participation plan adopted by Council in June 2007, prior to beginning the General Plan update; and,

WHEREAS, the City has provided opportunity for official comment by various public bodies, agencies and jurisdictions at least sixty (60) days prior to giving notice of public hearings, all in accordance with the Arizona Revised Statutes; and,

WHEREAS, the Chandler General Plan adopted by this resolution replaces the Chandler General Plan adopted by the City Council on November 1, 2001, and ratified by voters on March 12, 2002 and successor amendments thereto; and,

WHEREAS, all State of Arizona legal requirements for amending and adopting the General Plan have been met, including two (2) public hearings held in different locations by the Planning & Zoning Commission on May 22, 2008, and June 4, 2008;

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Chandler, Arizona:

SECTION I. That the Final Draft General Plan, dated June 26, 2008 as recommended by the Planning and Zoning Commission, is hereby adopted to replace the City's current General Plan, subject to voter ratification.

SECTION II. That ratification of the Chandler General Plan, as adopted by this resolution on June 26, 2008, be placed on the General Election ballot as scheduled for November 4, 2008.

PASSED AND ADOPTED by the Mayor and City Council of the City of Chandler, Arizona, this 26<sup>th</sup> day of June, 2006.

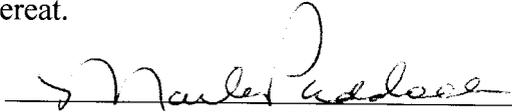
ATTEST:

  
\_\_\_\_\_  
CITY CLERK

  
\_\_\_\_\_  
MAYOR

CERTIFICATION

I HEREBY CERTIFY that the above and foregoing Resolution No. 4195 was duly passed and adopted by the City Council of the City of Chandler, Arizona, at a regular meeting held on the 26<sup>th</sup> day of June, 2008, and that a quorum was present thereat.

  
\_\_\_\_\_  
CITY CLERK

APPROVED AS TO FORM:

  
\_\_\_\_\_  
CITY ATTORNEY

# Acknowledgements

## City Council

**Mayor Boyd W. Dunn**

*Vice Mayor Lowell Huggins*

Councilmember Bob Caccamo

Councilmember Trinity Donovan

Councilmember Matt Orlando

Councilmember Martin Sepulveda/Kevin Hartke (interim)

Councilmember Jeff Weninger

## Planning and Zoning Commission

**Chairman Michael Flanders**

*Vice Chairman Mark Irby*

Commissioner Michael Cason

Commissioner Angela Creedon

Commissioner Dick Gulsvig

Commissioner Kristian Kelley

Commissioner Leigh Rivers

## Citizens' Oversight Committee Members

**Jay Tibshraeny, Chairman**

Rob Barney

Richard Herrera

Rudy Bustamante

Gina Hill

Lisa Butters

Arif Kazmi

Ed Clavell

Niels Kreipke

Angela Creedon

Mike Long

Donna DeVoe

Christy McClendon

Greg Dutton

Paul Saylor

Arthur Felder

Peter Sciacca

Harvey Friedson

Kirk Sibley

Lloyd Harrell

Stephen Veitch

Garry Hays

## City Staff

W. Mark Pentz, City Manager

Pat McDermott, Assistant City Manager

Patrice Kraus, Intergovernmental Affairs Coordinator

Doug Ballard, Planning and Development Director

Hank Pluster, Interim Long Range Planning Manager

David de la Torre, Principal Planner, General Plan Coordinator

Jason Crampton, City Planner - Long Range Planning

Sam Andrea, GIS Technician II

Kim Gehrke, Executive Assistant

## Consultants

Richard Counts, Community Sciences Corporation

David Williams, Willdan

# Table of Contents

## Acknowledgements

<b>Introduction</b> .....	1
Purpose .....	7
Plan Organization .....	11
Vision Statement.....	12
Citizen Participation .....	12
How to Use this Plan.....	13
Plan Amendments.....	15
Plan Administration .....	15
Chandler's Planning Hierarchy.....	16

## Elements

Land Use .....	19
Circulation/Bicycling.....	37
Growth Areas .....	47
Neighborhood Planning .....	57
Housing.....	63
Redevelopment.....	73
Cost of Development .....	81
Recreation and Open Space.....	87
Energy .....	97
Conservation/Environmental Planning .....	103
Water Resources .....	109
Public Services and Facilities .....	115
Public Buildings.....	125
Safety.....	133

## Glossary

## List of Figures

Figure 1	Regional Context Map.....	3
Figure 2	Chandler Planning Area and City Limits Map.....	5
Figure 3	Chandler's Remaining Land Resource.....	9
Figure 4	Hierarchy of the General Plan and other City Adopted Plans.....	16
Figure 5	Chandler Area Plans.....	17
Figure 6	Land Use Distribution Pie Chart & Land Use Comparison Table.....	21
Figure 7	Sustainability Cycle.....	28
Figure 8	Future Land Use Plan Map.....	35
Figure 9	Circulation Plan Map.....	45
Figure 10	Innovation Zone Concept.....	53
Figure 11	Growth Areas Map.....	55
Figure 12	Housing Unit Growth by Type, 2000 and 2008 Table.....	64
Figure 13	Chandler Housing Inventory 2008.....	65
Figure 14	Home Sales and Median Prices; Selected East Valley Cities 2006 Table....	65
Figure 15	Median Monthly Apartment Rents in 2006 Table.....	66
Figure 16	Chandler Housing Affordability Gap Table.....	66
Figure 17	Chandler Population and Housing Unit Projections.....	67
Figure 18	Ratio of Revenues to Expenditures by Land Use.....	81
Figure 19	Parks and Open Space Map.....	95
Figure 20	Public Buildings and Facilities Map.....	123
Figure 21	Public School Enrollments Table.....	126
Figure 22	Public Schools Map.....	131

## **Introduction**

The City of Chandler is crossing the threshold toward new community directions. An extended period of rapid growth transformed the rural town into a vibrant City. The civic focus is changing to capitalize on the City's success -- to achieve long-term stability.

This General Plan updates the 2001 General Plan.

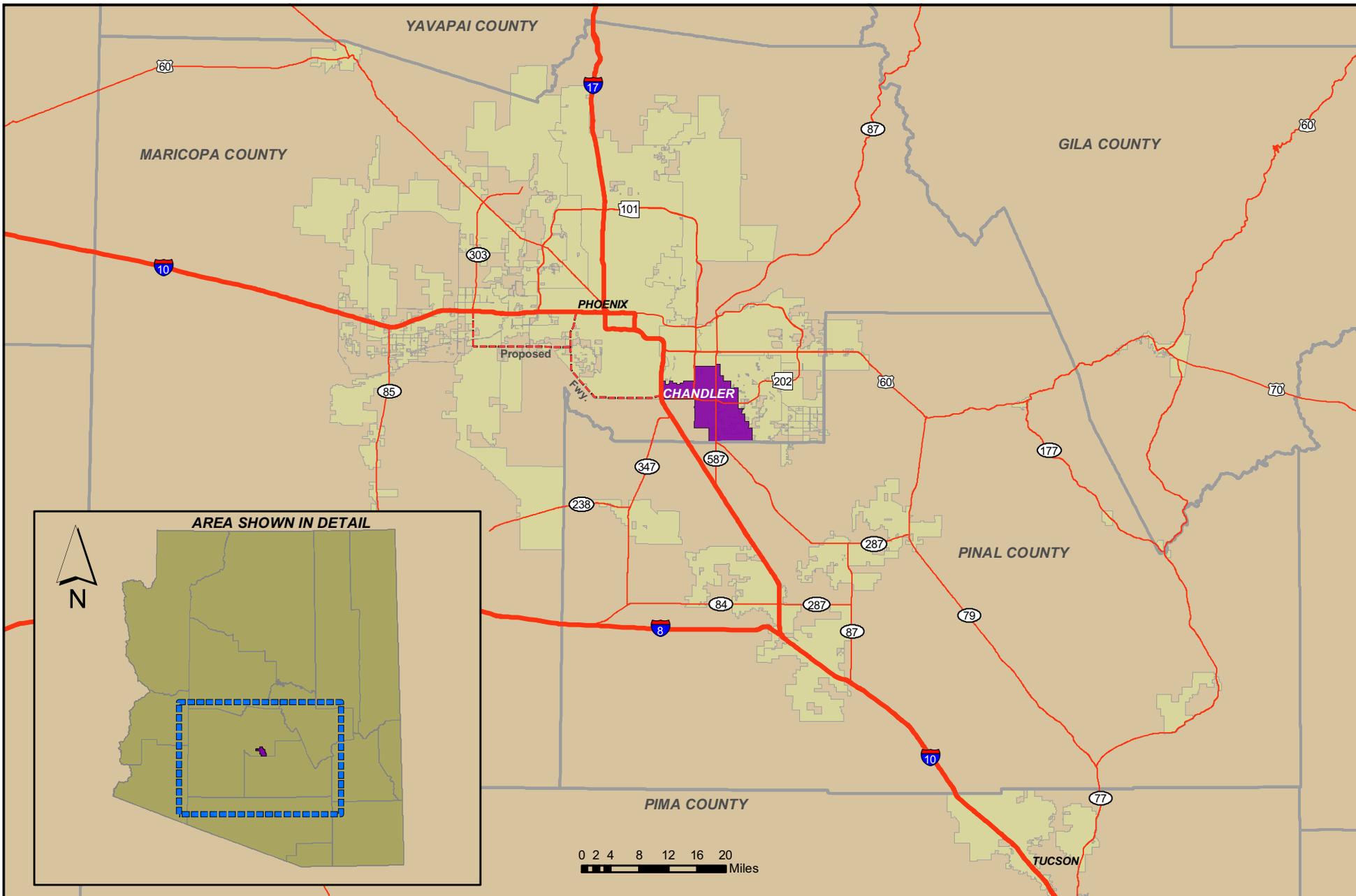
Since the previous Plan adoption, there are signs of a fundamental shift in the ways the community is preparing for the future. As Chandler matures, with less land available for development, planning decisions of every type -- from transportation to public facilities to land use -- must be made more carefully. Residential growth will become slower, more deliberate as land inventories for housing shrink. Economic development -- for jobs and revenue -- is needed for balance before vacant acreages are gone. These "Build-Out" themes run through all of the General Plan's Elements.

This General Plan update was prepared with the guidance of a Citizens' Oversight Committee. The diverse make up of the Committee made their contributions invaluable and inclusive of various geographic, ethnic and economic areas of the City. Heavily based on citizen input, many General Plan goals and objectives were derived from citizen participants attending numerous public forums, comments submitted through the City's Website, as well as from various City board and commission meetings. In addition, several concepts in this General Plan have been adapted from recommendations in the "Next Twenty", a report commissioned by the City in 2004 that studied the broad implications of reaching build-out. As a whole, the policies in the General Plan are based upon a compilation of input received from a richly diverse community, effectively forming a common vision for Chandler's future.

Chandler is situated in the center of Arizona's emerging Phoenix-Tucson mega-region, one of ten in the nation, that stretches across Maricopa, Pinal and eastern Pima Counties. Located on the southern edge of the Phoenix metropolitan area (See Figure 1), Chandler is well-positioned near the heart of Arizona's mega-region. Over the next decade, growth in Phoenix and Tucson will lead to merging urbanization along the I-10 corridor. Chandler's strategic position sets the stage for improved connections to not only Phoenix but also suburban growth in Pinal County and the economic power of Tucson. Freeway, rail and aviation access is excellent as the City is served by multiple freeways, the Union Pacific Railroad, international and regional air facilities.

The City recognizes its neighboring jurisdictions as part of a greater planning area with common interests extending beyond the municipal limits. Gilbert, Mesa, Tempe, Phoenix and the Gila River Indian Community (together with unincorporated Sun Lakes) form a continuous border, landlocking Chandler. Inside the City limits, there is a number of county islands, unincorporated tracts under Maricopa County jurisdiction. As illustrated by Figure 2, there is little opportunity to expand the City's 71.5 square mile municipal planning area.

This page is intentionally left blank



Source: City and town incorporated boundaries obtained from Arizona State Land Department as of April 2008.  
 City of Chandler boundary represents the City's Municipal Planning Area.

## REGIONAL CONTEXT

FIGURE 1

This page is intentionally left blank



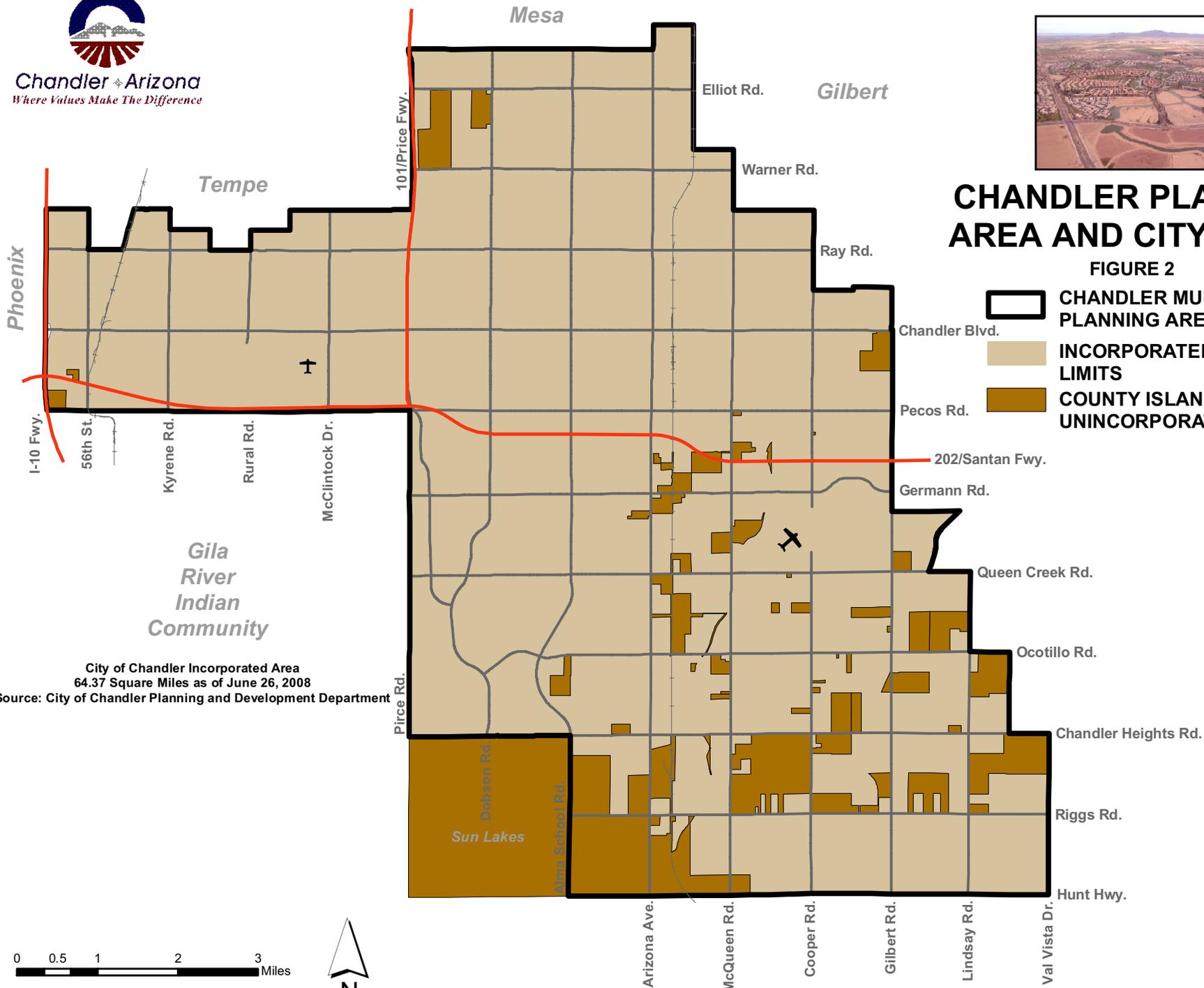
Chandler Arizona  
Where Values Make The Difference



# CHANDLER PLANNING AREA AND CITY LIMITS

FIGURE 2

- CHANDLER MUNICIPAL PLANNING AREA BOUNDARY
- INCORPORATED CITY LIMITS
- COUNTY ISLAND UNINCORPORATED AREA



Gila River Indian Community

City of Chandler Incorporated Area  
64.37 Square Miles as of June 26, 2008

Source: City of Chandler Planning and Development Department

This page is intentionally left blank

## **Purpose**

As required by the Arizona Revised Statutes for all municipalities, the General Plan serves as an expression of development policies used to guide development decisions. Its purpose is to establish clear direction that spells out public expectations and preferences to sustain a desirable community. Through a series of public forums and work sessions, Chandler residents have set Goals and Objectives for seventeen planning Elements (three have been combined with other Elements):

- Land Use
- Circulation/Bicycling
- Growth Areas
- Neighborhood Planning
- Housing
- Redevelopment
- Cost of Development
- Recreation and Open Space
- Energy
- Conservation/Environmental Planning
- Water Resources
- Public Services and Facilities
- Public Buildings
- Safety

Elements are the Plan's fundamental subject area components -- all required by the State; except for one, the Neighborhood Planning Element, which is added by the City. Neighborhood Planning is included to stress a new emphasis on assisting older neighborhoods to maintain their quality of life. The Energy Element, recently mandated by the Arizona legislature, introduces goals to encourage energy efficiency and the utilization of renewable resources.

Policies express intentions to implement goals and objectives and to protect and preserve valuable community characteristics. They seek to persuade and influence preferred development -- not dictate to property owners what they may do with their land. They also invite projects that can fill particular, identified needs. The Plan is meant to be a reference source for residents, business people, neighborhood and civic groups in addition to landowners, developers, City advisory boards and staff.

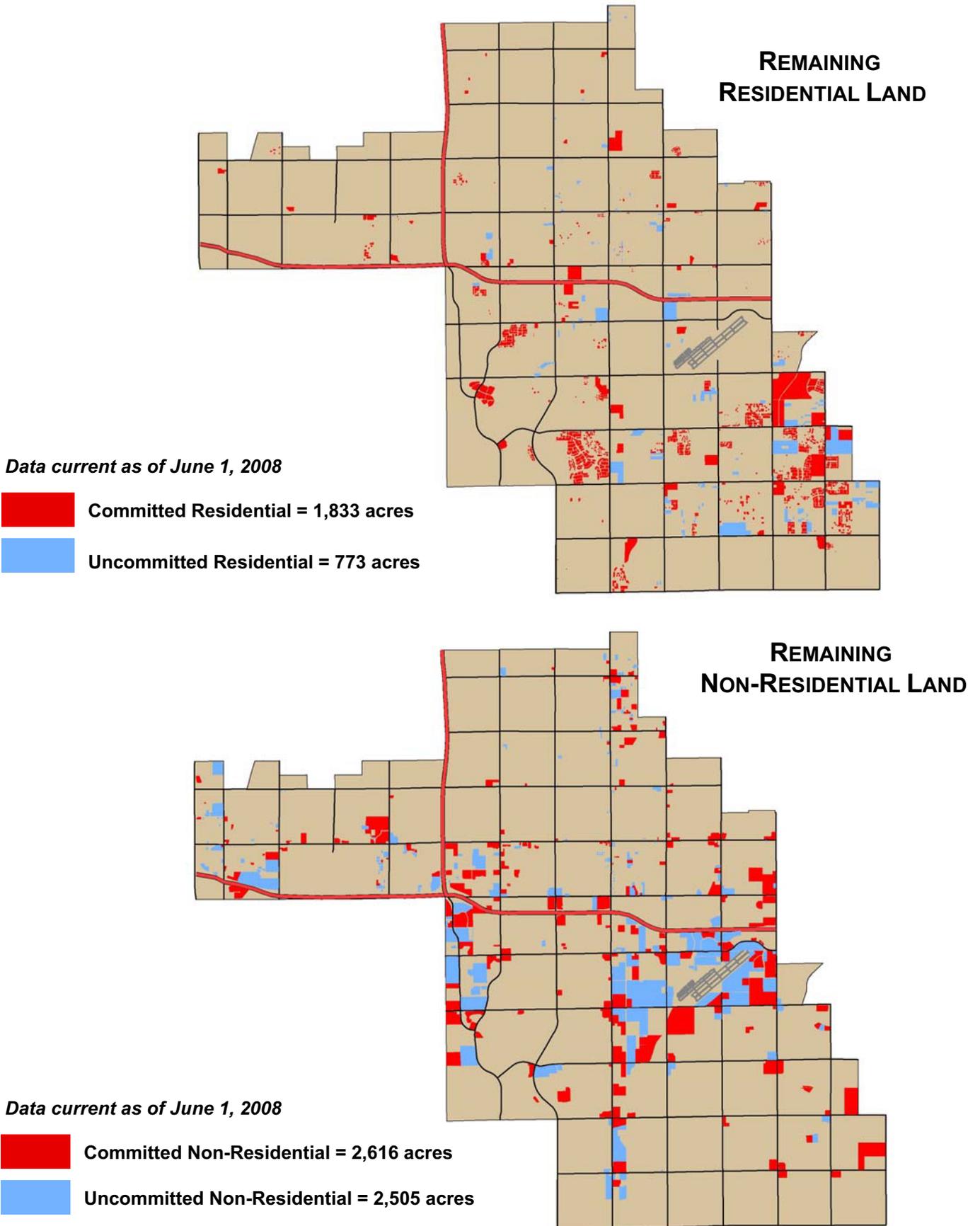
The need for long-term economic stability prompts the policies that comprise the City's Build-Out strategy. Directing the use of its remaining land resource, Chandler strives for a balance of land uses to be able to pay for municipal services on a self-sustaining basis.

*What is Build-Out? Build-Out occurs when most vacant or agricultural land has been developed.* The City will never be one hundred percent built out since there will always be infill development and redevelopment efforts. However, the City of Chandler is running out of space for new development. Figure 3, on the following page, shows the current supply of land committed and planned for residential or non-residential use. Committed properties in Figure 3 are defined as properties that were either under construction, recently zoned for a particular development, or in the process of requesting zoning as of the date of the maps. Uncommitted properties are those that had not submitted any rezoning application to the City, had agricultural zoning or zoning approval for a specific development, but remained inactive for several years.

*Planning for Build-Out.* The General Plan promotes a balance of land uses to ensure municipal services and a high quality of life. Redevelopment and infill opportunities with higher residential densities are encouraged in select areas contingent upon transportation improvements, particularly public transit, as well as other factors. Build-out also entails increased neighborhood-planning initiatives to revitalize and preserve Chandler's older neighborhoods. All of the Plan's Elements coordinate to supply support services, facilities and programs for Future Chandler.

This page is intentionally left blank

**Figure 3**  
**CHANDLER'S REMAINING LAND RESOURCE**



This page is intentionally left blank

*Continuing City Sustainability.* Areas designated for non-residential use often do not develop until after surrounding "rooftops" are built. Reserving acreage for shopping, employment and institutional uses helps to ensure Chandler's on-going status as a full-service community. Jobs and commerce also strengthen the local economy for years to come.

### **Plan Organization**

The General Plan consists of the Introduction and separate sections addressing Plan Elements, which are the City's basic planning components.

*Introduction* materials set the stage for the planning evaluations that lead to policy-based recommendations. The Vision Statement is drawn from residents' input at community meetings, and describes aspirations people have for their City. Other information is provided for understanding Chandler's planning approach in response to Arizona's "Growing Smarter" requirements. Explanations include: the citizen participation process, tips on applying the Plan to propose or evaluate projects, General Plan Amendments and other administrative procedures.

Seventeen *Plan Elements* in fourteen chapters meet the requirements of State statutes (ARS §9-461.05). Some Elements are combined because they are closely related (e.g., Circulation/Bicycling; Open Space and Recreation; Conservation/Environmental Planning).

Coordination among Elements is essential to avoid conflicting action strategies. Typically, the narrative for each Element cites others that interact (e.g., Land Use works closely with Housing, Circulation and Growth Areas). Frequent cross-referencing refer to common issues between Elements.

The Chandler General Plan is a strategic plan that uses a consistent format. Each chapter is titled "\_\_\_\_\_ Toward Build-Out" (e.g., Growth Areas Toward Build-Out) to underscore the Elements' shared perspective in addressing the City's direction toward a more urban future. In every Element, broad goals and objectives follow a brief introduction. The subject matter is then assessed according to Existing Conditions (including Assets, Challenges/Issues and Opportunities); then more specific Build-Out Policies further refine the Element's goals and objectives. Finally, specific Implementation Recommendations are stated and outlined in box format.

## **Vision Statement**

Chandler citizens recognize that their City has matured into a major urban center. They see prospects for improving upon current living quality. The growth years have accomplished numerous points of pride: strong economic base, outstanding schools, active citizen involvement, fiscal stability, exemplary municipal maintenance and services. The coming decades present a challenge to become more selective as the land resource approaches build-out.

### **VISION STATEMENT**

The City of Chandler leads by example as a strong employment hub with desirable neighborhoods, outstanding public service and, above all, its commitment to sustainability.

As a major City, Chandler will be home to many world-class corporations. A key location for emerging technologies and entrepreneurial enterprises, the City fosters a creative environment that attracts a diverse and well-educated population. The array of employment opportunities and high paying jobs will be Chandler's defining characteristic and main force behind creating a vibrant, sustainable City.

Chandler's neighborhoods will provide a variety of housing types from single-family homes in very low-density areas to urban settings including lofts in mixed-use developments. In all cases, unique neighborhood character, exceptional municipal services and superior amenities including convenient shopping, recreation, and alternative modes of transportation will make Chandler neighborhoods among the most desirable places to live.

Besides a strong employment base and desirable neighborhoods, what will make Chandler stand out from other cities is its commitment to become a sustainable City and to encourage sustainable development. Taller, more intensive developments will take advantage of proximity to transit and freeways. Residents will rely less on automobiles, as walking and mass transit will be more convenient. Chandler will be known for its interconnected system of shaded pedestrian pathways. Many new developments will have incorporated green building practices, reducing water and energy use, and thus improving the surrounding environment.

These thoughts set a foundation for the planning assessments, build-out policies and recommendations that follow. Chandler is preparing for a change in direction, but maintains the City-wide commitment to living quality improvements.

## **Citizen Participation**

This is a citizen-driven General Plan. Public involvement served as an essential component in determining the future directions Chandler should take. Persons of various ages and interests participated in identifying the aspects of community that are most important to preserve, improve or establish.

In addition to City staff, a Citizens' Oversight Committee (COC) was appointed to serve as advisors for the General Plan update. Committee members represented Chandler interests from a variety of geographic, ethnic, and economic backgrounds. The COC also included a Maricopa County resident living within Chandler's municipal planning area as well as a representative from the Gila River Indian Community. Several members brought experience from serving on the "Next Twenty" visioning group. The Committee met regularly over several months to help guide the Plan's preparation. Together with other citizens who attended review sessions, the Committee acted as a valuable sounding board for build-out planning principles.

The Chandler General Plan process consisted of several public participation sessions during the course of Plan development. A concerted effort was made to include residents from various income levels, neighborhoods/areas of the community, interest organizations and cultural backgrounds.

In August 2007, a series of three Visioning meetings was held in separate, strategic locations in the community. At each of these Visioning sessions, the same material was presented. Attendees received information packets explaining the General Plan process. Breakout sessions gathered residents' ideas on goals for each of the seventeen Elements, and responses from a questionnaire were used to prepare the Vision Statement. Feedback from citizens continued to be gathered throughout the process from persons submitting comments or replying electronically to the questionnaire through the City's website.



Special Area meetings were held with citizens in October 2007 to discuss Neighborhood Planning and Redevelopment. Attendees were first given a synopsis of the General Plan progress to date. Then they were asked to mark on maps noting locations where they thought neighborhood improvements or redevelopment efforts could be made. Various locations were noted (e.g., along transit corridors) and, subsequently, these ideas were included in the Plan's text.

Opportunities to provide additional input were made available throughout the General Plan process. City staff and consultants presented General Plan overviews and provided public input opportunities at a variety of community meetings: Local Initiatives Support Corporation Briefing; Stakeholders' Forum; Congress of Neighborhoods; Intel Community Advisory Panel; Neighborhood Link Group; Maricopa Association of Governments; Chandler Chamber of Commerce; Valley Partnership; Ocotillo Spring Event; Airport Commission; Transportation Commission; Neighborhood Advisory Committee; Economic Development Advisory Board; and the Energy and Green Building Forum, in addition to Planning and Zoning Commission and City Council briefings.

Two public hearings were held by the Planning and Zoning Commission (May 22, 2008 and June 4, 2008), after which the Commission recommended approval of the Chandler General Plan. The City Council held a public hearing on June 26, 2008, at which time the General Plan was approved and adopted for subsequent ratification by Chandler voters on November 4, 2008.

### **How to Use this Plan**

The updated Chandler General Plan brings a new perspective as the City continues to evolve. It presents instructional guidance for coping with the consequences of approaching build-out. This document is not meant to be read from cover-to-cover in a single sitting. However, a user, whether a citizen appearing at a public hearing for the first time or a long-term City official, should become familiar with the Plan's content. A comprehensive planning view encourages the General Plan user to evaluate change on a Citywide basis, directing progress for the good of the community rather than special interests. It is essential to understand what the Plan is and is not:

*This General Plan is:*

- A response to impending build-out
- An expression of citizen preferences
- A statement of City development policy
- A guide to public and private decision-making
- A long-term perspective
- More than a land use map
- A blueprint to improve quality of life in the City
- An invitation for neighborhoods to plan
- A legal requirement under Arizona State Law

*This General Plan is **not**:*

- A zoning map or set of zoning definitions
- A tool to promote special interests
- An unchangeable document
- A detailed policy for specific properties or areas
- A capital improvement program

The General Plan provides references to be used on a regular basis by City decision-makers, advisory boards and staff. Prospective builders and landowners should also consult the General Plan for appropriate types and intensities of use on their properties. The Future Land Use Plan graphic is a generalized description of existing and possible future development. It suggests likely development activity that may be requested by applicants and evaluated by the City on a case-by-case basis.

Arizona Statutes (ARS §9-462.01) require that all zoning regulations and rezoning actions be consistent with the General Plan. Applicants should refer to the document as a whole, not just select, excerpted statements, to support a request for entitlement approval. Several Elements may pertain to a single, suggested development or improvement: land use, cost of development, public facilities, circulation and others. The Elements -- taken into consideration with the goals, objectives, build-out policies and implementation recommendations -- supply a checklist for evaluating any proposed entitlement request for consistency with the General Plan. Chandler's innovative Planned Area Development zoning process allows proposed developments to be analyzed for consistency with the policies within this General Plan and taken through a citizen participation and public hearing process.

The General Plan is meant to be user-friendly. It is likely that most people will access the General Plan electronically -- as has been the experience since the City went on-line with its Unified Development Manual in 2004 (<http://udm.chandleraz.gov>). Frequent notations lead to related documents that provide greater detail or further explanation. A Glossary is also provided.

## **Plan Amendments**

As provided in the Arizona Revised Statutes (ARS §9-461.06): A Major Amendment to the General Plan is any proposal that would result in a change to the Future Land Use Plan and/or the Land Use Element that would substantially alter the City's planned mixture or balance of land uses. The Planning and Development Director is responsible for determining major and minor amendment status in accordance with these provisions.

The following criteria are to be used to determine whether a proposed amendment to the Land Use Element of the General Plan substantially alters the mixture or balance of land uses. A Major Amendment is any proposal that meets any one of these criteria:

1. Any change in a residential land use classification of 160 or more contiguous acres (quarter section) described in this General Plan to either another residential land use classification or a non-residential land use classification.
2. Any change in a non-residential land use classification of 40 or more contiguous acres to a residential land use classification. Any change in a non-residential land use classification of 40 or more contiguous acres to a mixed-use development that contains an integrated residential component does not constitute a Major Amendment.
3. Any proposal that would, in the aggregate, include changes in land use classifications of more than 320 acres described in this General Plan.
4. A General Plan text amendment, or modification or elimination of one or more of the stated goals or objectives contained in the Land Use Element of the General Plan that changes any policy or strategy regarding residential densities, intensities or major roadway locations, that would have city-wide implications.

The City of Chandler, in accordance with State Statutes, will consider General Plan major amendments at a single public hearing during the calendar year the proposal is made. Application for a General Plan Major Amendment will be in accordance with City policies and procedures. The Planning and Development Department is the lead agency to process the amendment request. More detailed information regarding Major and Minor General Plan amendment procedures including steps, important deadlines and application forms is available at the Planning and Development Department office and website.

No rezoning requiring a General Plan amendment shall be considered by City Council until a date after the General Plan amendment.

## **Plan Administration**

The purpose of this section is to provide administrative direction, criteria and procedures for compliance with State Statutes, including Growing Smarter/Plus legislation.

*General Plan Adoption.* In accordance with Arizona Revised Statutes (9-461.06J), the Chandler General Plan, once ratified by the voters, is effective for up to ten years. The General Plan can be updated or readopted at any time at the discretion of the City; however, it must be updated or readopted within ten years from the date of adoption. As conditions change (including demographic shifts, build-out of the growth areas, or the emergence of new economic trends), the General Plan may require a comprehensive update.

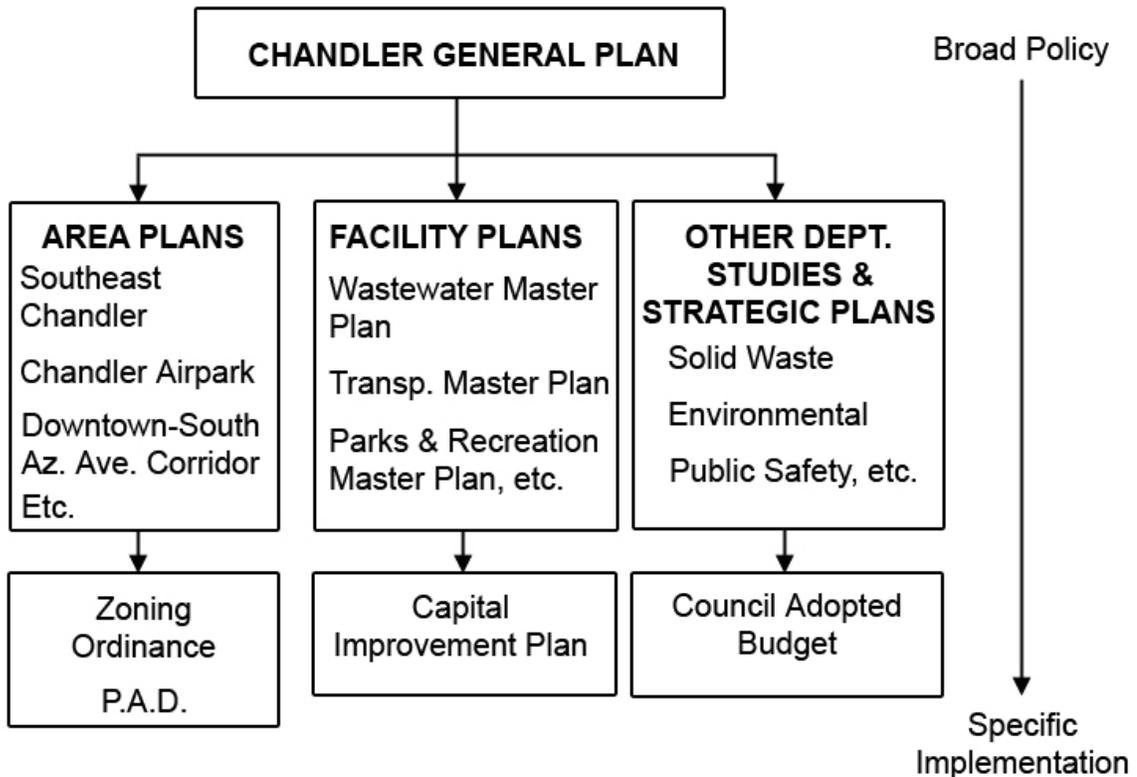
There are four key steps in the General Plan adoption process. First, the Plan is provided in draft form, for a review period of at least 60 days, to outside agencies including neighboring municipalities, Maricopa County, Maricopa Association of Governments, and the State Department of Commerce. The Chandler Planning and Zoning Commission holds two or more General Plan public hearings in different City locations, thereby enhancing citizen accessibility to comment. The Commission then forwards its General Plan recommendations to Council. Third, the Chandler City Council also holds a public hearing for final public testimony and consideration of Plan adoption. Upon City Council approval, the General Plan is submitted to the voters for ratification. If the voters do not approve the proposed General Plan, the current General Plan will remain in effect until a new, revised or resubmitted General Plan gains voter approval.

### Chandler's Planning Hierarchy

The General Plan's broad framework is supplemented by numerous other documents including specific area plans and development policies.

As Figure 4 illustrates, the hierarchy of the Chandler Planning program begins with the General Plan, which provides broad policy direction. Area plans, facility plans and other adopted studies and strategic plans may supply more detail or apply to City sub-areas or municipal systems – all of which are consistent with the General Plan's direction. The zoning ordinance, capital improvement program and the City budget are tools that implement the more specific direction received from the adopted area plans, facility plans and other strategic plans.

**Figure 4 Hierarchy of the General Plan and other City Adopted Plans**



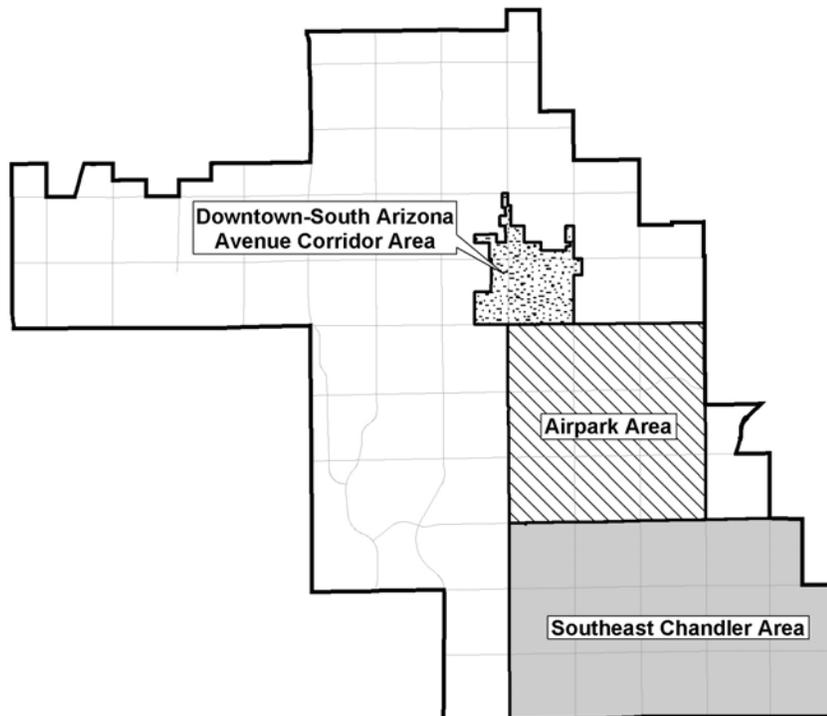
### The Chandler General Plan

The Chandler General Plan provides comprehensive direction across seventeen Plan Elements (some Elements are combined such as: Circulation and Bicycling; Conservation and Environmental Planning; Recreation and Open Space). Other Plans such as Area Plans, Neighborhood Plans and Functional Plans may assist in implementing the General Plan. They are meant to be consistent and to provide refinements beyond the General Plan scope.

All adopted Plans and development policies are intended to supplement the General Plan. Where greater detail and direction is provided in these Plans and policies, such directions will be followed for more precise development guidance. However, when more detailed, specific plans that were adopted by City Council prior to the effective date of this General Plan are found to be in conflict with the goals, objectives, recommendations or provisions of the General Plan, the more specific planning document should be followed. At the discretion of the Director, such specific plan or document may be programmed for subsequent amendment or update as necessary to resolve any identified conflicts. In no instance is the General Plan update intended to amend automatically or supercede any Area Plan or zoning approval previously granted by the Chandler City Council. Final interpretations of consistency are the responsibility of the Planning and Development Director, or the Director's designee.

*Area Plans* have been adopted by the City as the next step to implement the General Plan. Area Plans establish requirements or standards, such as dwelling unit densities, for certain sectors of the community. The three major Area Plans are: the Chandler Airpark Area Plan, the Southeast Chandler Area Plan, and the Downtown-South Arizona Avenue Corridor Area Plan. The City has several other Area Plans that should also be referred to for more specific land use policies (note that some are now built out and are no longer in use).

**Figure 5 Chandler Area Plans**



*Neighborhood Plans*, strongly advocated in the Neighborhood Planning Element, introduce the importance of grassroots participation as Chandler's build-out progresses. The General Plan establishes this additional planning tool as a means for Chandler residents to initiate action plans and establish implementation criteria on a traditional neighborhood or Homeowners Association level.

There are three reasons to recommend planning at this level: 1) to help organize neighbors and identify common goals in existing residential areas; 2) to express ideas prior to build-out development or infill proposals in their vicinity; 3) to establish neighborhood preservation/ maintenance goals and programs.

*Functional plans*, such as the Transportation Master Plan or the Water Plan Update, are plans specific to utilities or municipal systems. These plans are regarded as essential expressions of intended municipal preparedness and/or improvements.

## **LAND USE TOWARD BUILD-OUT**

Chandler land use policies are changing strategically. Decades of booming development have reduced the City's land resource to a point where decisions must be made carefully. Although known for growth, the community's expectations are now going to be focused on the most important goal of this general plan -- to create a sustainable City. This means that the City must continue to reserve land for economic development. This also means that certain areas within the City will be looking toward urbanizing, re-using and redeveloping. The City's commitment to neighborhood preservation and quality of life through land use compatibility and design quality will also be an essential land use strategy toward build-out.

Despite pressure from developers for more dwelling units, the General Plan recommends continuing to reserve land for non-residential development purposes. This planning strategy will ensure a positive jobs-to-housing balance and create a fiscally sustainable City, as described in the Cost of Development Element. Assuring the desired balance of land uses means that the City will need to become even more proactive in soliciting choice types of development. Incentives, such as permitting more intense construction and partnering with infrastructure investment can attract and retain high-tech jobs as well as generate increased commercial sales volumes.

Redevelopment initiatives also allow for better land utilization. Infill can supplement declining housing starts by bringing new homes to older neighborhoods. The additional population will help support businesses in areas where the commercial market may be currently oversaturated. Revitalizing individual commercial properties may have the effect of lowering vacancy rates and attracting a vibrant mix of retail and places of employment adjacent to City core residential areas.

Economic considerations have become more important than ever. Because the City has less available land, every public decision about how land will be developed is fundamental to assuring that living quality will be maintained and new jobs or future revenues will be sufficient to pay for levels of service expected by Chandler residents. Economic development is a critical sub-element of Land Use. For that reason, Land Use Goals are supplemented by Economic Development Goals.

### **LAND USE**

The objectives in this Land Use Element vary significantly from the 2001 General Plan. For example, "Maintain Chandler's overall low density"... and..." low profile building forms" were called for then. Now, greater development intensity is sought in appropriate locations and circumstances.

Land Use, with its accompanying Circulation Element support, affects the spatial arrangement of all other General Plan components. Growth Areas, Costs of Development, Neighborhood Planning, Housing and Water Resources Elements are especially related to Land Use principles. Build-out Goals and Objectives are:

#### **GOAL: CREATE A FISCALLY SUSTAINABLE CITY**

*Objective:* Seek revenue-generating land uses for fiscal balance.

*Objective:* Recognize that the land resource for business development is limited.

*Objective:* Protect Chandler Airpark from residential development pressures.

*Objective:* Refrain from changing the designation of non-residential land reserves to housing; however, needed types of dwelling units (such as workforce housing) may be integrated into mixed-use growth areas and redevelopment areas, especially in neighborhoods with oversaturated commercial markets.

**GOAL: PLAN FOR SUSTAINABLE DEVELOPMENT.**

*Objective:* Promote a balance of land uses, which could include mixed-use plans on larger acreage sites to discourage long distance commuting.

*Objective:* Match uses and intensities with assured accessibility and infrastructure.

*Objective:* Ensure land use decisions are consistent with available water resources.

*Objective:* Maintain design excellence without sacrificing land use compatibility and intensity.

*Objective:* Encourage the use of shade and environmentally-sensitive design.

**GOAL: PRESERVE EXISTING NEIGHBORHOODS.**

*Objective:* Prevent businesses and traffic incursions that negatively impact residential neighborhoods.

*Objective:* Encourage residential preservation, maintenance and revitalization programs.

*Objective:* Encourage infill projects that contribute amenities, appearance enhancements and reinvestment in older housing areas.

**GOAL: PERMIT INCREASED DEVELOPMENT INTENSITY IN SELECT LOCATIONS.**

*Objective:* Utilize available infrastructure capacities.

*Objective:* Encourage building heights greater than forty-five feet at select locations in accordance with the Mid-Rise Development Policy.

*Objective:* Encourage intense uses and added height in downtown, Regional Commercial areas and High Capacity Transportation Corridors.

**ECONOMIC DEVELOPMENT**

Build-out planning emphasizes the need to strengthen Chandler's financial base. The construction industry will gradually play a smaller part in the local economy. As stated in the "Next Twenty" report, the City will have to rely more on ideas, innovation, technological breakthroughs and the growth of knowledge. The City's long-term fiscal stability will depend on very selective land use decisions: recruiting profitable, successful businesses that provide high-paying jobs and/or that generate municipal revenues.

**GOAL: ENCOURAGE A VARIETY OF BUSINESSES.**

*Objective:* Foster corporate headquarters and other large office employers.

*Objective:* Recruit medium-to-large employers using incentives.

*Objective:* Encourage knowledge-intensive industries such as high-technology, bio-medical, software, aerospace, renewable energy research and development, and advanced business services (See Glossary) in appropriate locations.

*Objective:* Promote the innovation zone concept (See Growth Area Element) where research and industry intersect and benefit from close proximity to each other and other uses and amenities.

*Objective:* Consider partnership-sponsored sites/programs with incentives for medium to large-scale employers.

**GOAL: SELECT USES THAT ENHANCE THE CHANDLER ECONOMY.**

*Objective:* Seek well-paying job opportunities for the local workforce.

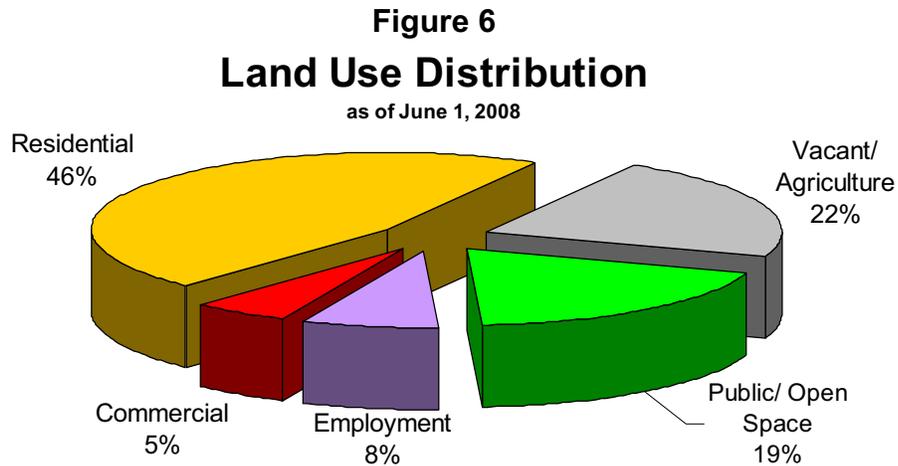
*Objective:* Encourage revenue-generating businesses.

*Objective:* Evaluate the costs-benefits of prospective industrial and commercial developments to determine highest contributions to sustainable employment and net municipal revenues.

**Existing Conditions**

The City's varied development pattern demonstrates its desirability as a place to live, work, shop, seek educational and cultural enrichment and enjoy the benefits of a well-planned environment. Chandler has grown rapidly, but according to plan. Now, with less available land, it is time for evaluating existing conditions to make the best future decisions.

Build-out projections to achieve the best possible land use balance for the future require a current land utilization inventory. Existing development types and intensities indicate where, and to what extent, physical improvements will be needed to achieve optimum housing, recreation, work place, shopping and public facility components.



LAND USE COMPARISON TABLE				
	March 1, 2004		June 1, 2008	
	Acres	Percent	Acres	Percent
Residential	15,453	41.5%	17,110	46.5%
Commercial	1,605	4.3%	1,934	5.3%
Employment	2,078	5.6%	2,783	7.6%
Public/ Open Space	5,720	15.4%	6,905	18.8%
Vacant/ Agriculture	12,367	33.2%	8,080	22.0%
<b>Total Acres</b> (excluding Right-of-Way)	<b>37,223</b>	<b>100%</b>	<b>36,812</b>	<b>100%</b>

Chandler's land resource has been transitioning from an agricultural heritage toward an urbanizing City over decades of municipal growth. The City's practice of utilizing Planned Area Developments has encouraged compatible uses in accord with guidelines established by Area Plans, broad categories of activity mixes and attention to the proportions of acreage devoted to housing, business, employment and living quality pursuits.

### **Area Plans**

As illustrated in Figure 5 of the Introduction, Chandler's adopted Area Plans begin to implement the General Plan's goals by providing more detailed goals, objectives and policies pertaining to each identified sub-sector. These Area Plans address unique characteristics and support unique land use planning and implementation strategies for each area. Area Plans are not expected to cover the entire City. They range in size from under a square mile in some areas to more than fourteen square miles in Southeast Chandler. The following list identifies the major Area Plans that have been adopted:

- **Chandler Airpark Area Plan.** The Chandler Airpark Area Plan includes nine square miles surrounding the City's Municipal Airport. Located about three miles southeast of downtown Chandler, the Airpark area is an important employment growth area for the City as build-out nears. The Area Plan is a strategic guide focused on land use compatibility and reserving appropriate areas for employment in the City. The Plan emphasizes the strategically important economic development opportunity surrounding the Chandler Municipal Airport.

The Airpark Area Plan includes four Elements: Land Use, Transportation, Infrastructure and Economic Development. All elements contain goals, policies and an implementation program.

Key Implementation Measures include:

- Establish buffering requirements for new development.
  - Incorporate a light rail transit study for the Chandler Airpark Area into the Regional Transportation Plan.
  - Use Improvement Districts to help fund infrastructure expansions.
  - Formulate an Airpark Area Marketing Plan.
  - Encourage the development of office and employment space.
- **Southeast Chandler Area Plan.** The Southeast Chandler Area Plan covers a 14.5 square mile area located south of Ocotillo Road and east of Arizona Avenue. As stated in the Plan document, a primary intention of the Plan is to maintain connections to Chandler's agricultural heritage, rural lifestyles and natural environment as the area develops. This is accomplished primarily through very low residential densities, a rural arterial street look and rural-styled architectural design.

The Area Plan includes chapters addressing: the Community Vision, Single-Family Residential Development Standards, Commercial Design Guidelines and Implementation.

Unique to the Southeast Chandler Area Plan is its "Partnering Charter" that identifies stakeholders (government, citizens, developers, and property owners) and their roles in fostering well-managed growth and development.

Key recommendations from the Plan include:

- Increase public participation for planning and zoning actions.
  - Prepare a regional trails and open space plan.
  - Disclose potential impacts from nearby agricultural operations.
  - Adopt a rural/agrarian zoning district.
  - Reduce street widths for certain streets.
  - Support joint-use of stormwater retention facilities.
- ***Downtown-South Arizona Avenue Corridor Area Plan.*** As recently amended, the Redevelopment Area Plan has been merged with the South Arizona Avenue Corridor Area Plan. The Redevelopment Area Plan contains Chandler's strategies, policies and action steps as they pertain to five specific areas. Two of these five areas were replaced by the findings and recommendations of the South Arizona Avenue Entry Corridor Study and the document now forms the Downtown-South Arizona Avenue Corridor Area Plan.

This Plan provides policy direction for redevelopment projects along with goals, objectives, policies and action steps for economic development, land use and appearance.

Key strategies in the Area Plan include:

- Development of high density residential along Arizona Avenue between Pecos Road and Frye Road.
- Create a more pedestrian-friendly environment along South Arizona Avenue.
- Create a cultural and commercial entertainment environment linked to the historic downtown square.
- Preserve and enhance residential neighborhoods through infill and renovation.
- Attract new businesses, employers, offices and housing to the downtown area.
- Evaluate and improve infrastructure in the downtown area.
- Assist in small business development and expansion.
- Create design standards for the downtown corridor.

### **Land Use Categories**

The Future Land Use Plan graphic (See Figure 8) illustrates Chandler with generalized color-coded patterns describing both existing and preferred future land uses. The map shows four primary land use categories: Residential, Commercial, Employment and Recreation/Open Space. Together, the map and the land use category descriptions below create a strategic plan to guide land use and development decisions. The map does not reflect zoning designations, and its land use categories are not parcel specific. Area plans may provide more specific land use designations for particular areas in accordance with the land use considerations provided in this section. Further, the zoning process is used to evaluate proposed developments and determine consistency

with area plans and, ultimately, the land use considerations in this section. The strategic broad category descriptions and land use considerations for each category are as follows:

**Residential.** Chandler neighborhoods exhibit a range of dwelling unit densities -- from rural residences on large lots to very urban condominium/apartment complexes. A range of residential densities may be considered in this category as described in the following paragraph.

- Rural Residential (See Glossary) properties (0 – 2.5 dwelling units per acre) are appropriate in areas adjacent to rural or large lot subdivisions.
- Low-density residential (See Glossary) 2.5 – 3.5 du/acre continues to be appropriate in areas designated Residential as shown on the Future Land Use Plan (See Figure 8).
- Medium density residential (See Glossary) (3.5 – 12 du/acre) development can be considered for infill parcels in areas located between land uses of different intensities where a transitional use or density gradation is advisable, or as a component of a mixed-use development. Projects with densities up to 12 units per acre may be located along arterial roads, freeway corridors, adjacent to employment and commercial areas, regional parks or major recreation facilities, or as part of an approved neighborhood or area plan where compatibility, transition or other justifications warrant approval.
- High density residential (See Glossary) (12-18 du/ac) can be considered as a stand-alone use in downtown, areas adjacent to arterial roads and freeways, or as part of a mixed-use development (See Glossary) in areas adjacent to arterial roads, freeways, commercial areas, Revitalization/Infill Growth Areas, Growth Expansion Nodes and within High Capacity Transit Corridors.
- Urban residential densities (See Glossary) exceeding eighteen dwelling units per acre can be considered in downtown and other Revitalization/Infill Growth Areas, Growth Expansion Nodes, regional commercial areas, and within designated High Capacity Transit Corridors (maximum allowable densities would be determined at the time of development plan approval by the City, based upon such considerations as existing and planned capacities for water and sewer infrastructure, trip generation vis-à-vis traffic/transit systems, compatibility with adjoining land uses and other factors). In order to maximize the efficiency of land uses and promote sustainable urban development, developments with high or urban residential densities should be considered as part of mixed-use developments consisting of ground floor retail, office, or live-work opportunities.

Mixed-use developments (See Glossary) containing residential, commercial and office, can be considered at the intersection of major arterials, freeway interchanges with arterial streets, commercial areas, Revitalization/Infill Growth Areas, Growth Expansion Nodes and along High Capacity Transit Corridors. Residential densities within mixed-use developments will be determined in accordance with the locational

considerations outlined above as well as by infrastructure capacity, neighborhood compatibility, and design quality.

Public facilities, offices and institutional uses may be located along frontages of arterial streets. Elementary schools, churches and other places of worship can be considered within residential neighborhoods upon placing special attention to buffering, building size and height, adequate parking, access, and neighborhood traffic circulation.

Chandler's adopted Area Plans establish target densities intended to blend with the surrounding environment. For example, at 0-2.5 dwellings per acre the Southeast Chandler Area Plan suggests spacious single-family lot layouts to maintain compatibility with nearby rural character. The South Arizona Avenue Corridor Area Plan, on the other hand, suggests that densities of 20 units per acre or higher could be accommodated on well-located growth sites -- such as those served by public transit.

Increasingly, future residential development will be evaluated in terms of higher net costs associated with providing services to homes as compared with other land use types. However, Chandler's build-out emphasis on the more cost-beneficial business and employment components fully recognizes that quality residential development supplies the foundation for municipal financial stability. Sustainable living quality is responsible for the City's creative, knowledgeable workforce earning substantial household incomes.

Although the residential category is not marked for expansion on the Future Land Use Plan, it will be relied upon to produce variety in housing choice, affordability and value in absorbing its remaining acreage. Blending higher densities into mixed-use areas and revitalization projects will be instrumental to Chandler's strategic urbanization. Finally, it is recognized that in certain limited circumstances where a parcel is challenged by its size, shape, orientation, vehicular access and visibility from an arterial street, that residential use may be the only realistic development potential for such a parcel.

**Recreation / Open Space.** Municipal parks and open space greater than approximately 5-acres in size are shown on the Future Land Use Plan. These are Chandler's existing land holdings, either developed or scheduled for future improvement. For more detailed information, refer to the Recreation and Open Space Element.

**Commercial.** Chandler expects that non-residential uses will not achieve build-out for several years after land earmarked for housing is absorbed. Sites reserved for retail, service, commercial office businesses, and institutional uses will transition from typical strip shopping, neighborhood and community center models to more urban, compact, mixed-use developments.

Only Regional Commercial locations are shown on the Future Land Use Plan. However, a range of commercial intensities, not illustrated on the Future Land Use Plan, may be considered in other select locations as described in the following:

- Neighborhood commercial (See Glossary) will continue to be most appropriate at the intersection of major arterial roads and other strategically-situated areas to serve the commercial needs of the low-density residential areas.
- Community commercial (See Glossary) is appropriate along freeways and at the intersection of major arterial streets, subject to the consideration of strategic criteria identified in the Glossary.
- Commercial office (See Glossary) complexes such as garden offices are appropriate along arterial roads, and adjacent to or mixed in with neighborhood or community commercial centers. For large office buildings and corporate offices see Employment category.
- Urban commercial (See Glossary) is appropriate in downtown, other growth areas, or along transportation corridors where mixed use buildings or compact urban development may be appropriate.
- Regional commercial (See Glossary) includes major regional commercial uses such as malls, power centers, large single use retail and other major commercial developments. Regional commercial locations are shown on the Future Land Use Plan and are also eligible for consideration of urban-style mixed-use developments, large office users and a compatible mix of residential densities. For a statement of the recommended standards for building intensities, see the Glossary for the respective commercial type.

**Commercial Nodes.** This category denotes intersections that may be considered for neighborhood or community commercial developments including large single-use retail (See Glossary), commercial offices (See Glossary), commercial services (See Glossary) and institutional uses (See Glossary). Other uses such as residential or employment, as an alternative to commercial use, may be appropriate when they match the underlying land use designation as shown on the Future Land Use Plan. Areas not designated as commercial nodes may still be considered for commercial development as described under the Commercial land use category. (For a statement of the recommended standards for building intensities, see the Glossary for the respective commercial type.)

**Employment.** Chandler's strong job base will continue to rely on attracting a diverse range of high-paying industries. This category targets knowledge-intensive industries (See Glossary) such as high technology, nanotechnology, aerospace, renewable energy research and development, biosciences, as well as advanced business services (See Glossary) and information technology.

Light industrial business parks may be considered in campus like settings containing knowledge intensive employers (See Glossary), corporate offices, manufacturing, and warehouse and distribution. A compatible mix of industrial support uses (See Glossary) and residential densities may also be considered as an integral component of a planned mixed-use development.

The innovation zone concept described in the Growth Areas Element can be considered in employment-based growth areas where there is an opportunity for

research and industry to benefit from close proximity of existing commercial and residential land uses.

Large office developments (See Glossary) offer additional employment prospects for the City's workforce. Corporate offices and large multi-story offices with multi-tenants can be considered in employment areas as well as downtown, regional commercial areas, growth areas, as a component within an innovation zone, along freeways, and along High Capacity Transit Corridors. In some instances where surrounding land uses are determined to be compatible, corporate offices may locate on the same site as their research or manufacturing functions.

Given the broad range and rapid emergence of new employment uses, including those yet to be identified and characterized within today's "idea economy" (See "Next Twenty"), recommended standards for building intensity for employment uses are best addressed at the time specific development applications would be received and analyzed through the Planned Area Development (PAD) zoning process and other applicable regulatory means.

**South Price Road Employment Corridor.** This area is recognized as the City's premier employment corridor, which is reserved for single employment users such as high-tech manufacturing, corporate offices, and knowledge intensive employers (See Glossary) in campus-like settings on parcels generally not less than 15 acres. Parcels less than 15 acres may be considered when they are part of a larger innovation zone as described in the Growth Areas Element. General industrial parks and subdivisions, warehousing, distributorships and other uses that fall outside the description of knowledge-intensive employers, large office developments, or advance business services do not fit this category.

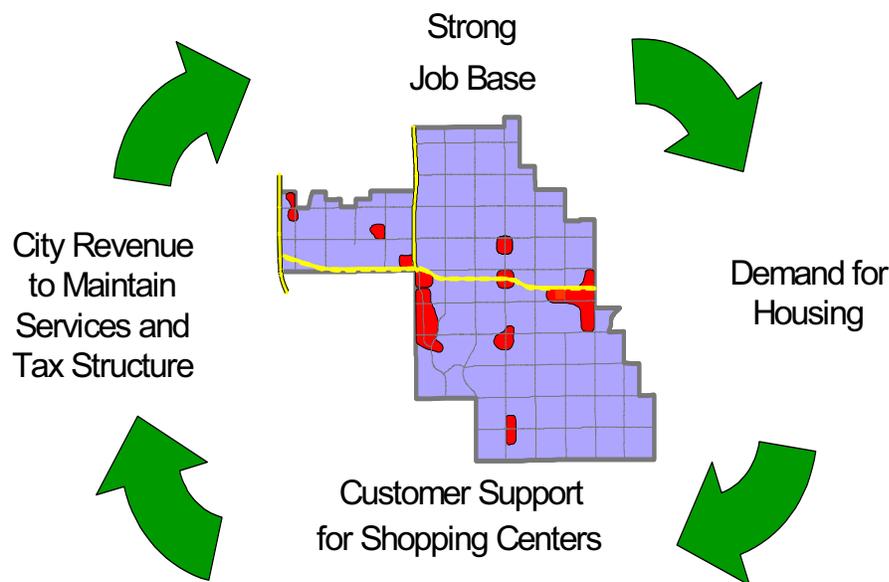
**Revitalization / Infill Growth Areas.** This designation identifies areas suitable for a mix of land uses including residential, commercial, office, public and institutional. The Downtown-South Arizona Avenue Corridor Area Plan further delineates the planned land use distribution for downtown and East Chandler Boulevard. North Arizona Avenue land uses should consider the potential for high capacity transit. Residential densities and commercial or office intensities will be determined by availability of high capacity transit, other infrastructure capacities such as water, sewer and design quality. Another important determinant will be the outcome of balancing two stated build-out policies: take full advantage of the High Capacity Transit Corridor and preserve the character of single-family neighborhoods.

**Assets.** Strategic use of the City's remaining land supply presents the best opportunity to develop a sustainable City. As Chandler's supply of undeveloped acreage decreases, planning strategies should promote efficient utilization by allowing greater building height and intensity where appropriate. Land use balance and attention to costs of development characterize the comprehensive build-out strategy for both non-residential and housing uses. Re-use incentives for properties needing revitalization effectively add those sites to the community's available land inventory. Other assets include a responsive City staff and an open citizen participation process.

The City's transition from outlying to inner suburb causes economic appreciation of land thereby making it necessary to use every parcel as fully as possible. Whether by freeway, arterial streets, public transit or pathways, enhanced access contributes to the land asset.

One of Chandler's strongest assets is the established employment base, which continues to attract quality development. The large proportion of high-technology firms attests to Chandler's sophisticated employment culture and results in high median household incomes. As illustrated in the graphic below, the growing job base will continue to create demand for housing in Chandler. The demand for housing will spur reinvestment in older neighborhoods and assure the preservation of newer residential areas. More importantly, the additional population will support commercial businesses, which in turn will generate revenue for the City to provide services to its residents and businesses. The high quality of life and stable tax climate created through this cycle have the effect of attracting more jobs, which will generate more demand for housing... and the cycle starts all over.

**Figure 7 Sustainability Cycle**



The City's commitment to design quality has made Chandler the attractive City that it is today with landscaped boulevards and high-end architecture. Chandler's design standards have raised the level of expectations for new developments, and will continue to be an important asset as the City builds out.

Overall quality of living in the community makes the City a hometown of choice for employers as well as families and individuals. Municipal government reputation for efficient, responsive management inspires confidence for businesses considering location or expansion in Chandler. Responsible fiscal policies, particularly those providing for excellent infrastructure, are assuring to residents and corporate citizens alike. Superior education, recreation, library and cultural/arts programs demonstrate commitments to family values.

**Challenges/Issues.** According to "Next Twenty", shifting focus from rapid growth ("Boomburb") to a carefully measured build-out strategy is the big challenge. Chandler's commitment to securing long-term economic stability will be gauged by the discipline with which it implements new land use principles. Being selective in land use decision-making is the predominant "build-out" responsibility over the next decade. Less developable land means that Chandler cannot afford to make major mistakes allocating available acreages. First, care must be exercised in approving types of activity that contribute most to the City's desired balance: stable business, quality jobs and addressing gaps in the housing market. Second, developers should be discouraged from underutilizing sites consistent with the City's interest -- seeking optimum numbers of jobs, retail space and dwelling units per acre when located in designated growth areas. Third, although site and architectural design excellence are fundamental, they cannot be used to mask bad land use decisions.

Maximum return on civic investment is a key factor. Chandler needs to use public facilities, existing and planned, to their fullest. Parts of the City that are well served by transportation and utilities can contribute to more urban character by blending compatible use mixes with more intense development. Projects proposed for designated growth areas should undergo critical evaluation to assure that they will achieve the sites' feasible development potential.

Economic security issues enter into the land use picture. Because residential development costs more to service, emphasis on revenue-generating uses makes sense. Increasing the sales tax base is vital. Chandler needs to maximize in-city expenditures by residents and visitors. More good jobs help raise spendable local incomes. However, at the same time, the City must strive for a balance of land uses and avoid an unsustainable proliferation of any particular land use. For this reason, land use conversions from commercial to residential may be appropriate in certain areas where additional residential is needed to balance existing commercial land uses or when a property's potential for commercial development is limited by the size, shape, orientation, accessibility or visibility.

Solidifying its position as a metropolitan suburban core City represents another challenge for Chandler. A full range of shopping, service, entertainment activities and public transit accessibility establishes a destination presence. Economic diversity will attract people from the broader region to take advantage of the City's variety.

**Opportunities.** Strategic planning must also include flexibility, which in turn may create some significant land use opportunities. Designations on the Future Land Use Plan graphic are general and not parcel specific. However, they indicate where broad use categories are -- or would be -- appropriate.

Neighborhood preservation concepts were strongly supported by citizens participating in the planning process. They favored strategies that will involve residents in revitalization proposals. Older, central core neighborhoods can benefit from land use adjustments as the City matures. Examples include urban housing, proximity to workplaces and transit, affordable home ownership/rentals and replacing outmoded shopping centers with new use mixes.

Maximum land utilization called for in the General Plan proves the greatest land use opportunity for certain locations. For example, a growth area or innovation zone designation invites creative ideas for developers to intensify property utilization (See "Growth Areas Toward Build-Out Element" for description and illustration of the innovation concept). Other sites may be considered if they meet qualifying criteria (such as adequacy of transportation access, among others).

Building heights, on judiciously selected sites, can create opportunity for land efficiency. Taller buildings that accommodate greater floor areas or more dwelling units represent savings in land costs -- which may be passed along to ultimate users. Building heights greater than forty-five (45) feet should be considered in accordance with the Mid-rise Development Policy and any subsequent amendments to the policy adopted by City Council.

There is also a teamwork advantage inherent in this land use planning approach. Cooperation among landowners, neighborhoods, City officials and staff intends to achieve consensus on highest and best use for all properties involved in Chandler's build-out.

### **Build-Out Policies**

Chandler's impending build-out puts greater emphasis on making the right land use decisions. All General Plan Elements contribute to land use principles, all helping to focus on the best ways for both public and private interests to deploy or reevaluate the City's remaining land resources. Strategically selective land use decisions are intended to produce sustainable economic benefits. Ways to assure continued prosperity suggest that the City should:

- ◆ Evaluate sustainability and municipal cost-benefit of proposed land uses.
- ◆ Resist attempts to convert acreage reserved for non-residential development into housing use, except when additional residential is needed to support existing commercial uses or when a property's potential for commercial development is limited by its size, shape, orientation, accessibility or visibility.
- ◆ Attract emerging businesses and employment that will utilize a highly compensated brainpower workforce.
- ◆ Enable appropriate applications of "innovation zones" in growth areas.
- ◆ Take full advantage of the major shift in transportation planning toward public transit and High Capacity Transit Corridors.
- ◆ Entertain applications for increased housing density at locations designated for residential use that are in or near growth areas, convenient to transportation or jobs, and responsive to housing market gaps such as affordability.
- ◆ Consider permitting residential dwelling units in mixed-use developments as incentives for providing workforce housing, buffering existing neighborhoods, or installing public open space/trails or other highly-desirable features.
- ◆ Preserve the character of single-family neighborhoods.
- ◆ Promote business retention and expansions within Chandler and avoid sales tax leakage to other municipalities.

- ◆ Allow strategic location for taller buildings or more intense development where sufficient infrastructure capacity exists or is planned, consistent with the City's adopted Mid-Rise Development Policy.
- ◆ Consider development incentives with measurable qualifying criteria.
- ◆ Strive to add retail, hospitality, automotive dealerships and other high revenue businesses into existing centers as well as new commercial activity complexes.

Increasing development intensity or density, creating an enriched combination of mixed land use activities, seeking additional height or site coverage and other prospective advantages/incentives can be evaluated to determine a project's responsiveness to build-out criteria. These considerations include, but are not limited to:

- Exemplary contributions to jobs, municipal revenues and/or commercial synergism.
- Timely use of public facilities and infrastructure.
- Facilitation of transportation improvements, such as transit ridership or roadway capacity.
- Consistency with General Plan build-out principles.

### **Implementation Recommendations**

City initiative is necessary to steer development on remaining, available sites to most advantageous land use. Infrastructure enhancements, especially transportation, and meaningful incentives can help to influence private sector investment.

Neighborhoods' participation in land use decision-making has taken on even greater importance. Area and neighborhood plans can set criteria to assure compatible development.

The selective approach advocated in the Land Use Element leads to the following implementation recommendations:

#### **Concentrate on land usage that continues growing Chandler's economy.**

Retail variety, together with wide choices for dining and entertainment, supports gains in local business receipts. Capture of residents' expenditures is vital -- from working families as well as growing numbers of active retirees. As a burgeoning municipal center, Chandler can continue to build on purchasing power from the greater region.

Already solid, Chandler's jobs-to-housing ratio can be improved even further. Technological, professional and innovation occupations represent particularly fitting contributions to the existing and future workforce. Long-term stability of household incomes requires planning for well-paying workplaces.

**Recommendation:** Determine priorities among desired types and scale of businesses for new economic development. Continue to support "Creative District" enterprises and small, local business variety downtown. Promote revitalization for aging commercial centers and strip developments to include jobs as well as specialty businesses; and encourage regional centers' connectivity (e.g., shuttle service) and use-mix objectives.

**Promote development at preferred locations.**

Capital Improvement Program (CIP) investments earmarked to growth areas should be coordinated with private sector projects. For example, transit service advancements (See Circulation Element) can benefit employment expansion or condo-apartment cluster development. Parking or roadway improvements potentially serve as incentives for adjacent commercial uses. CIP reserved contingency funds may be applied to coincide with growth area construction.

Innovation zone sponsorship (by the City, university or civic organization) could expedite the formation of like enterprise clusters once one or two users have committed to a particular location. Efforts could include infrastructure expansion, spec building construction, recruitment at trade association conferences, start-up business subsidies and other techniques.

**Recommendation:** Consider partnerships in developing selected site(s) in growth area or innovation zone context. Prepare support systems for growth/innovation pilot programs that would be initiated by private interests. Match assistance to the scale and development timing of each selected project -- according to available sponsorship resources.

**Mitigate land use impacts on residential neighborhoods.**

Build-out principles favor optimum land use for sustaining Chandler's economy. However, preserving neighborhoods is also a top priority. Neither infill, redevelopment nor new construction should detract from residential security, privacy and property values.

Ameliorating potential stresses between residential areas and major development proposals presents an ideal topic for neighborhood planning. Articulating acceptable types, sizes and intensities of adjacent uses before developments are proposed would be far more constructive than adversarial contentiousness. Prospective developers, too, should provide clear narrative addressing neighborhood compatibility from the very beginning of a proposed project.

**Recommendation:** Continue compatibility analysis with developers and neighbors of growth area sites. Considerations should include assessments of costs and benefits to the City, commitments to buffering, mixed-use design standards, building massing to property interiors, public amenities and appropriate connectivity improvements such as multi-purpose pathways.

**Monitor the success of build-out development.**

Paying close attention to land use trends will allow the City to fine-tune its policies. Measuring results against projections determines whether the plan for sustainable balance is on track.

Data collection could evaluate achievements in neighborhood planning, job creation, numbers of new or expanded businesses and construction statistics. This information would serve as the primary factual basis for the broader General Plan Progress review. Benchmarks are critical to attaining goals.

**Recommendation:** Produce regular updates recording land absorption by general land use category and location. Consider issuing an annual "report card" recording achievements on General Plan goals and policies.

This page is intentionally left blank

# FUTURE LAND USE PLAN

- RESIDENTIAL**  
This category allows a range of residential densities from Rural Residential (0 - 2.5 dwellings per acre) to Urban Residential (18+ dwellings per acre) based upon location and other criteria described in the text of the General Plan. Public facilities, commercial offices, and institutional uses may be located along frontages of arterial streets, commercial may be located at the corners of arterial street intersections, and mixed-use developments may be located at the intersection of major arterial streets and along High Capacity Transit Corridors.
- COMMERCIAL**  
Major regional commercial uses such as malls, power centers, large single-use retail development, and other major commercial developments. As described in the text of the General Plan, mixed-use developments, large office developments, and a compatible mix of residential densities can be considered in regional commercial areas.
- EMPLOYMENT**  
Major employers, knowledge-intensive employers, industrial/business parks, and industrial support uses. A compatible mix of residential densities as an integral component, and innovation zones may be considered as described in the text of the General Plan.
- RECREATION / OPEN SPACE**  
Public parks and open spaces shown are greater than approximately five acres in size. For a complete map including recreational facilities and privately owned golf courses, see the Recreation and Open Space Element.
- COMMERCIAL NODES**  
Neighborhood or community commercial, including large single-use retail development. By policies described within the text of the General Plan and area plans, commercial offices, commercial services, and institutional uses can be developed at commercial nodes. All new commercial will take into consideration existing commercial development which may not necessarily be shown on this map.
- REVITALIZATION / INFILL GROWTH AREA**  
Mixed-uses including commercial, office, public, and various residential densities.
- SOUTH PRICE ROAD EMPLOYMENT CORRIDOR**  
Large single-user campus employment, or as an alternative, an innovation zone as described in the text of the General Plan can be considered.
- LARGE TRACT GROWTH AREAS**  
See Growth Areas Element.
- GROWTH EXPANSION NODES**  
See Growth Areas Element.
- DOWNTOWN AREA \***  
Mixed-use, public facilities, commercial, office, employment, and various residential densities to preserve and revitalize the downtown area. See Downtown South Arizona Avenue Area Plan for more specific land use descriptions.
- AIRPARK AREA \***  
A mix of employment, commercial, residential densities, and open space within the Airpark Employment Area, designated to be compatible with the Chandler Municipal Airport. See the Chandler Airpark Area Plan for more specific land use descriptions.
- SOUTHEAST CHANDLER AREA \***  
Predominantly rural and low density residential land uses that respect and protect the rural/agrarian lifestyle of the area. See Southeast Chandler Area Plan for more specific land use descriptions.
- SCHOOLS**  
Public elementary, middle, high school, and community college.
- \* See Note #2

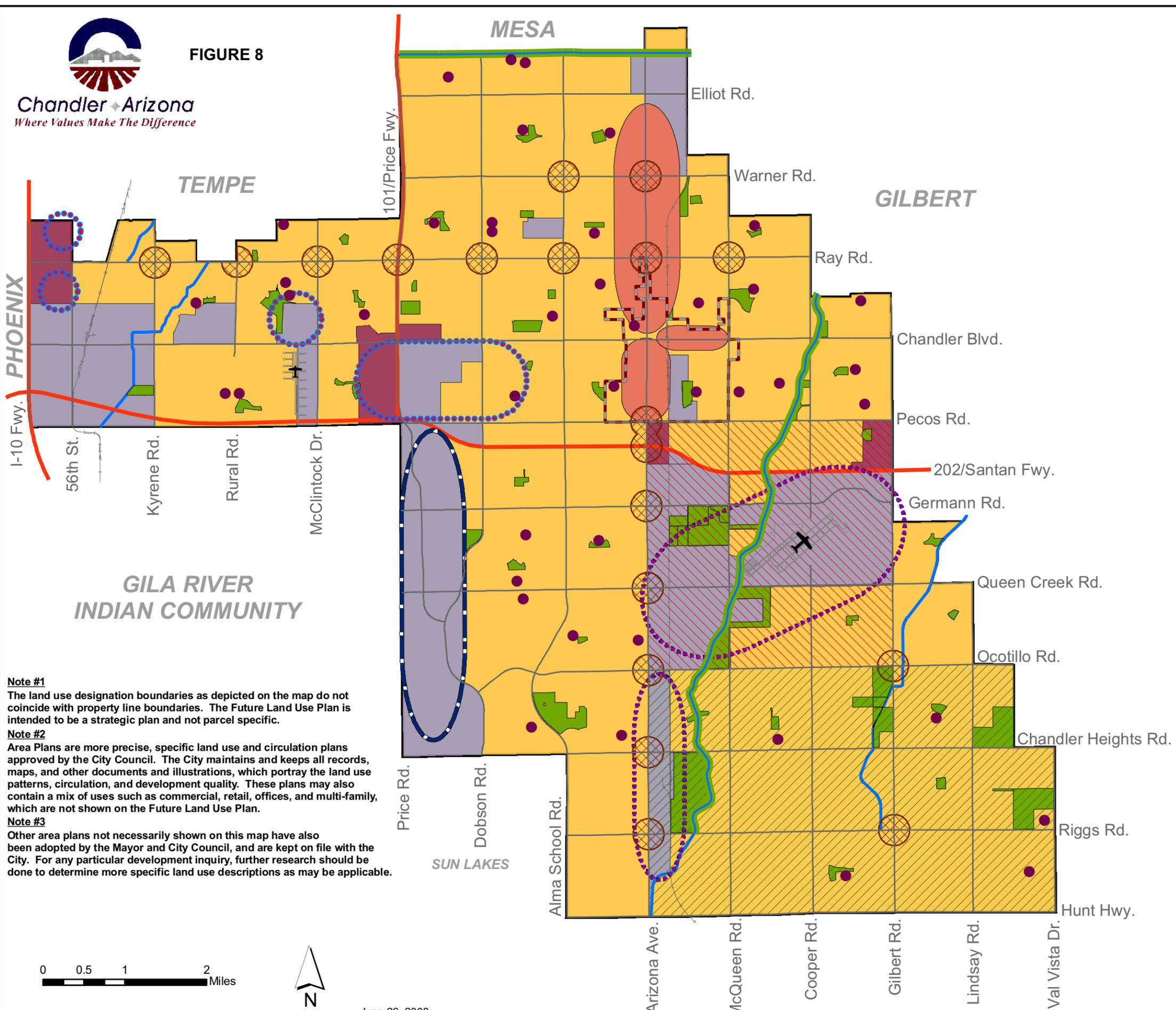


FIGURE 8



**Note #1**  
The land use designation boundaries as depicted on the map do not coincide with property line boundaries. The Future Land Use Plan is intended to be a strategic plan and not parcel specific.

**Note #2**  
Area Plans are more precise, specific land use and circulation plans approved by the City Council. The City maintains and keeps all records, maps, and other documents and illustrations, which portray the land use patterns, circulation, and development quality. These plans may also contain a mix of uses such as commercial, retail, offices, and multi-family, which are not shown on the Future Land Use Plan.

**Note #3**  
Other area plans not necessarily shown on this map have also been adopted by the Mayor and City Council, and are kept on file with the City. For any particular development inquiry, further research should be done to determine more specific land use descriptions as may be applicable.

This page is intentionally left blank

## **CIRCULATION/BICYCLING TOWARD BUILD-OUT**

In coordination with the General Plan update process, a Transportation Master Plan update has proposed comprehensive system improvements integrating all transportation modes. This Element establishes the framework for subsequently adopting the more detailed Transportation Master Plan. Citizen participants in the General Plan process agreed that transportation and circulation issues deserve high priority attention.

The City has moved aggressively into the implementation phase for its share of major regional transportation funding approved by Maricopa County voters. Planning and design are complete for projects ranging from public transit to road and pathway improvements.

In the past, high intensity land uses were placed at freeway interchanges and arterial street intersections to provide maximum accessibility. Now the City faces a major paradigm shift. Capacity on the freeways and arterials will no longer be able to support higher densities without expensive transportation improvements. The City is applying lessons learned from other mature urban communities: high intensity land uses will need to be placed near transit corridors within walking distance of bus rapid transit or light rail transit stations.

Bicycle planning is one of the Elements called for in State planning statutes. In this General Plan -- as in the Transportation Master Plan -- bicycling is considered as a parallel component and is directly integrated with this Circulation Element. Non-motorized transportation alternatives are an important part of Chandler's overall future circulation system.

### **CIRCULATION**

The Circulation Element responds to particular needs that the City is experiencing as it approaches build-out. As jobs, commerce and housing are added, steps must be taken to mitigate traffic congestion. Convenience and cost factors also need to be considered for all citizens, particularly the elderly, youth and lower income families. Population concentrations and major shopping or employment nodes can generate sufficient ridership to support transit options.

#### **GOAL: IMPROVE PUBLIC TRANSPORTATION ALTERNATIVES FOR CHANDLER CITIZENS, COMMUTERS AND VISITORS.**

*Objective:* Engage in long-range planning for light rail system extension into the City along High Capacity Transit Corridors and/or commuter rail service on existing railroad facilities.

*Objective:* Expedite High Capacity Transit Corridor improvements including high speed bus rapid transit connections with metropolitan area destinations.

*Objective:* Encourage ridership through transit-oriented development.

*Objective:* Provide connections from outlying, lower-density neighborhoods (e.g., dial-a-ride, local bus service) to downtown Chandler and transit centers.

#### **GOAL: MATCH LAND USE INTENSITIES WITH PLANNED TRANSPORTATION SYSTEM CAPACITIES.**

*Objective:* Plan high intensity land uses near High Capacity Transit Corridors.

*Objective:* Design optimum roadway widths, geometrics, ingress-egress and signalization in "high capacity corridors" tied to land use intensity.

*Objective:* Emphasize transportation safety in all parts of the City.

*Objective:* Discourage through traffic in residential neighborhoods by means of efficient signalization on arterial streets and traffic calming.

*Objective:* Coordinate with regional and neighboring community transportation plans.

*Objective:* Establish site planning design criteria that relate vehicular access/parking with bike and pedestrian connections between adjacent land uses.

**GOAL: CONTINUE THE DEVELOPMENT OF AN INTEGRATED MULTI-MODAL TRANSPORTATION SYSTEM.**

*Objective:* Utilize aviation facilities to attract business and accommodate local aircraft owners.

*Objective:* Facilitate residents' accessibility to regional and interstate transportation with links to bus, rail, air passenger services, and freeway connections.

*Objective:* Strive to achieve efficient truck routes, reducing conflicts with passenger vehicles.

*Objective:* Plan multi-modal connections -- public transportation, roadway capacity, bike lanes, pedestrian paths -- through employment corridors and growth nodes.

**BICYCLING**

Bicycle facilities serve transportation as well as recreational purposes. Chandler promotes bicycle use as an affordable transportation alternative for shopping and commuting as well as for outdoor enjoyment. Element Goals and Objectives for bicycling are as follows:

**GOAL: BROADEN BIKEWAYS SCOPE TO CONNECT NEIGHBORHOODS WITH DOWNTOWN.**

*Objective:* Complete bicycle lanes on all arterial streets.

*Objective:* Encourage bicycle commuting.

*Objective:* Include bicycle plan integration in new developments, street improvements and neighborhood revitalization strategies.

*Objective:* Plan a continuous and interconnected system for bicycle travel among adjoining communities.

*Objective:* Plan an interconnected bicycle system containing continuous east-west and north-south bicycle routes.

**GOAL: DESIGN ON- AND OFF-ROAD BICYCLE FACILITIES FOR MAXIMUM SAFETY, CONVENIENCE AND COMFORT.**

*Objective:* Serve bicyclists of all ages and skill levels.

*Objective:* Improve safety for bike paths and lanes.

*Objective:* Provide bicycle transport on buses and light rail.

*Objective:* Add bicycle amenities such as parking and rest areas.

*Objective:* Provide an educational bike safety program.

### **Existing Conditions**

Surface street transportation currently operates at or above acceptable levels of service. Freeway connections, such as the addition of Loop 202 and its interchanges, provide excellent regional access for Chandler motorists; however, there is increasing congestion on primary commuting routes.

Portions of the community where most recent growth has occurred have full-width rights-of-way dedicated, but some are not improved to full lane capacity. Intersection improvements proceeding throughout the older sections of the City have been found to be more cost-effective than adding lanes.

Multi-modal transportation improvements, especially bus transit and bicycling alternatives, are being implemented. Bus Rapid Transit is aimed, in large part, at increasing commuters' use of public transportation. Bike routes attract increasing numbers of commuters to local places of employment.

**Assets.** The three freeways that serve Chandler -- Loop 101 (Price Freeway), Loop 202 (SanTan Freeway), Interstate 10 -- and a grid pattern of major arterials provides the City's circulation framework. Traffic flow and travel times inside the municipal limits are generally very good, in contrast to regional peak hour traffic conditions.

Transportation system improvement has been, and continues to be a public financing priority. Transportation Master Plan attention covers all forms of travel that will be supporting build-out. Recent and continuing capital investments devoted to other transportation modes (from bikes to buses) are beginning to take effect as alternatives to automobile trips.

The City of Chandler provides a number of transportation programs and services to help senior citizens and people with disabilities maintain their independence within the community. Dial-A-Ride service is provided in accordance with the American with Disabilities Act (ADA) through the East Valley Dial-A-Ride (EVDAR). EVDAR provides door-to-door, shared-ride public transportation services for senior citizens and persons with disabilities. Valley Metro operates the EVDAR service under contract for the Cities of Chandler, Mesa, Tempe, Scottsdale and the Town of Gilbert. Proposition 400 funds the cost of service for persons with disabilities in accordance with the Americans with Disabilities Act (ADA), which makes up approximately 80% of the EVDAR service hours. Non-ADA service is funded by the City of Chandler.

The Maricopa County Human Services Department Special Transportation Services (STS) program supplements Dial-A-Ride services currently provided through East Valley Dial-A-Ride with assisted, door-to-door transportation for persons with disabilities and the elderly. This is a shared-ride service and advance reservations are required. The City of Chandler also contracts with Maricopa County to provide transportation service to income-qualified veterans.

The City of Chandler initiated a subsidized taxicab coupon program with Valley Metro in 2006. This program, modeled after successful cab subsidy programs in Mesa and Scottsdale, provides subsidized taxicab coupons for Chandler residents that are eligible for Dial-A-Ride services. The program is intended to provide additional transportation options for senior citizens and persons with disabilities at a lower cost than traditional

Dial-A-Ride service. Under this program, participants purchase coupon booklets at a discounted price. The coupons can then be applied toward the fares of participating cab companies.

Positive bike system factors include planned roadway widenings to include bike lane installation, pathway connections designed into new developments and incorporation of facility extensions through linear parks and along canal banks.

**Challenges/Issues.** Meaningful reductions in car traffic can improve transportation system performance as build-out approaches. Increasing in-city job availability reduces commuting time and trip lengths. Adding residential density in the downtown core and High Capacity Transit Corridors is needed to encourage the viability of public transit.

Two commuter express bus routes offering weekday, peak hour service between Chandler and downtown Phoenix have been in operation since the mid-1980's. In 2004, Maricopa County voters approved Proposition 400, which will provide additional funding for construction of freeway high occupancy vehicle (HOV) lanes, park and ride facilities and expansion of the express bus fleet with new routes offering service between Chandler, Phoenix, Tempe and Scottsdale. A regional park and ride facility with 450 parking spaces will be built adjacent to Tumbleweed Park in 2008. As fuel prices continue to rise, demands for commuter express service will likely increase requiring construction of additional park and ride facilities in proximity to the freeways and further expansion of commuter bus service.

Rail service may not be realized during the tenure of this General Plan; nevertheless, Chandler should continue to participate actively in long-range planning. Failure to do so could preclude or delay future rail transportation service.

Bicycle system challenges include safety and providing continuity enhancements. Where rights-of-way and funding permit, bike paths and lanes should meet American Association of State Highway and Transportation Officials (AASHTO) guidelines for bicycle facilities. City staff and bike enthusiasts continue looking for ways to add system links in the community and across municipal boundaries into neighboring cities.

**Opportunities.** Tax dollars allocated by passage of Proposition 400 are expected to generate one billion dollars for Chandler transportation projects over the life of the sales tax. An example is providing Bus Rapid Transit (BRT) in the Arizona Avenue Corridor. This improvement is scheduled to begin service in July 2010.

Studies for extending light rail routes into the Chandler area are underway. Each project takes 9-10 years from planning to completion, so the City is participating now -- to be included in long-range planning. Commuter rail possibilities also merit consideration. They can be accommodated on existing railroad tracks, typically averaging longer distance trips (e.g., 20 miles compared with light rail's 4-5 miles) and offering consistent travel times.

Integrating build-out land use with transportation planning is a real opportunity. Maturing, more intense urban activities with transit facilities leads to multiple benefits: more riders, improved schedule frequency, vehicular trip reduction on main streets, reduced vehicular emissions and more.

Advances in bicycle use may occur from implementing the City's bicycle plan as well as incorporating bike path/lane installation in plans for roadway and intersection improvements. Although bicycle trips represent a relatively low proportion of circulation movements now, the cost of bike enhancements is minimal when combined with other larger projects.

### **Build-Out Policies**

The desired balance of land development depends on efficient, functional transportation. Safe, convenient mobility should be considered a "given" as the City matures.

Circulation Element policy guidelines cover a variety of transportation system aspects:

- ◆ Explore all feasible options for extending public transit opportunities, particularly for service to older or more densely populated areas such as downtown, or in employment and shopping activity centers.
- ◆ Design and maintain Chandler's street hierarchy for safety and separation of through trips from residential neighborhoods.
- ◆ Emphasize participation in long-range planning for regional light rail and commuter rail.
- ◆ Integrate transportation modes for choice and convenience -- on individual sites, within neighborhoods and for connections across town or to regional transportation destinations.
- ◆ Protect aviation operations from residential encroachment.
- ◆ Promote alternative transportation modes and the ease of circulation within the Chandler Airpark Area as well as other Growth Areas to support the City's economic development strategy.

Citizens participating at community planning workshops frequently mentioned the need for bicycle and pedestrian linkages throughout the City.

- ◆ Promote a continuous bicycle system that connects neighborhoods with downtown, places to work or shop, schools, libraries, parks and adjacent communities.
- ◆ Eliminate system gaps wherever possible with special attention to include bicycle facilities in neighborhood revitalization plans and new developments.
- ◆ Encourage bike riding as an alternate transportation mode as well as a healthy and sustainable recreational activity.

### **Implementation Recommendations**

Chandler's transportation Elements are critical to preparations for build-out, i.e., community-wide circulation with an emphasis on transit and bicycling. These subject areas represent fine-tuning for citizens' accessibility to destinations throughout the City and region. The following recommendations are intended to make it easier, safer and less expensive to get from place to place, together with increased mobility choices for all persons, especially lower income families, older people and youth.

**Strengthen public transit partnerships.** Municipal growth pressures create needs for diverse transportation options. Heavy reliance on the City's street system, even though it is being improved continuously, leads to worsening traffic congestion. By expanding

public transportation services and supporting alternate modes, Chandler plans to accommodate more employment, commerce and urban density housing.

Public transit offers excellent prospects to relieve transportation demand on a large scale. Valley Metro, the metropolitan transit system, will play an important role in Chandler's alternative ridership progress. Working with neighboring jurisdictions as well as private sector interests (e.g., developers and employers), Chandler intends to maximize its share of Proposition 400 funds for transit.

A variety of bus services, routing decisions, park-and-ride lots and collection/transfer points mark the next steps that are required to attract and retain riders. In time and as funds permit, shuttle or dial-a-ride services may be extended to retirement communities or less dense neighborhoods.

In addition, the City is actively participating with regional rail transit evaluations. Lengthy preparations involved in rail system implementation give Chandler time to secure its place in the growing metro rail transit network. Build-out land use decisions can strengthen and expedite the case for rail service extension into the City.

**Recommendation:** Set public transit priorities to increase service, convenience, and ridership within the City and connect to regional destinations. Plans and designs should be developed for parking, bus stop/station access, street furniture, signage and security. Designs should be in place as soon as possible for the Arizona Avenue BRT route, and later for feeder bus route concepts and future rail transit alignments.

Increase mass transit planning and funding communication with Federal, State and county agencies, and especially with Valley Metro and MAG staff. An annual transit status report by Transportation Services and Planning staff should be issued through the Chandler Transportation Commission.

**Produce traffic management guidelines for Growth Areas.** City staff and advisory commissions should collaborate on specifying circulation system features desired in large-scale development projects. Criteria for access points, parking, transit connections, pedestrian and bicycle interface could be considered.

Growth Area development approvals, incentives, or bonuses might require applicants' Transportation Demand Measures (TDMs) to include innovative approaches to reduce transportation system impacts. Employers could offer ride sharing, transit discounts, preferred parking or other inducements for reducing automobile trips. Shopping areas would benefit from park-and-ride, shuttle service and bicycle accommodations. Greater residential density would be justified if located proximate to transit, such as in the Arizona Avenue Corridor -- the closer to bus stops or BRT, the better.

**Recommendation:** Consider transportation improvements as essential prerequisites for approving higher intensity development projects. Site layouts can be designed to reduce walking distances from transit. Efficient interior roadway circulation avoids queuing and engine idling. Preferred bus stop and drop-off areas should be designated. Proactive programs such as vanpools, telecommuting, staggered hours and the like could represent performance commitments for businesses to meet.

Capacity studies for portions of Growth Areas can be performed to determine numbers of dwelling units, employees and commercial floor area that can be sustained at acceptable traffic service levels.

**Add dimension to Chandler's multi-modal circulation system.** The street extension and upgrade improvements called for in the Transportation Master Plan constitute a Citywide priority. Residential areas should receive attention to assure their connectivity to other parts of the community and region. Outlying, newer neighborhoods, in addition to those nearer the downtown core, are scheduled for roadway investment as well as enhanced accessibility to public transit and bicycle facilities.

Balanced economic development requires promoting business-related transportation functions. Better surface street travel times and convenient access to employment and shopping centers are key objectives in constructing non-residential projects. General aviation facilities will attract industry to the Airpark Area. Truck movements are becoming more efficient -- and causing less conflict with commuters' vehicles -- as a result of on-going freeway system improvements.

As build-out approaches, the City is completing its basic transportation network. Looking ahead, "smart growth" principles invite a wider range of more affordable transportation choices for residents and businesses.

**Recommendation:** Implement the updated Transportation Master Plan with particular emphasis on priorities for upgrading street intersections. Adopt Intelligent Transportation System technology, where applicable, to regulate traffic flow on arterial roadways through signalization timing, information systems, "queue jumping" to permit BRT buses to by-pass lines of cars, and similar techniques.

Traffic management policies may address such issues as minimizing the impacts of truck movements during peak hours and discouraging through traffic from penetrating neighborhoods. Public safety departments prefer regulatory or design solutions other than physical barriers (e.g., diverters, speed bumps) that may affect emergency response.

**Bicycling Element** initiatives relate with several build-out planning themes. Energy and Environmental Elements are served by reducing motorized trips. Bikepaths can contribute to Neighborhood Planning as well as other General Plan components.

Many Chandler residents, at various planning events, liked the idea of their City being recognized as "bicycle friendly".

**Plan for comprehensive bike lane/path connections.** Focus is on completing the basic arterial and collector street network for bike lanes in conformance with design safety standards. Bicycle travel among neighborhoods and destinations (e.g., downtown, shopping, employment, culture, recreation) requires municipal installation, oversight and maintenance.

Investments in bicycling will produce long-term benefits. An alternative transportation system can be accomplished at relatively little public expense when compared with the costs associated with public transit or major roadway projects. Most bike lane installation/upgrades would occur in conjunction with City Capital Improvement Program projects.

Neighborhoods Plans should include bicycle plan components to encourage use by residents and businesses.

**Recommendation:** Identify and prioritize existing gaps in Bike Plan "main line" routes. Update order-of-magnitude cost estimates, including street crossing improvements and other safety enhancements. Develop annualized public funding targets from possible financial resources (e.g., Federal funds and local funds) for implementation.

**Encourage commuting and shopping by bicycle.** Private sector participation in Bike Plan implementation could be instrumental to accessing specific destinations. Developers' contributions to new collector street bike lanes and/or planned trails are expected in traffic management plans for project approval. Added amenities for employee or customer use of bicycle transportation would be highly encouraged.

City path or lane improvements could be expedited to coincide with private sector installation of bike facility linkages. Revitalization projects downtown and in the Arizona Avenue Corridor growth area locations might receive extra inducements (e.g., shared-use parking) in return for providing bicycle-friendly features such as rest areas, bicycle racks or through-site connections to adjacent properties.

**Recommendation:** Consider appropriate incentives for developer-provided bicycle improvements above and beyond transportation management plan requirements.

Initiate an awards program recognizing significant achievements by businesses or civic organizations in promoting bicycling. All vehicular trip reductions related to the Chandler Bike Plan should be publicized.



This page is intentionally left blank

## **GROWTH AREAS TOWARD BUILD-OUT**

Chandler's growth will be more strategic in the coming decades. Housing construction is expected to slow in comparison with business development, which will be critical to Chandler's sustainability. This Element identifies areas that are particularly suitable for infrastructure expansion, multimodal transportation and improvements designed to support a planned concentration of various uses, such as commerce and employment, and to a lesser extent residential components with community and living quality amenities.

Growth areas aim at fulfilling economic development objectives for revenue generation that will sustain Chandler's fiscal strength. Also, siting more intense combinations of use where adequate municipal systems and utilities exist makes excellent cost-benefit sense.

The General Plan cannot dictate specific development types and timetables. However, Arizona statutes direct cities to suggest general locations for desired types of development. Chandler has identified likely areas for development or revitalization. Criteria may be established for considering more intense development proposals in growth areas. In this manner, landowner options are kept open, without conferring special or exclusive designation on particular sites. It should be understood that merely being located in a growth area or meeting standards for density/intensity consideration does not mean automatic project approval. Any proposed development must earn its entitlements.

Chandler citizens who participated in the General Plan process strongly supported concepts favoring economic growth. Goals intend to encourage development that provides a positive financial return.

### **GOAL: DESIGNATE PRIORITY LOCATIONS FOR EMPLOYMENT AND COMMERCE.**

*Objective:* Attract desirable, well-paying jobs to Chandler's growth areas.

*Objective:* Encourage mixed-use development with shopping, job training, and workforce housing convenient to employment centers.

*Objective:* Exercise selectivity in land use types and intensities to gain maximum, long-term advantage from Chandler's remaining land resource.

*Objective:* Generate sufficient revenue from non-residential land uses to help sustain Chandler's fiscal strength.

### **GOAL: UTILIZE EXISTING AND PLANNED INFRASTRUCTURE CAPACITIES.**

*Objective:* Plan strategically to accommodate higher densities and taller buildings where services are available and negative impacts can be mitigated, in accordance with the City's adopted Mid-Rise Development Policy.

*Objective:* Stress accessibility for growth areas -- minimizing traffic congestion, promoting public transportation and integrating non-vehicular connections (pedestrian, bicycles).

*Objective:* Protect the flight corridor approaching and departing the Chandler Municipal Airport from high intensity development.

*Objective:* Consider infill and neighborhood revitalization as priorities for central Chandler growth, particularly downtown and in the Arizona Avenue Corridor.

**GOAL: ASSURE COMPATIBILITY BETWEEN NEW DEVELOPMENT AND EXISTING NEIGHBORHOODS.**

*Objective:* Buffer established residential areas from potential growth area impacts.

*Objective:* Preserve "old town" atmosphere by promoting smaller, family-owned businesses, "food and fun" activities, pedestrian amenities and a variety of downtown living options.

**GOAL: PROMOTE "INNOVATION ZONE" CONCEPTS IN GROWTH AREAS.**

*Objective:* Establish innovation hubs where research intersects with industry.

*Objective:* Promote linkages between business and the State's universities.

*Objective:* Make beneficial use of adjoining land uses, facilities and amenities already in place that support the innovation zone concept.

**Existing Conditions**

Some of the growth areas identified in the 2001 General Plan, containing large tracts of vacant or underutilized land, are still likely candidates for growth. At least one, however, can be eliminated -- Southeast Chandler has experienced significant growth and is well established with low-density residential character.

More than ever, Chandler's build-out approach seeks to utilize lands that have been reserved for industry or commerce. The City's own studies verify a common principle of municipal finance: residential uses cost more to service than they return in revenue, while business and good jobs bring a positive return to the City (See Cost of Development Element).

Three types of growth areas have been targeted for more intensive development or for economic development purposes. They are: Large Tract Growth Areas, Revitalization Infill and Growth Expansion Nodes (See Figure 11).

**Large Tract Growth Areas** constitute the City's prime inventory of economic development acreage.

- *South Price Road Corridor* -- Although considered a large tract growth area, the South Price Road Employment Corridor is reserved for large single-user campus employment, or as an alternative, an innovation zone as described in this element. As such, the land use policies in this growth area are distinct from the other two large tract growth areas (See Land Use Element). Long identified as one of Arizona's preeminent high tech industry magnets, South Price Road still offers choice, undeveloped acreage for employment (See Land Use Element). Reuse properties such as the former Motorola aerospace facility can be redeveloped to meet the needs of corporations and emerging innovation-based companies (See Glossary) seeking a Chandler location, consistent with the innovation zone concept described in the Build-Out Policies section of this element.

- *Chandler Airpark* -- The area surrounding the Chandler Municipal Airport is one of Chandler's last frontiers for new development. While most of the area has been reserved for economic development by the Chandler Airpark Area Plan some developers have sought entitlements for new residential in the immediate vicinity. Being a key economic development area for the City, it is essential that the City maintain its build-out strategy as described in the Cost of Development Element to reserve these properties for non-residential uses. This strategy also protects the airport from residential encroachment and insures compatibility with surrounding land uses.
- *South Arizona Avenue* -- As shown in Figure 11, the remaining land supply adjoining Arizona Avenue south of the SanTan Freeway holds a great deal of promise for new construction contributing to Chandler's on-going economic development. Much of the Arizona Avenue frontage shows nonresidential land use designations (both entitled and unentitled sites). South Arizona Avenue (the western boundary of the Chandler Airpark Area Plan) affords the City a commercial gateway for attracting desirable mixed-use sales and service development that could include a compatible mix of housing.

**Revitalization Infill** represents growth and new economic potential in previously developed sectors.

- *Downtown* -- Chandler's core anchors the "Creative District" as envisioned in the "Next Twenty" study. Already well on the way, downtown evidences growth in arts, entertainment, cultural activities, boutiques and other small businesses. Private and public investment continue to bolster downtown, promoting Chandler to major City status.

Growth areas can also address existing gaps in residential choice. Older neighborhoods with aging, vacant structures may provide some new, affordable residential options. The need for residential revitalization is evident. Affordability is especially needed for low and moderate-income populations, families in crisis and unskilled workers. Adding dwelling units, loft and studio space encourage young professionals, artisans and employees at various income levels to live close to their employment.

- *North Arizona Avenue* -- Older commercial centers and buildings may have significant re-use potential in the stretch between Chandler Boulevard and Elliot Road. Some underutilized business properties have sufficient size to support mixed-use office, retail, job training and service enterprises as well as residential clusters.
- *East Chandler Boulevard* -- Re-use and modernization outgrowth from downtown have potential for in-town enterprises and housing.

**Growth Expansion Nodes** form an additional grouping of more compact, business accommodation growth areas. They are clustered generally in West Chandler, and some have potential for transit linkages with downtown via Frye Road.

- *Chandler Fashion Mall* -- expanding retail, entertainment and dining enterprises invite a variety of urban development opportunities. Consistent

with the Land Use Element development opportunities include high-end large office developments (See Glossary), urban residential (See Glossary) and mixed-use development (See Glossary).

- *Price and SanTan Freeways* (northeast quadrant) -- this highly accessible location offers excellent opportunity for research and development start-up businesses. Creativity clusters (e.g., design centers, graphic arts, communications) or themed innovation pods (such as "green building" or nanotechnology) are also possible.
- *Chandler Regional Hospital vicinity* -- healthcare-related uses (See Glossary), commercial office (See Glossary), large office development (See Glossary), a compatible mix of residential, mixed-use developments (See Glossary) and other support functions may extend from the hospital vicinity on the east and west sides of Dobson Road south to the SanTan Freeway.
- *I-10 and Ray Road* -- two significant opportunity sites remain in this successful growth area.
- *Chandler Boulevard/McClintock* (northwest corner) -- proximity to the Fashion Mall and other existing uses suggests "innovation zone" businesses with strong connection, perhaps by people mover, to nearby shopping, food and fun uses.

Two of these nodes have major anchors in place -- the mall and hospital -- to serve as catalysts for expansion and intensification. Frye Road is a key transportation corridor linking three expansion nodes, the Chandler Fashion Mall, Price and Santan Freeways, and the Chandler Regional Hospital, to each other. Consistent with the Land Use Element a compatible mix of High to Urban Residential densities can complement commercial and employment uses within the growth area. The combination of major anchors, variety of existing land uses and proximity to each other with the Frye Road connectivity create an exciting opportunity within the High Capacity Transit Corridor designation to build upon the synergy in these growth areas. Further east of these growth nodes, Frye Road leads to downtown providing another important connection that will add to the dynamic nature of these growth areas. The other Growth Expansion Nodes, at major transportation junctions, represent strategic locations for placing specialized commercial and employment, with additional opportunities for High to Urban Residential densities or mixed-use developments.

**Assets.** Existing infrastructure capacity is the principal attraction to Chandler's growth areas. Updates to the Water and Transportation Master Plans address potential increases in service demands.

Several growth areas may receive future transportation improvements. For example, Bus Rapid Transit (BRT) on Arizona Avenue is scheduled to begin July 2010. Other transportation investments funded by Proposition 400 (including signalization and intersection improvements) will contribute to circulation efficiency. Over the longer term, Chandler growth nodes could be served by light rail, currently under study for extension into Chandler.

City land use policies that preserve large tracts for future business development constitute a clear signal to corporate site location specialists. Chandler welcomes future

industry by setting high standards to assure best practices in quality construction and operation. The technical industry excellence for which the community is recognized is a major asset.

**Challenges/Issues.** Compatibility with surrounding land uses, existing or planned, constitutes a primary test for projects with higher intensities, densities or other potential impacts. It is essential to prevent spillover of growth area impacts into adjacent residential neighborhoods.

Selectivity is the watchword for the Growth Areas Element. Sites are reserved for preferred types of industry or commerce. Inappropriate uses, including those with unsightly appearance or other negative aspects, should be discouraged or denied as necessary. Large businesses with high paying jobs are sought to anchor nodes of urban development or redevelopment.

The housing gap recognized in the Housing Element is another issue that could be addressed in growth area project analysis. Although not the principal build-out objective on available, vacant tracts, workforce (affordable) residences may be a worthwhile component in master planned developments. In particular, growth through redevelopment along Arizona Avenue could adopt more dense, urban housing if compatible with adjacent neighborhoods (See, also, Redevelopment Element and Neighborhood Planning Element).

**Opportunities.** Permitting urban land use configurations with increased intensity, structural height and mixed-use density adds value for prospective developers of vacant or marginally profitable properties. By helping to reduce land costs per unit of nonresidential building area (or dwelling unit), the municipality creates incentives for including amenities or reducing costs to the ultimate user.

These growth areas should be publicized to demonstrate Chandler's image, its pro-business attitude and receptivity to quality development and commitment to a positive corporate environment. Moreover, the variety of available choice demonstrates the City's enviable range of options for targeted business types.

### **Build-Out Policies**

The success of Chandler's build-out strategies will greatly depend upon growth management. The City's longstanding planned area development approach is ideal to blend desired economic development into the remaining land inventory. Re-use prospects also generate growth potential on infill properties.

Fundamental policy guidelines include the following:

- ◆ Evaluate higher intensity/density proposals on a cost-benefit basis.
- ◆ Utilize a major share of land inventory for desired non-residential growth.
- ◆ Maintain disciplined selectivity regarding proposed, intensive land uses.
- ◆ Use growth areas to achieve full utilization of infrastructure capacity.
- ◆ Promote "innovation zone" synergism for high-tech, software, biomedical, aerospace, renewable energy research and development and similar emerging technologies.

- ◆ Support neighborhood revitalization through development incentives and techniques.
- ◆ Ensure appropriate levels of public transit.
- ◆ Encourage workforce housing in the revitalization/infill and growth expansion node areas.

### INNOVATION ZONES

As stated in the Land Use Element, innovation zones can be considered in the employment land use category. Opportunities to develop innovation zones may best present themselves in designated growth areas such as the Large Tract Growth Area and Growth Expansion Nodes that accommodate employment uses. As Figure 10 shows, the South Price Road Employment Corridor may be particularly suited for an innovation zone as described in the following paragraphs.

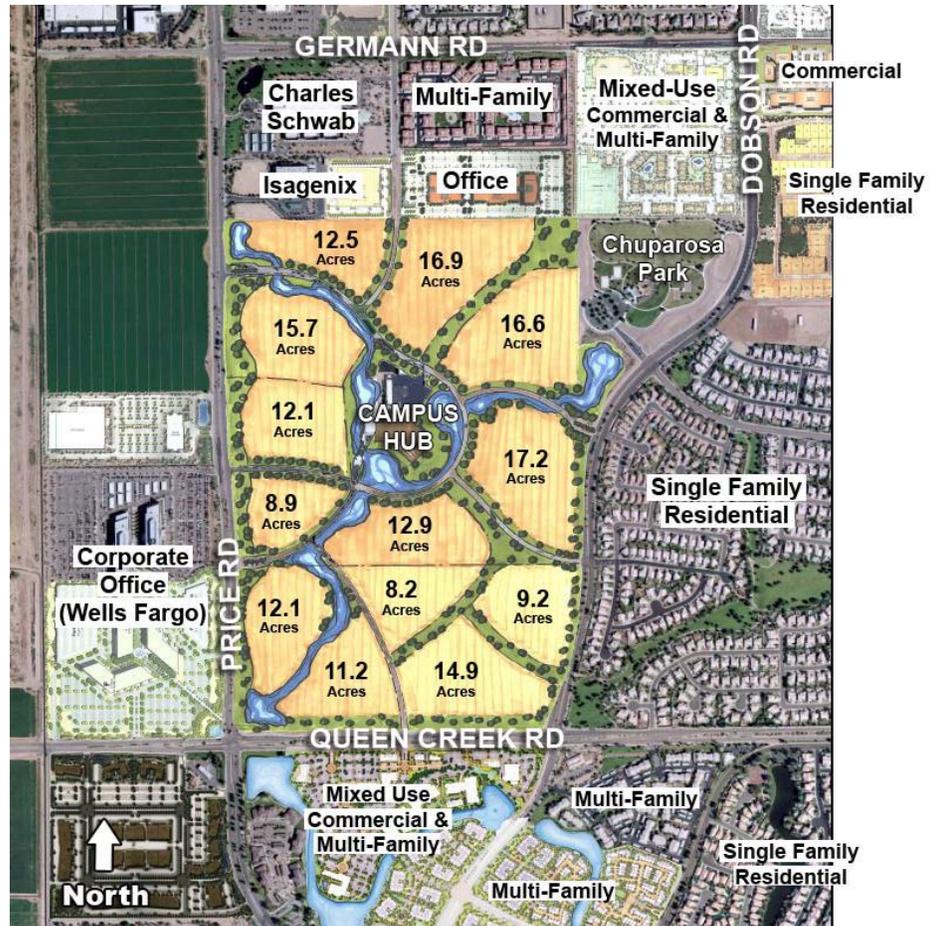
The "innovation zone" concept is envisioned as a hub where research and industry intersect and benefit from close proximity to each other within a campus environment. Innovation zone campuses provide a setting for research institutions such as universities, innovation-based companies (See Glossary) including start-up businesses, larger corporations and similar companies that relate to the innovation zone's enterprises. Appropriate industries for innovation zones are the knowledge-intensive industries such as high technology, biomedical, aerospace, renewable energy research and development and other similar emerging technologies.

A compatible mix of multi-tenant buildings with flexible office space for the types of uses identified above may be considered as a component of a larger innovation zone campus, with the understanding that a multi-tenant building alone does not constitute an innovation zone. A key component of an innovation zone is a centrally featured campus hub that contains common amenities that directly support businesses in the campus such as a conference center, research facilities and exhibition space. Other support uses can be considered if they demonstrate direct support to the businesses in the campus.

The success of an innovation zone will depend greatly on the pedestrian, bicycle, vehicular and transit connections to adjacent land uses and the surrounding community. These connections will integrate the innovation zone campus with surrounding commercial, residential and recreational uses in such a way that the surrounding land uses, both existing and future, practically speaking become an extended part of the campus.

Figure 10, on the opposite page, illustrates a hypothetical innovation zone at the northeast corner of Price and Queen Creek Roads and demonstrates how a campus can connect to existing and planned commercial, residential and recreational uses. In this example, the existing land uses surrounding the campus are within close proximity allowing neighboring residents to walk or bike to work in the campus. Conversely, employees, researchers or students have easy access to restaurants, coffee shops or recreation opportunities outside of the campus. The example also illustrates a range of parcel or tract sizes and a centralized campus hub to serve the needs of different campus users. The integration of the campus with the surrounding land uses is critical to the innovation zone's success and will make innovation zones unique from each other.

Figure 10 Innovation Zone Concept



### **Implementation Recommendations**

"Next Twenty" forecasts call for tactical growth positioning. Citizen participation in the General Plan process contributed growth area Goals, Objectives and Policies. The Citizens' Oversight Committee together with staff has suggested specific implementation directions. Taken together, these ingredients form a program that is designed to produce maximum returns from limited urban space. Recommendations based on growth area philosophy, vision and goals attract developments to support Chandler's long-term stability.

**Enable responsive "Build-Out" Proposals.** First, growth area use and site development principles need to be articulated. Advantages -- from existing infrastructure capacity to intensity incentives -- should be promoted to invite new projects that help fulfill build-out objectives.

Property owners would be encouraged to develop growth sites to the benefit of the City as well as to the developer. The City shows openness to land use concepts that stretch potential development yields (e.g., building height, massing), provided that such projects demonstrate compatibility with adjoining uses, innovative site design, architectural quality and a positive impact upon City service costs vs. revenues generated.

Quality users will be attracted by the community's high expectations for its growth areas. Municipal staff become part of the development team by helping portray a project's long-term value and supporting applications for intensive, urban scale improvements.

**Recommendation:** Emphasize cooperation with developers who help revitalize neighborhoods, bring well-paying jobs and represent positive cost-benefit for Chandler. City economic development personnel, with other Departments' assistance, provide direction to landowners and/or users planning construction in growth areas.

Suggested site plan features, compatibility guidance and job or revenue contributions to the City economy are among the potential assets that might be highlighted in development entitlement proposals. Fast track processing may be offered to facilitate the most advantageous applications.

**Establish measures for allocating development intensity bonuses.** Second, a growth area incentive program needs established groundrules. To the extent that a proposed project meets or exceeds desired benefits to the community, trade-offs could be calculated to allow development to occur more expeditiously.

A pre-set system for assessing projects will assure fair comparisons among land use proposals and discourage ad hoc decision-making. For example, applying evaluation criteria with weighted scoring provides a rationale for awarding increased development potential (or other bonuses) on a more logical basis. Measurable variables might include: appropriateness of land use, its cost/benefit, timing, contribution to expanded or utilization of existing infrastructure, architectural appearance, the incorporation of sustainable building practices, buffering/ landscaping, public amenities and other factors.

**Recommendation:** With the participation of stakeholders, develop criteria for evaluating growth area project proposals. Defined performance standards, on a graduated scale, would confer relatively greater benefits on those development applications that are most responsive to growth areas' build-out potential. The scoring system should be adjusted periodically to account for changes of conditions such as nearby capital investment, City service costs, tax structures and overall growth trends.

**Manage growth areas efficiently.** Finally, making the most of the remaining municipal land inventory requires careful resource allocation. Sound administration of build-out strategies will coordinate the timing of development with the City's ability to serve it.

Generally, only a superior project would be considered to warrant change in the Capital Improvement Program or other funding priorities.

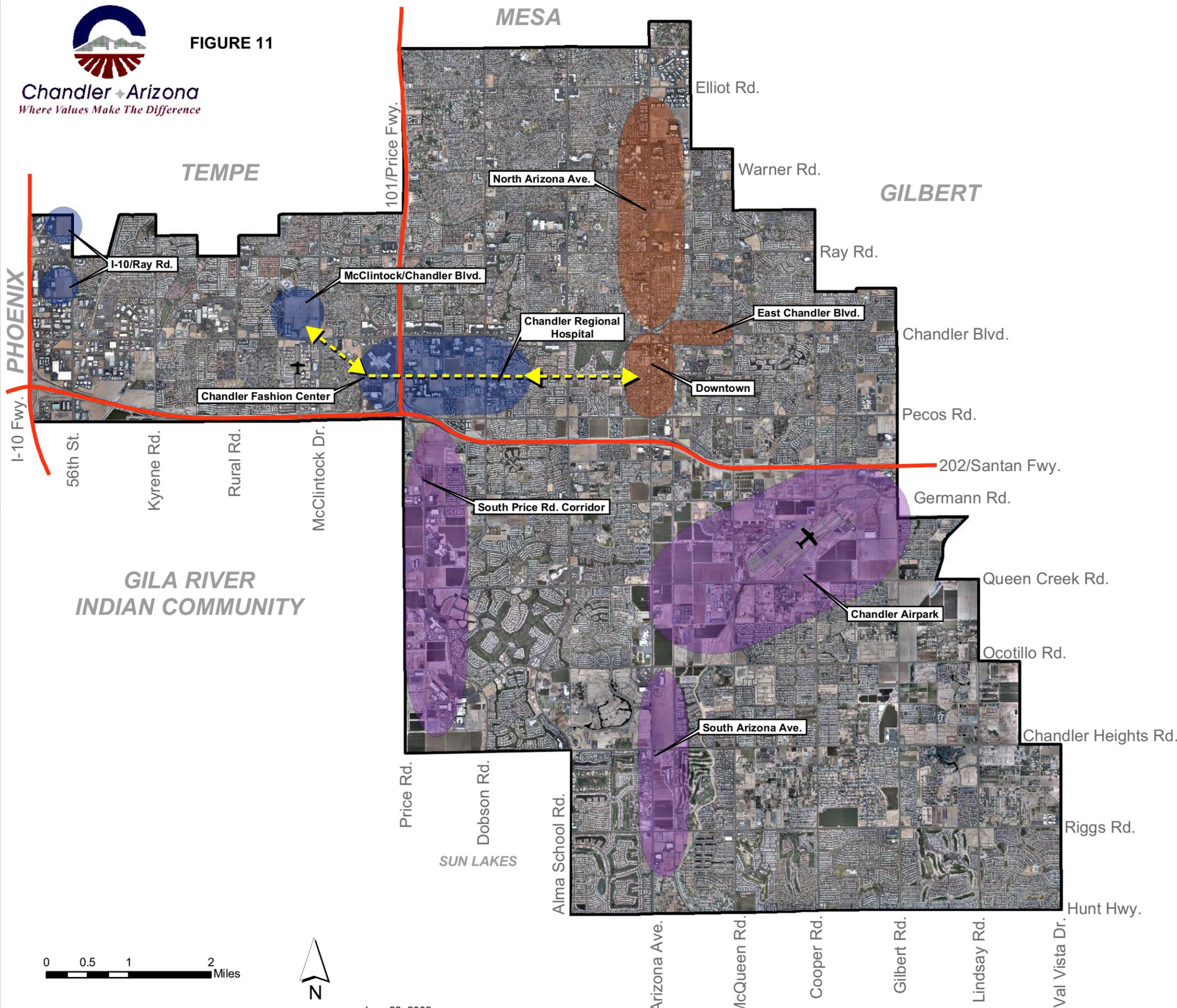
**Recommendation:** Coordinate growth area project scale with existing roadway, water, sewer and other municipal systems capacities. Future improvements -- especially public transit -- may be considered as special attributes; however, overbuilding should not be allowed far in advance of systems (e.g., light rail and other infrastructure) necessary to support increased population or traffic.



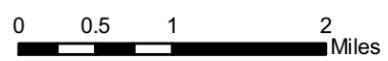
Chandler Arizona  
Where Values Make The Difference

FIGURE 11

# GROWTH AREAS



-  LARGE TRACT GROWTH AREAS
-  GROWTH EXPANSION NODES
-  REVITALIZATION / INFILL
-  CONNECTIVITY
-  AIRPORT



June 26, 2008



This page is intentionally left blank

## **NEIGHBORHOOD PLANNING TOWARD BUILD-OUT**

Sustaining Chandler's excellence as a place to live depends on the continued strength of its neighborhoods. Fewer new ones will be added as the City approaches build-out. Attention turns to aging areas -- some constructed a decade or less ago, others dating back to the original Townsite, circa 1912. To some degree, all neighborhoods require maintenance and/or improvement.

Revitalization represents a City-wide challenge. As build-out proceeds with selective additions to commerce, industry and housing absorbing the remaining land resource, the developed community has to fight decline. That is why neighborhoods' importance is at its greatest.

That is the reason a Neighborhood Planning Element is being added to the General Plan Update. It is not now required by Arizona State Statutes. However, emphasizing grassroots citizen involvement demonstrates faith in the abilities of residents and businesspeople to help lead Chandler to on-going, long-term, City-wide stability.

With Build-Out and Beyond policies stressing commercial and employment development, demand for quality housing in Chandler should increase. Property owners can expect their real estate investments to yield higher values, but appreciation depends on maintaining homes and retail/service establishments in sound condition.

Planning neighborhoods involves all of the General Plan's Elements. Land Use, Housing, Redevelopment, Safety and others will have different applications according to a particular location's demographics. The broad framework for neighbors planning together, however, can be established by recognizing common Goals and Objectives.

### **GOAL: PROMOTE EFFECTIVE COMMUNICATION AMONG NEIGHBORS AND NEIGHBORHOODS.**

- Objective:* Encourage interaction and support between traditional neighborhoods and homeowners' associations.
- Objective:* Organize traditional neighborhoods to extend their sense of community character.
- Objective:* Initiate and continue City programs for empowering both traditional neighborhoods and HOAs.
- Objective:* Form neighborhood committees to partner with City agencies (e.g., code enforcement, police) in addressing specific, localized issues.
- Objective:* Work together with adjacent jurisdictions for mitigation of industrial or business impacts on Chandler neighborhoods.
- Objective:* Address special needs of individuals and families in the neighborhood to identify and refer assistance resources.

### **GOAL: PRESERVE AND REVITALIZE OLDER NEIGHBORHOODS.**

- Objective:* Discourage inappropriate business incursion into neighborhood interiors.
- Objective:* Target maintenance or replacement of sidewalks and other infrastructure with special attention on older, central areas.
- Objective:* Introduce retrofitted amenities, such as parks or paths, into mature, aging residential enclaves.

*Objective:* Respect the character of traditional neighborhoods or county islands by encouraging them to preserve and improve upon the positive qualities that make each area unique.

**GOAL: IMPROVE APPEARANCE WITH LANDSCAPING AND DESIGN.**

*Objective:* Ensure compatibility by buffering residential areas from industry.

*Objective:* Focus on neighborhood beautification, landscape themes.

*Objective:* Eliminate blight in unsuccessful strip malls or vacant "big box" structures.

*Objective:* Emphasize porches, not walls and garages, to achieve socially interactive neighborhoods.

**GOAL: MAINTAIN POSITIVE NEIGHBORHOOD IMAGE.**

*Objective:* Enforce existing codes by coordinating with Neighborhood Resources and public safety personnel.

*Objective:* Cooperate with schools, law enforcement, social service agencies and other entities to deter criminal activity.

*Objective:* Support home ownership programs to counteract absentee owner rentals.

*Objective:* Continue to support organizations that aim to improve Chandler's neighborhoods.

*Objective:* Promote enhancements of alleyways.

*Objective:* Encourage small, local neighborhood businesses to reinvest in image improvements.

**Existing Conditions**

The City of Chandler has a history of supporting its varied residential and mixed-use areas. More than 250 organizations (voluntary groups from traditional neighborhoods as well as homeowners' associations) are registered with the City. These contacts serve as a communications network with links into all parts of Chandler.

An annual "Congress of Neighborhoods", hosted by the Chandler Neighborhood Advisory Committee and Neighborhood Resources Division, has for a number of years convened representatives from all over the City to discuss neighborhood prospects and problems. A framework for cooperative planning is in place.

As build-out approaches, conserving existing development becomes paramount. General Plan principles deal increasingly with enhancing the established community fabric with new amenities, upgraded infrastructure and coordinated design/landscape themes.

**Assets.** Organization, enthusiasm and caring among Chandler's citizens constitute potential driving forces for neighborhood planning. City departments, institutional, social agency and private sector resources are available to assist localized improvement initiatives.

As one participant at a General Plan community meeting put it: "You don't have to move to live in a better neighborhood." Good schools, parks, churches and nearby shopping opportunities anchor most Chandler neighborhoods. Residents' watchful eyes with responsive municipal enforcement personnel can deal with safety hazards, eyesores, suspicious activities or attractive nuisances (such as vacant structures) before they become chronic area problems.

Families living in older, central Chandler neighborhoods have access to social service agencies as well as income-based home rehabilitation assistance programs. (See Redevelopment Element) Planning initiatives undertaken by the City, such as the South Arizona Avenue Entry Corridor Study, promote revitalization in downtown and surrounding neighborhoods.

**Challenges/Issues.** The Plan Update's build-out scenario focuses a great deal of responsibility on the new Neighborhood Planning Element. Maximum participation by property owners may be the greatest challenge in fostering City-wide neighborhood plan efforts. Commitment to action by individual associations and among adjacent organizations is the main ingredient to grassroots empowerment. Information-sharing contacts should be facilitated by the City.

Compelling issues, such as a neighborhood's potential for preservation or aging shopping centers' impact on surrounding residences, may serve as obvious objectives for creative change in older areas. Counteracting negative influences of all types, however, is applicable in every neighborhood. Even relatively recent development can experience decline in pride of ownership, increased criminal activity or vandalism.

**Opportunities.** The General Plan Update sets the stage for more detailed, neighborhood-based planning. It extends an invitation to associations, whether traditional neighborhood organizations or HOAs, to fine-tune improvement objectives for their specific areas. Chandler has several established Area Plans (e.g., Southeast Chandler, Chandler Airpark and Redevelopment Area) that represent a second tier, under the General Plan, for designated portions of the City. Neighborhood Plans such as South Arizona Avenue (which are more specific still), can establish a new planning level. These exercises, consistent with the General Plan, may create directions for integrating development or redevelopment into existing neighborhoods.

Maintaining living quality represents a shared concern of residential neighbors whether their homes are new or older. The LEED program, developed by the United States Green Building Council (USGBC) and advocated in Chandler's Energy and Housing Elements, is expanding to bring smart growth for entire neighborhoods: LEED for Neighborhood Development is geared to new construction and infill. LEED-ND practices could help knit urban residential areas together.

Connectivity is another opportunity offered by this Element. Linkages between neighborhoods, pathways for instance, encourage common activities and shared destinations.

Design themes, also, may allow residential enclaves, their institutions and businesses to adopt a distinctive appearance, set apart from other parts of Chandler. Architectural features, select landscape materials, customized street furniture, banners/signage and environmentally-sensitive streetscape design all could contribute to specific neighborhood identity. "Outreach" design -- front porches, rather than barriers -- is an indicator of friendly, open living relationships. Infill developments should respect the existing character of the neighborhood while at the same time provide an upgrade in living quality.

### **Build-Out Policies**

Neighborhoods become even more important as build-out approaches. While the City's remaining land resources are being utilized, existing urban/suburban development comes into sharper focus as the substance of living in Chandler.

The maturing City is ready for "bottom up" planning. Municipal government can help to facilitate, but property owners and residents need to lead neighborhood reinvestment. "Where values make the difference!" is key to localized success.

- ◆ Citizen-driven neighborhood planning, consistent with the General Plan is encouraged.
- ◆ Organized neighbors must take initiative, become involved.
- ◆ City and private sector assistance to homeowners and businesses should be made available.
- ◆ Older, sensitive locations deserve upgrading priority.
- ◆ Intra- and inter-neighborhood connections are promoted to knit Chandler together.
- ◆ Detrimental factors need to be combated at the neighborhood level, stressing improved security, appearance and property values.
- ◆ Prefer revitalization over land clearance.

### **Implementation Recommendations**

Public input contributed to the Goals, Objectives and Policies for neighborhood self-determination. Recommendations respond to those citizen suggestions by leading directly into implementation steps.

**Coordination.** Communication -- among neighborhoods, with City officials, involving owners and residents -- is fundamental to effective stakeholder coordination. Interested associations ought to consider adopting local strategies consistent with the General Plan.

Residents should be encouraged to educate themselves about the General Plan by their HOA or neighborhood representatives. Homeowners/business people should be aware of ways to articulate problems and seek solutions. Citizens may file direct feedback through the City of Chandler website: <http://www.chandleraz.gov/default.aspx?pageid=639>.

**Recommendation:** Participation in affirmative neighborhood activities -- such as agreeing to be represented at the annual Congress of Neighborhoods -- should be expected of all Registered Neighborhood Organizations.

Schedule regularly-assigned public safety and code enforcement personnel to maintain contacts with neighborhood groups.

**Revitalization.** Most attendees at Community and Neighborhood General Plan Update workshops favored the broader planning approach under Title 9 of the Arizona Revised Statutes instead of Title 36's targeted, more site-specific municipal redevelopment initiatives. (See Redevelopment Element). "Revitalization" is regarded as the preferred term for preserving older areas or upgrading stagnating retail centers. Nonetheless,

"redevelopment and slum clearance" (ARS 36-1471-1491) continues to be available as a tool for enabling the re-use of declining vacant or underutilized land.

**Recommendation:** Publish an expanded "Neighborhood Planning and Redevelopment Primer" (derived from planning process handout materials) for use by citizen groups and property owners. Evaluate neighborhood-generated proposals for consideration in formulating Chandler's annual Capital Improvement Program.

Background assistance for neighborhood planning should be provided. Examples could include:

- Education programs to instill the "do's" and "don'ts" relative to nuisance and/maintenance standards, both for existing residents and those incoming.
- Action strategies to deal with maintenance challenges brought by absentee landlords or to collaborate with owners of declining neighborhood shopping centers in modernizing and redeveloping their properties.
- City staff availability for planning advisory communications with neighborhoods
- "How to" suggestions for partnering with private contractors to obtain group discounts for neighborhood improvement projects (e.g., masons, painters, roofers, landscapers, concrete layers, etc.); or establishing a neighborhood "tool bank".
- Help residents help themselves (i.e., leverage limited City resources for residents to take ownership and have a real stake in neighborhood preservation).

**Neighborhood Quality.** Chandler's desirability as a place to live results from the variety, attractiveness and upkeep of its residential areas. Strategic planning can celebrate each neighborhood's points of pride. Programs to encourage reinvestment and/or maintenance by property owners may range from assistance (e.g., grants, revolving loans, sweat equity) to guidelines for remodeling or landscaping projects.

Retention of owner-occupied homes, discouraging absentee owner rentals, has become a priority concern in many neighborhoods. Grassroots plans, possibly with lending institution or City assistance, could include innovative techniques to facilitate home ownership.

Neighborhood plans may also include voluntary standards for buffering, plantings and beautification of common areas or entry points.

**Recommendation:** Assistance should be provided by appropriate City department(s) and others to neighborhood-based groups who wish to plan or set quality guidelines for their area.

Sample self-help aids and, possibly, volunteer expertise could support Neighborhood Plan start-up. Evaluation criteria would enable prioritization of those neighborhoods with immediate needs for assistance.

This page is intentionally left blank

## **HOUSING TOWARD BUILD-OUT**

Chandler is known for residential quality through well-planned neighborhoods and exceptional community services. Rising home prices, however, are becoming an increasing problem. Affordable housing is a crucial ingredient in the land use mix. Achieving the Vision of a balanced, maturing community is dependent on inclusionary housing opportunities.

Growth has been both job-driven and housing-driven. Employment and commerce have become build-out priorities to assure a strong, stable economic future. Homebuilding will move at a slower pace as remaining land designated for residential construction is absorbed. There is, however, a greater than ever need for affordable housing.

At General Plan community workshops, citizens understood the necessity for their community's strong emphasis on economic development. In order to sustain housing excellence and pay for residential services, land use activities that generate more financial resource than they cost are essential.

The Neighborhood Planning, Land Use, Energy and Redevelopment Elements relate closely with Housing. They suggest ways to improve Chandler's residential component through cooperative planning, designing for more urban densities and rehabilitating older dwelling units in mature neighborhoods.

### **GOAL: ENSURE A VARIETY OF HOUSING CHOICE FOR ALL INCOME LEVELS.**

*Objective:* Address Chandler's housing affordability gaps for family home ownership and rental opportunities.

*Objective:* Upgrade older neighborhoods with enhancements and incentives to promote financially attainable housing for low and moderate-income families.

*Objective:* Permit urban, multi-story housing in select locations where excellent access and sufficient infrastructure capacity are in place.

*Objective:* Protect existing low-density neighborhoods.

*Objective:* Address housing needs of fixed-income elderly persons and other special populations.

### **GOAL: WORK WITH THE HOUSING INDUSTRY FOR OPTIMUM DWELLING UNIT PRODUCTION.**

*Objective:* Utilize existing residentially zoned and planned areas without infringing on lands reserved for commerce or employment.

*Objective:* Add to the City's housing stock through neighborhood revitalization, infill and mixed-use developments.

*Objective:* Support increased density with urban living arrangements where appropriate.

### **GOAL: CONTINUE HIGH RESIDENTIAL QUALITY AND SUSTAINABILITY STANDARDS.**

*Objective:* Encourage homebuilders to construct energy-efficient, "green" homes.

*Objective:* Design or retrofit neighborhoods to emphasize outdoor enjoyment, traffic reduction and water conservation.

**Objective:** Create residential "enterprise zones" with educational outreach, code enforcement, revitalization assistance and replacement of substandard homes.

**Existing Conditions**

Chandler's residential land supply has been rapidly diminishing. As of January 1, 2008, only 15% (approximately 3,016 acres) of the City's land that is planned for residential remained to be developed. Of those 3,016 acres, an estimated 2,190 acres (73% of the remaining residential land) were already committed for residential development. Committed residential developments are those that were either under construction, had recently obtained zoning approval or were in the process of requesting zoning approval. To put things into perspective, only 4.2% of Chandler's residential land (an estimated 826 acres) had not already been committed for development.

For many years Chandler has been one of the fastest growing cities in the nation with almost 4,000 residential building permits issued annually during peak years. However, the era of rapid residential growth has slowed down dramatically due to the changing housing market conditions with approximately 1,000 residential permits issued annually for the last couple of years. Even when the housing market cycles back, the City does not expect to experience rapid residential growth as it did in the past, because there is a relatively small amount of land left. Most major homebuilders have moved on past Chandler to outlying areas containing larger tracts of land.

As of January 1, 2008, there were 93,769 dwelling units in Chandler (a 29% increase from the 66,592 dwelling units in 2000). As shown in Figure 12, the majority of added units was in the single-family category (71%). Multi-family construction (including townhomes and condominiums) contributed 7,359 new units, (27.0%) -- a slightly greater proportion than reported in an earlier study prepared for the 2002 Plan.

**Figure 12**

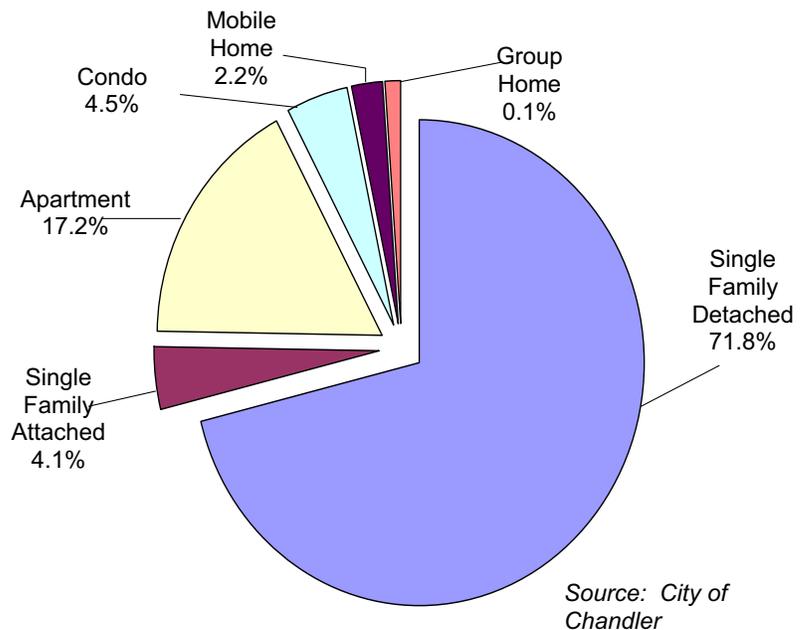
Housing Unit Growth by Type, 2000 and 2008						
Type	2000		2008		Change	
	Number	Percent	Number	Percent	Number	Percent
Single-Family Detached	48,033	72.1%	67,326	71.8%	19,293	71.0%
Townhomes/Condominiums	4,167	6.3%	8,065	8.6%	3,898	14.3%
Multi-Family	12,854	19.3%	16,315	17.4%	3,461	12.7%
Mobile Homes	1,538	2.3%	2,063	2.2%	525	1.9%
Total	66,592	100.0%	93,769	100.0%	27,177	100.0%

Source: 2000 U.S. Census, Phoenix Metro Housing Study, ASU, City of Chandler Long Range Planning Division

The 2007-08 Chandler Housing Study validates the City's reputation as a very desirable community. Homebuilders in Chandler have marketed to one of the highest median household incomes in the State of Arizona, \$74,142. However, rising prices for new and resale dwellings have outpaced wage growth since 2000.

The 2007-2008 Study identifies some growing affordability gaps. Most serious are those facing households with annual incomes lower than the median. Even many well-paid wage earners residing in Chandler might not qualify for an average-priced new home (\$443,315) or even their own home. Recent downturns in the metropolitan housing market are reducing prices (which would correct some deficiencies), but serious gaps still exist for moderate and lower income households.

**Figure 13  
Chandler Housing Inventory 2008**



Arizona Real Estate Center research allows comparison among cities in Chandler's immediate market region. Prices were still rising steeply in 2006. For example, Chandler's median price for townhouse/condominiums was \$189,900 in 2006; an increase of \$22,218 from 2005.

**Figure 14**

Home Sales and Median Prices Selected East Valley Cities 2006					
	Median Resale Home Price	Resale Number	Median New Home Price	New Homes Number	Median Home Price
<b>Chandler</b>					
Single-Family	\$297,000	4,625	\$447,070	1,570	\$321,200
Townhouse/Condo	\$180,000	510	\$222,500	515	\$189,900
<b>Gilbert</b>					
Single-Family	\$327,000	3,730	\$348,515	2,210	\$364,000
Townhouse/Condo	\$211,000	165	\$238,850	40	\$216,000
<b>Mesa</b>					
Single-Family	\$243,500	7,600	\$293,240	1,425	\$226,200
Townhouse/Condo	\$156,000	2,000	\$173,400	390	\$165,000
<b>Scottsdale</b>					
Single-Family	\$595,000	5,150	\$904,080	965	\$513,000
Townhouse/Condo	\$264,005	2,900	\$309,950	1,150	\$265,000
<b>Tempe</b>					
Single-Family	\$285,000	1,785	\$408,290	75	\$266,200
Townhouse/Condo	\$190,000	885	\$216,685	680	\$204,460

Source: Arizona Real Estate Center, ASU (December 31, 2006); U.S. Census Bureau (July 1, 2006).

The 2000 median monthly rent for apartments in Chandler was \$705. Although up by 28% between 2000-2006, Chandler rents have not risen as rapidly as purchase housing -- which more than doubled. The 2006 median monthly rent of \$982 is only five percent higher than the average of East Valley cities.

**Figure 15**

<b>Median Monthly Apartment Rents in 2006</b>	
City	All Units
Chandler	\$982
Gilbert	\$1,109
Mesa	\$773
Scottsdale	\$1,008
Tempe	\$782
Average for East Valley Cities	\$931

Source: U.S. Census Bureau (July 1, 2006), 2006 American Community Survey

The housing production slump in Chandler from 2004 peaks began to level off in Fiscal Year 2006-07. The affordability gap had widened considerably during that time span. Both new and resale homes more than doubled in price. Household incomes rose, too, but by less than one-third.

**Figure 16**

<b>Chandler Housing Affordability Gap</b>				
	<b>2000</b>		<b>2007</b>	
	New Home	Resale Home	New Home	Resale Home
Median House Price	\$172,000	\$136,000	\$443,315	\$290,000
Interest Rate (10% down)	8.15%	8.15%	6.20%	6.20%
Loan Amount	\$154,980	\$122,940	\$398,984	\$261,000
Total monthly housing payment (PITI)	\$1,429	\$1,134	\$3,694	\$2,416
Annual required income	\$57,161	\$45,344	\$106,066	\$83,815
Chandler Median Household Income	\$52,100	\$52,100	\$74,172	\$74,172
Affordability Index	91	115	57	87

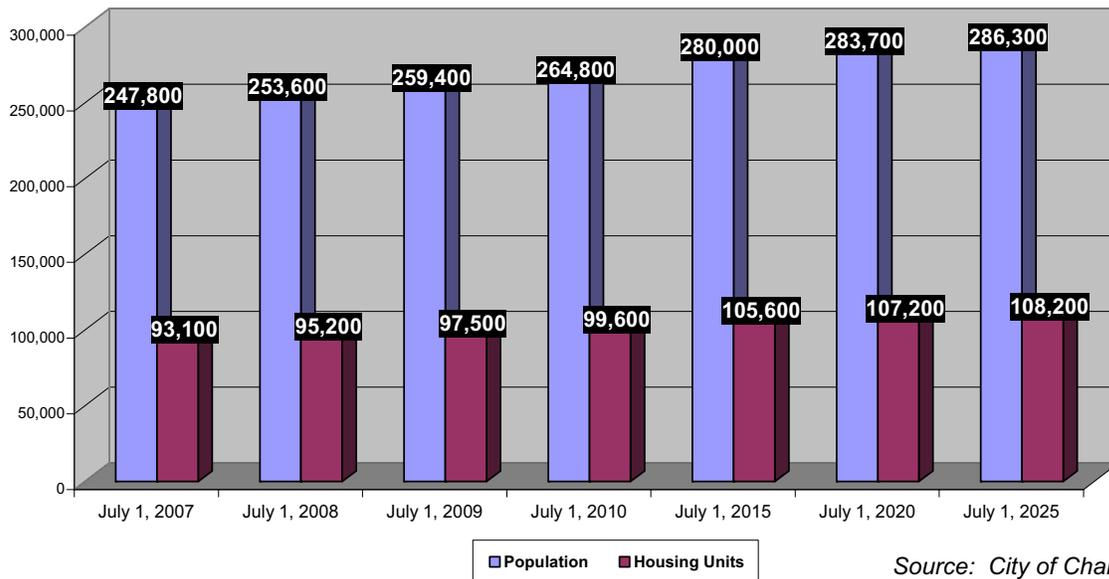
Source: Arizona Real Estate Center, ASU (December 31, 2006)

Although interest rates were considerably lower in 2007, annual household income required to afford median-priced homes had skyrocketed. In 2000, a median income family could easily afford a resale home, and new homes required incomes less than ten percent above the median \$52,100. By 2007, the Affordability Index for new homes had dropped 34 points. The median income was only 57% of the \$106,066 required income. Resale affordability had also fallen, by 28 points: the median income covered less than seven-eighths of required income.

Looking to the future, Chandler is expected to grow from just over a quarter-million residents in 2008 to a projected 286,300 by 2025. An additional 15,100 housing units will be required by 2025 to accommodate this growing population. Residents cannot continue to "overbuy". The gap between wages and housing costs has to be addressed -- in large part by creating affordable housing alternatives.

**Figure 17**

**Chandler Population and Housing Unit Projections**



**Assets.** Homeowners enjoy solid residential values in most parts of the City. The overall housing stock is relatively new, i.e., two thirds of it has been constructed since 1990. Although aging, the remaining third can become a major force for community sustainability and housing affordability.

Chandler's neighborhoods constitute a positive factor in Chandler. Organized efforts among property owners with City assistance are beginning to establish cohesive, supportive relationships for preserving residential quality. Traditional neighborhoods emphasize common social interests, have unique residential character, are centrally located and in some instances exhibit physical maintenance issues. Chandler's many homeowners' associations participate actively in sustaining their communities. Some traditional and HOA neighborhood groups are represented in the City's Congress of Neighborhoods (See Neighborhood Planning Element).

Municipal services such as police, fire, water, sewer, and parks and recreation enhance all residential areas. Capital Improvement Plan (CIP) projects bring investment in new and existing developments to continue to improve the City's quality of life. As discussed in the Public Facilities and Services Element (and others such as Recreation and Open Space or Public Buildings), the City continuously conducts needs assessments to determine where recreational space, after school or senior activity programs, libraries, public safety stations and many other neighborhood services may be located.

The City of Chandler is one of the few Housing Authorities in the region that offers both Low Rent Public Housing and Section 8 Housing Choice Vouchers. The Housing and Redevelopment Division administers a variety of affordable housing programs that are principally funded by the federal government to assist low-income families, the elderly and people with disabilities. The Public Housing program currently serves over 300 families through four family apartment sites, one elderly apartment site, and 103

scattered single-family homes. The Section 8 program offers rental subsidies to the very-low income families, elderly and people with disabilities to be able to afford decent, safe and sanitary housing in the private market. The Housing Division currently assists up to 480 families with affordable housing through the Section 8 program housing voucher program.

When opportunities arise, Homeownership Programs are offered to Public Housing and Section 8 residents whom have worked to become self-sufficient and financially stable. The Housing and Redevelopment Division is a significant and valuable resource that provides affordable housing assistance to Chandler's low-income population, the elderly and people with disabilities.

The City's Residential Infill Program awards \$5,000 for the construction of a new home and another \$5,000 for demolition of substandard homes located in the older part of the City (north of Pecos Road and ½ mile east of Price Road up to the City limits). Since its adoption in 2001, the construction of 119 residential units and the demolition of two substandard dwellings have been approved for financial awards through this program.

**Challenges/Issues.** Housing challenges center on applying the residential assets Chandler has -- and adapting them to assure more equitable housing choices. The most difficult issues are: 1) affordable housing; 2) variety in dwelling types; and 3) integrating new residential construction with existing neighborhoods.

Affordability gap analysis shows the importance of matching housing expenses (i.e., ownership or rental) with prevailing wage rates. The objective is to make wholesome living accommodations attainable to a larger proportion of Chandler's workforce. Low and moderate-income families should be especially targeted. The 2008 Community Needs Assessment shows that resources are not sufficient to meet the demand.

The ranges of dwelling unit types, densities, floor areas and siting layouts should be expanded. Creative residential arrangements may provide solutions to cost, compatibility and energy use questions. Clustered, attached dwellings could work for infill situations.

Relating variable housing types to adjacent, existing neighborhoods requires communication to deal with compatibility issues. Nearby homeowners' negative perceptions about greater density or height may be overcome by suggestions for shared amenities, connectivity and landscaping. These urbanizing features can also be used in mixed-use developments that include housing components.

**Opportunities.** Older neighborhoods, which are representative of Chandler's culture and history, are also key to providing affordable housing today and in the future. Relatively small upgrades and aesthetic improvements in these homes would result in an affordable alternative for many families. These neighborhoods, which are conveniently located near jobs, shopping and other activities, bring savings in transportation costs -- as well as commuting time. These advantages represent additional "living smarter" benefits.

Proactive City programs could educate, counsel and assist persons on finding a more affordable match for their housing needs. The City might also partner with contractors

and suppliers to offer discounted group services to homeowners. For example, the City may work with selected contractors and neighborhood organizations together, by matching a portion of the costs for such projects as: replacing deteriorated wood fencing, roofing/siding/fascias, driveway/parking or front yard landscaping/clean-ups. As these refurbished homes come into the resale market, the City's supply of decent and affordable housing is maintained and enhanced.

Although the Residential Infill Program has helped the City provide more affordable housing, the program could be modified to provide assistance for upgrading and improving existing homes to those who demonstrate financial need.

The City of Chandler indicates a willingness to accept new types of residential projects. Although the land area planned for future housing may soon approach the build-out stage, developers may gain in land use intensity -- yielding more dwelling units -- by responding to General Plan housing objectives. There will be opportunity to design different housing types while homebuilders complete their platted subdivisions or planned residential communities.

Higher density housing layouts lower the cost of land per dwelling unit. Permitting greater height in appropriate locations encourages urban living styles, perhaps with a mixture of uses, including shops and offices on lower floors. In such instances, the additional dwelling units amount to a bonus: added development without requiring more land. However, in no instance should greater density be used solely to reconcile what a developer has paid to a seller for the land.

More dense residential projects can be promoted in growth areas or near public transit stops. In fact, developers that do not appear to utilize a site's full potential should be encouraged to optimize residential or mixed-use intensity. Redeveloping sites in mature residential areas that are currently underutilized (such as high-vacancy shopping centers) could also integrate new housing variety to help reinvigorate the area.

### **Build-Out Policies**

Creative approaches are needed for extending homeownership opportunities to households of all economic levels. Cutting residential purchase or rental costs without sacrificing housing quality is good for employers and the community as well as persons seeking wholesome, economical shelter.

Workforce housing is especially important to the City's long-term financial well-being. Homes and rents need to be affordable in relation to wage scales earned by residents and their families. As noted, other planning objectives, such as reducing costs of energy and commuting, contribute to housing affordability.

- ◆ Concentrate on improving housing affordability City-wide.
- ◆ Consider infill and neighborhood revitalization housing programs as highest priority.
- ◆ Protect and preserve older residential neighborhoods to provide quality affordable housing.
- ◆ Promote core area housing with innovative redevelopment strategies.
- ◆ Encourage higher density or taller residential developments in select downtown, growth area or transportation corridor locations.

- ◆ Coordinate housing policies with those of other Elements, particularly Neighborhood Planning, Land Use, Circulation and Energy.
- ◆ Encourage demonstration of affordability, workplace proximity, transportation advantages and other benefits for approving residential components in mixed-use developments.
- ◆ Respond to applicable Area Plan or neighborhood planning guidelines.
- ◆ Blend a variety of housing types including townhomes, condominiums and other compatible dwellings in multi-family housing areas.

### **Implementation Recommendations**

Future residential area design and construction should be a teamwork process involving the developer (who proposes the project); City staff (who provide detailed plan review) and interested citizens -- particularly residents of nearby neighborhoods. Vacant, residentially-designated land is an asset that deserves careful stewardship both by property owners and the community. Infill, redevelopment and revitalization possibilities in existing neighborhoods offer additional sites for dealing with identified gaps in the housing market.

**Guide residential build-out.** Broadly-based residential choice in Chandler is a keystone of sustainability that concerns everyone. Homeowners and their neighborhood organizations need to understand, appreciate and support diversity in housing. Builders and lenders should apply housing market expertise to create new residential products. Retailers and employers also have a significant stake as to where and how well customers or employees live.

The General Plan acts as the foundation for adjusting the course of housing production to a somewhat slower, deliberate pace. Area Plans provide more specific criteria for residential development in some parts of the City. Neighborhood plans can become a vehicle, ideally, for inclusionary principles that could smooth the integration of new housing with existing homes.

In some appropriate instances, the City may encourage homebuilders and developers to increase dwelling unit yields on proposed projects. Greater density promotes better infrastructure utilization, public transit ridership, land cost economy and activity center synergism for nearby shopping and workplaces. Where lower density has been previously planned such as in South Chandler neighborhoods, more spacious, suburban lifestyles should be protected.

Neighborhood Planning Element goals stress citizen participation actively to assist in residential land use guidance. Establishing preferred ways to accommodate new or revitalized adjacent dwellings should be done in advance. Suggesting ideas for compatibility, and being proactive when a project is proposed, represents the neighborhood's most positive role in housing build-out.

**Recommendation:** Promote sustainable housing developments including a variety of housing types and higher densities where they may be compatible with adjoining land uses and appropriate in the context of approved area plans, neighborhood plans and/or the General Plan.

**Foster housing opportunity.** The decreasing percentages of Chandler residents that are able to qualify for new or existing home purchase or average-priced rental units serve as a warning. The City's broadly-based workforce attracts business that depends on having housing available for all wage levels.

The General Plan advocates proactive measures for adding to the City's housing variety, especially new types of shelter to address gaps in housing affordability. Special attention should be directed to reinvigorating central neighborhoods' housing stock at prices/rents that low and moderate-income households can afford. Identify groups of residential properties to receive reduced cost economies on home improvement work.

**Recommendation:** Establish an Affordable Housing consortium consisting of companies and organizations involved in providing shelter. Create incentives, such as density bonuses or transfer of development rights, for builders.

Sponsor programs in revitalization areas that would package a number of homes needing residential upgrade or energy-efficiency projects for contractor(s) agreeing to pass along savings to homeowners in return for volume business. Obtain commitments from lending institutions willing to assist low-income families and first-time homebuyers. Arrange and support housing affordability counseling by social service agencies and institutions.

**Maintain strong jobs-to-housing balance.** Chandler's housing initiatives should offer various options that allow the local workforce to live close to their employment. Affordable residential opportunities often act as a primary factor in attracting employers that bring desired job types.

Economic development will continue beyond residential build-out. Sustainability principles can be observed by placing dwelling units strategically: reducing commuting expense and time, encouraging neighborhood connectivity, helping local business capture higher proportions of workers' expenditures and blending different land use intensities together.

Workforce housing data should be easily obtainable for existing as well as prospective employers and employees. Private-public "clearinghouse" activities should extend to advisory help and other forms of assistance to persons or families in need, especially low and moderate-income workers.

**Recommendation:** Report Chandler housing trends regularly (such as at Congress of Neighborhoods conferences) with information on newly available dwelling units and affordability in relation to the employment base. Coordinate with the private sector to provide "match" information on available residential locations, costs, commute times for employers and their employees.

This page is intentionally left blank

## **REDEVELOPMENT TOWARD BUILD-OUT**

Redevelopment decisions will become increasingly important as Chandler approaches build-out, and the City articulates the necessity of a sustainable land use mixture with adequate employment, recreation and shopping opportunities.

Previously focused on the downtown area, redevelopment-related improvements are now pertinent in other commercial and residential areas of the City. This Element replaces the Conservation, Rehabilitation and Redevelopment Element from the 2001 General Plan broadening revitalization options throughout the community using a strategic and flexible approach that will direct City resources to areas of greatest need. The Redevelopment Area Plan, adopted in 1995 and amended in 2008 to merge with the South Arizona Avenue Entry Corridor Study, remains in place as a specific area plan called the "Downtown-South Arizona Avenue Corridor Area Plan" (Downtown Area Plan), but is no longer a separate Element within the City's adopted General Plan.

More current Goals, Objectives, Policies and Action Steps will be found in this Updated Redevelopment Element and the accompanying Implementation Plan. Further, this Element addresses Arizona statutory general planning requirements for community redevelopment including: 1) housing, business, industrial and public building sites; and 2) the elimination of slums and blighted areas.

Neighborhood preservation and revitalization are addressed in greater detail in the Neighborhood Planning Element. Overlapping and integrated Elements of the General Plan include Neighborhood Planning, Housing, Land Use, Public Services and Facilities, Public Buildings and Safety.

### **GOAL: PROMOTE PRESERVATION, MAINTENANCE AND IMPROVEMENT OF PROPERTY.**

*Objective:* Enhance downtown vitality by supporting live-work, shopping and recreational opportunities in the downtown area.

*Objective:* Develop community awareness of the historical and cultural identity of Chandler.

*Objective:* Explore alternatives for preservation of historic and cultural assets.

*Objective:* Establish preservation and maintenance program eligibility criteria.

*Objective:* Improve obsolete, faulty or absent infrastructure.

### **GOAL: IMPLEMENT COMPREHENSIVE COMMUNITY REVITALIZATION AND REDEVELOPMENT EFFORTS.**

*Objective:* Coordinate private and public downtown redevelopment programs and projects.

*Objective:* Facilitate public/private and City/property owner partnerships to access programs and solve redevelopment problems.

*Objective:* Expand sustainable revitalization and redevelopment programs for commercial and industrial properties.

*Objective:* Coordinate City resources and programs to comprehensively and effectively address the redevelopment and revitalization needs of the City.

### **GOAL: ENCOURAGE RE-USE OF OBSOLETE DEVELOPMENT.**

*Objective:* Provide strategic technical assistance and training for commercial, industrial and retail rehabilitation.

*Objective:* Establish programs and incentives to encourage the compatible, adaptive re-use and modernization of vacant or deteriorating properties.

*Objective:* Prioritize revitalization and redevelopment projects in consideration of General Plan Goals and Recommendations related to economic development and neighborhood planning.

**GOAL: REMEDIATE DETERIORATED AND BLIGHTED CONDITIONS.**

*Objective:* Facilitate acquisition of underutilized and blighted properties for redevelopment compatible with adjacent neighborhood character.

*Objective:* Promote the development of new housing in concert with redevelopment efforts in the downtown area.

*Objective:* Secure unsafe property conditions.

**Existing Conditions**

Chandler has grown incredibly over the past four decades. Today, some structures built in the 1960's, 70's, and some newer, are deteriorating. Some are beyond economic feasibility to repair. Neighborhoods that may be in fair condition now are showing signs of deterioration and blight such as vacant buildings and lots, declining population, deferred property maintenance and reduced private investment. If not acted upon, these conditions can intensify and spread to surrounding areas.

Some sectors have declined to a point of transition that is manifested by poor maintenance and substandard housing. Attention to these declining areas is important to determine appropriate policies that either further ongoing transitions to new uses, or intervene to remove blight and non-conforming uses through redevelopment and revitalization.

**Current Programs and Practices.** Until now, Chandler's redevelopment planning included the designation of a traditional redevelopment area as is done in other Arizona cities. Approaching build-out signals an era of de-emphasis on geographic designation and increased focus on redevelopment policy and eligibility criteria for specific projects, whether downtown or elsewhere.

The Redevelopment Area Plan as adopted in 1995 contains Chandler's strategies, policies and action steps as they pertain to five specific areas within the Redevelopment Area. Two of these five specific areas were replaced by the findings and recommendations of the South Arizona Avenue Entry Corridor Study, as amended and re-adopted in 2008 to form the Downtown Area Plan. Now as the General Plan Update refreshes Citywide goals and objectives, the specific strategies and action steps within the Downtown Area Plan, where consistent with the General Plan, provide an effective guide for public and private planning decisions.

Chandler has a number of programs supported by several City Departments and Divisions including: Housing, Community Development, Economic Development, Long Range Planning, and Neighborhood Resources. Many of these programs promote or enhance conservation, rehabilitation and redevelopment. The City Manager's Economic Development and Neighborhood Resources programs function to support agreed-upon revitalization and redevelopment goals. For example, City planning initiatives including South Arizona Avenue, promote improvements in the downtown and surrounding areas.

## Summary of Chandler Redevelopment, Conservation and Rehabilitation Programs

### **Redevelopment**

- *Enterprise Zone* provides tax benefits to non-retail businesses to support job creation in low-income/high unemployment areas.
- *Redevelopment Area Benefits* include Government Property Lease Excise Tax (GPLET), a program that provides tax incentives for improvements to leased properties.
- *Residential In-Fill Program* encourages infill development with City assistance for each new housing unit constructed and for each substandard dwelling removed.

### **Conservation**

- *CDBG Program* provides benefits to low and moderate-income residents and can be used to alleviate blighted conditions.
- *Façade Conservation Program* issues grants for façade improvements on buildings in the downtown area.
- *Homeowners Association Grant Program* provides grants to HOA's to promote participation and improve neighborhood living quality.
- *Traditional Neighborhood Grant Program* issues grants to registered neighborhoods to support neighborhood leadership and promote participation.
- *Section 8 and Public Housing Assistance* provides rental subsidy for very low income, elderly and people with disabilities.
- *Home Ownership Program* assists Section 8 and Public Housing residents in purchasing a home.

### **Rehabilitation**

- *Commercial Reinvestment Program* offers matching grants for rehabilitation of aging and/or vacant commercial centers.
- *Downtown Improvement Fund* issues grants for interior improvements to buildings in the downtown area.
- *Housing Rehabilitation Loan Program* provides no interest, partially forgivable home rehabilitation loans to low- and moderate-income homeowners.

**Assets.** In preparation for residential build-out, Chandler is ready to address the complex issues of community redevelopment and revitalization. Organization and progressive leadership will continue to be hallmarks of the City's redevelopment planning efforts. Anchored by a strong economic and employment base, and enhanced by citizen-based, grassroots neighborhood efforts, Chandler is well-positioned to address the challenges of renewing deteriorating areas of the City.

**Challenges/Issues.** After forty years of rapid growth, some buildings and neighborhoods in Chandler are deteriorating. A significant challenge to Chandler is to revitalize and improve these areas while protecting stable neighborhoods. As documented during General Plan community meetings, assuring compatibility among existing neighborhoods and adjoining redevelopment projects is an ongoing concern.

Regulatory changes in Arizona have created a new challenge for Chandler and other cities. Traditional municipal land use controls, including historic preservation tools, are

now severely restricted under Arizona law. Employing alternative measures, including voluntary design and improvement guides and standards, poses significant implementation challenges.

Chandler takes pride in being a well-maintained City. This underscores the importance of taking action steps to improve deteriorated or declining properties or areas.

**Opportunities.** As build-out approaches, strategic use of a dwindling land supply becomes paramount for a maturing Chandler. Revitalization, re-use and redevelopment are increasingly important opportunities in planning and development decisions.

Demand for new residential development creates a positive market for downtown housing. Private investment, bolstered by municipal economic development and revitalization programs, will be the engine that drives the resurgence of declining and under-utilized central Chandler neighborhoods.

Implementation of well-timed and sustainable marketplace/regulatory incentives represents a significant opportunity to accomplish needed improvements that add to the stability of nearby neighborhoods. Chandler's business and development community represent a critical partnering resource in maximizing improvement efforts. Local non-profit organizations can provide support and benefit from redevelopment projects.

Redevelopment and revitalization needs of different areas can be addressed through the creation of Neighborhood Plans. Neighborhood Plans are more specific area plans that rely heavily upon citizen input while addressing the long term requirements of individual neighborhoods (See Neighborhood Planning Element).

### **Build-Out Policies**

Chandler's redevelopment policies should be consistent with strategic preparation for anticipated residential, commercial and industrial build-out. Proposed programs and policies consider: 1) emphasis on property preservation and maintenance; 2) a comprehensive approach coupled with project implementation; 3) promoting re-use of under-utilized or vacant properties; and 4) remediation and redevelopment of deteriorated properties.

According to citizen input gathered during the General Plan Update process, revitalization is a significant challenge for the City. Public comment translates to updated redevelopment-related policies:

- ◆ Integrate residential, retail and office uses into redevelopment plans and projects.
- ◆ Target aging retail centers for mixed-use redevelopment projects.
- ◆ Include transit infrastructure in redevelopment planning and design.
- ◆ Secure or remove dilapidated and blighted buildings that pose health and safety hazards.
- ◆ Support programs for revitalization/redevelopment in concert with the Neighborhood Planning Element.
- ◆ Reduce crime and improve public safety in declining or transitional areas.
- ◆ Encourage affordable, urban housing, including higher density housing in redevelopment projects.

- ◆ In concert with neighborhoods and property owners, develop policies to address treatment and /or elimination of alleys.
- ◆ Identify redevelopment candidate sites.

### **Implementation Recommendations**

Framed by community-driven goals, objectives and policies, the following recommendations are intended to further the City's redevelopment efforts.

**Preservation and Maintenance.** As Chandler evolves, alternatives exist to protect the character of the community and to maintain desirable health and safety levels. Aging buildings represent both a challenge and an opportunity. Chandler's preferred option is preservation and maintenance of aging structures to prevent irreversible deterioration that necessitates more intense 'clearance' techniques. Property maintenance and preservation is best supported by grassroots efforts including public education to strengthen pride in property ownership.

**Recommendation:** Provide educational and training programs, such as a neighborhood academy, that focuses on private property maintenance and available assistance. An array of tools should be made available to property owners including grants or loans, technical assistance, even a tool bank for self-help property maintenance.

With no adopted historic preservation regulations, Chandler is particularly challenged in protecting the City's architectural and cultural character. Unlike other large Arizona municipalities, Chandler lacks adopted regulatory guidelines for preserving historic sectors and buildings. Recent statutory restrictions on the scope of local land use regulations further complicate preservation alternatives. However, by demonstrating that unified architectural and character controls contribute to higher property values (as demonstrated in cities such as Phoenix and Tucson), voluntary programs to protect entire neighborhoods or City blocks that share important design or cultural characteristics may be adopted into citizen-directed neighborhood plans.

**Recommendation:** Evaluate preservation alternatives, including public and private standards, for historic and cultural resources. Property owner willingness to participate in voluntary preservation efforts is essential in developing realistic options under current conditions.

An expanded "Neighborhood and Redevelopment Primer" should be published for use by property owners, the development community and neighborhood groups. Publish information on financial and other assistance programs together with property eligibility criteria.

**Comprehensive Approach.** As required by Arizona Statutes, redevelopment programs and policies need to extend to all type of land uses: housing, businesses, industrial and public building sites. Redevelopment of commercial (business) and industrial properties is the specific focus of this General Plan Element and its recommendations -- many of which relate to actions called for in the Neighborhood Planning and Public Buildings Elements.

A key role for the City of Chandler is recognizing potential partnerships that marry the necessary parties and expertise from conception to implementation of complex redevelopment projects. Recurring citizen comment during the General Plan Update process addressed compatibility concerns related to redevelopment efforts. Significant additional building height, residential density and non-residential uses, while recognized as appropriate in certain locations, must be thoughtfully designed and responsive to congestion, noise and visual impacts.

**Recommendation:** Assess land use and neighborhood compatibility in planning and supporting redevelopment proposals. Early and effective communication with adjacent property owners and neighborhood groups during the development process, including the project conception phase, is essential.

Enhance existing programs and/or create new ones targeted at declining or deteriorating commercial and industrial properties. Identify and facilitate partnerships with members of the development, financial and business communities.

A number of programs exist to assist deteriorating residential properties and neighborhoods. Programs and policies predominantly aimed at non-residential buildings and properties enhance the spectrum of the City's redevelopment leadership role.

**Re-Use.** Particularly applicable in Chandler is the need to improve aging commercial properties. Several shopping center sites are underutilized or vacant. These strategically located properties offer excellent opportunities to knit neighborhood-serving businesses, employment uses or additional housing into the fabric of existing neighborhoods.

**Recommendation:** Provide planning leadership, technical assistance and staff resources in support of commercial retail revitalization and redevelopment projects. Create incentives to accelerate commercial and industrial redevelopment projects. Incentives should be tied to direct neighborhood benefits and furtherance of General Plan Goals and Objectives.

Regulatory and marketplace incentives can be a powerful impetus to achieving revitalization and redevelopment goals. Additionally, the City is well positioned to recruit desired uses for specific projects.

**Remediation and Redevelopment.** The City has a vested interest in remediating deteriorated building and property conditions. When unabated, these conditions tend to spread to adjoining properties and neighborhoods. Deteriorated and blighted conditions are a threat to public safety and are an attraction for crime and other undesirable activities. In conjunction with removal of blighted conditions, leadership is needed to facilitate the construction of new urban housing. As build-out proceeds, increased housing demands will fuel the construction of new housing units to replace substandard dwellings, especially in the older, central area.

**Recommendation:** Lead efforts to secure deteriorated and unsafe buildings and properties.

The City may consider acquisition using eminent domain, as empowered by ARS Title 36 and modified by Proposition 207, for remediation and redevelopment projects when clear public benefits are demonstrated.

Involve private sector in creating redevelopment incentives. Establish outreach program to obtain suggestions from development industry.

Additionally, attention should be given to the infrastructure systems that serve areas showing signs of deterioration. Strategic improvements to supporting facilities will enhance redevelopment projects and overall efforts.

**Recommendation:** Assess infrastructure needs in older parts of the City containing infill or potential redevelopment properties and create a program to make necessary infrastructure improvements that will facilitate the development or redevelopment of those properties.

**Eligibility Criteria for Redevelopment Projects.** As the City continues to approach various stages of build-out, redevelopment needs will not be limited to any particular area of the City.

The City has a wide array of assistance programs related to revitalization, redevelopment and property maintenance. Allocation of available resources should be prioritized based on defined, qualifying criteria and a proposed project's contribution to neighborhood redevelopment and preservation objectives.

**Recommendation:** For specific redevelopment projects where an applicant seeks the City's assistance or direct authority as enabled by State Statutes, the City should consider eligibility (and determine conformance with this Element) based upon, but not necessarily limited to the following criteria as may be appropriate for the given circumstances, and compared with Citywide averages:

- Age of the subject property, based upon the date of recordation.
- Income levels of occupants, whether existing or prospective.
- Vacancy rates.
- Absentee ownership rates.
- Public safety concerns based on history of City code violations and calls for service.

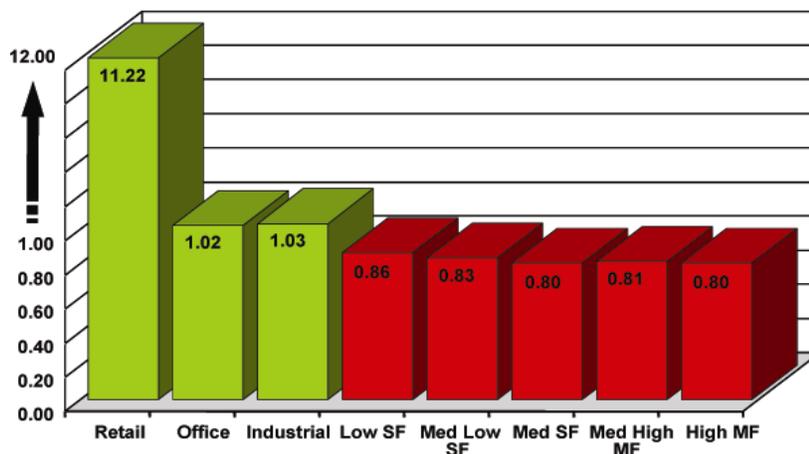
This page is intentionally left blank

## COST OF DEVELOPMENT TOWARD BUILD-OUT

The 'cost of development' in Chandler has significantly greater implications as the community approaches build-out. The Cost of Development Element is typically associated with fair share apportionment of new infrastructure costs. However, cost of development concerns in Chandler over the next two decades must also focus on wise use of remaining land resources.

Selectivity is crucial. Municipal expenditures -- costs -- vary based on the use of land. Residential land uses, whether low density suburban or high density multi-family housing, cost more to provide services to than the revenue they generate as illustrated in Figure 18, below. In seeking fiscal sustainability for the City and quality employment opportunities for its residents, the reservation of remaining land should be for those employment uses supporting a positive revenue-to-expenditure ratio, including commercial retail, office and industrial developments. Except in areas where additional residential is needed to balance and support commercial and employment uses such as in downtown and similar mixed-use settings, the continued commitment of remaining lands to residential uses robs the City of its ability to achieve fiscal stability and a desired jobs-to-housing balance.

**Figure 18 Ratio of Revenues to Expenditures by Land Use**



Source: Fiscal Impacts of Alternative Land Uses conducted by Applied Economics for the City of Chandler Jan 2003

The Cost of Development Element addresses these 'opportunity costs' of land use decisions along with more traditional infrastructure funding and financing needs as focus shifts from geographic expansion to system completion and strategic capacity upgrades. The Element is closely integrated with and may be considered a bridge between the planning principles included in the Land Use Element and the issues identified in the Public Services and Facilities Element.

Citizen participants in the General Plan process recognized the importance of achieving a balance among residential and employment land uses while expecting new development to pay its fair share of new infrastructure costs. Goals focus on recognition of long-term fiscal realities and responsible decision-making aimed at ensuring a sustainable Chandler.

**GOAL: RELATE INFRASTRUCTURE INVESTMENT AND LAND USE DECISIONS TO MUNICIPAL ECONOMIC SUSTAINABILITY.**

*Objective:* Recognize long term municipal revenue implications of land use decisions.

*Objective:* Support desired levels of public services and fiscal stability by promoting revenue generating land uses.

**GOAL: ENSURE NEW DEVELOPMENT PAYS ITS FAIR SHARE FOR PUBLIC SERVICES FOR WHICH IT CREATES A NEED.**

*Objective:* Update funding mechanisms regularly such as impact fees for public services.

*Objective:* Verify development fees are reasonably related to the burden imposed on the City for new services.

*Objective:* Support selective exceptions to the 'fair share' policy when public infrastructure financing or funding is in the public's best interest.

**GOAL: MITIGATE FISCAL AND CAPITAL IMPACTS FROM DEVELOPMENT.**

*Objective:* Identify and respond to fiscal impacts, such as operation and maintenance costs, associated with expanded City services including development intensification in identified growth areas.

*Objective:* Develop plans, including the Capital Improvement Plan, to identify and prioritize needed improvements.

**Existing Conditions**

Chandler has long required developers to construct streets, sewers, water mains, drainage facilities and other facilities needed to support their developments. Development fees that offset City expenses have been in place since the 1980's.

The City has enacted a variety of additional development fees to pay for the capital costs of new water resources, reclaimed water systems, arterial streets, community parks and other general governmental needs. The City and/or recognized experts in the field of public finance have established system development charges and fees through detailed analysis. Fee schedules have been updated periodically to ensure fairness and to reflect updated capital improvement programs.

In addition to system development fees, the City uses a wide variety of financing mechanisms to fund public services and improvements necessary to serve new development. These mechanisms include:

- Bonded debt that is comprised of general obligation bonds, revenue bonds, certificates of participation notes and municipal property corporation bonds. Bonded debt is used to finance public projects that are too large to fund on a "pay as you go" basis. Development fees, user fees, property taxes and similar sources are used to repay the bonds over time.
- Special taxing districts, such as improvement districts, have been used by the City to finance various street and utility improvements. These districts can be used to accelerate capital improvements in newly developing areas of the City or where the City lacks funds to undertake the improvements. Property owners are largely responsible for repaying bonds associated with special taxing districts through property tax assessments.

- Facility construction by developers and landowners is also a common mechanism. Developers receive credit toward development fees or other City charges for the value of the improvements constructed or enter into repayment agreements.
- Dedication of land is frequently used to widen streets or reserve land for open space or parks. Landowners making such dedications may receive credits against City development fees or charges.

**Assets.** Existing infrastructure capacity is an asset. Further, the City's ability to strategically expand key systems such as water and wastewater, position Chandler well to employ more efficient land utilization associated with build-out.

Necessary future revenue streams can be supported through wise use of the City's remaining land inventory. Re-use and redevelopment of older sites -- where infrastructure is already in place -- will play an increasingly important role in the City's development picture.

City development fee policies are an important revenue source in balancing the Capital Improvement Plan and ensuring new development pays its fair share for City services.

**Challenges/Issues.** Completing infrastructure systems is important in maximizing efficiency and returns on public investments. Infrastructure, particularly water and wastewater systems, should be sized for build-out. System enhancements need to coincide with areas targeted for development intensification such as transit corridors and the downtown area.

Funding for system expansions needed to accommodate build-out is undetermined. Allocating who pays and when, is a challenge to be met sooner than later in order to promote desired development in the City. Employment expansion, investment in redevelopment areas and commercial development can be guided by infrastructure availability.

Ongoing operation and maintenance costs will require sound fiscal management. Economically-sustainable development such as employment and commercial uses, are needed to assure long-term stability.

**Opportunities.** The City can guide growth by providing value (reducing costs) to developers through infrastructure availability in growth areas. Additional incentives can be utilized including fee adjustments, development intensity bonuses and preferential review processes.

The City can gain advantages by following Smart Growth principles as outlined in the Governor's Scorecard for Smart Growth. Many Scorecard criteria for sustainable communities align with the City's goals and strategies for build-out as articulated in the General Plan. Plan implementation will position the City to receive discretionary benefits from State agencies for Smart Growth practices.

### **Build-Out Policies**

Preparation for build-out represents a time of change to the way Chandler develops. Successful strategies depend on disciplined decision-making. They should be based on long-term goals of fiscal sustainability and high living quality for all residents.

Relevant policies include:

- ◆ Calibrate the Capital Improvement Plan (CIP) to support development of preferred land uses in identified growth areas and innovation zones. (See Growth Areas Element).
- ◆ Encourage private investment by securing infrastructure capacity in identified growth areas.
- ◆ Adjust development fees and utilize other incentives to support water and wastewater system completion and needed capacity enhancements.
- ◆ Design and install wet utilities and other systems with operation and maintenance costs in mind.
- ◆ Discourage land uses that cost more to service than the revenues they generate in future employment/growth areas.

### **Implementation Recommendations**

Infrastructure availability and financing play an important role in Chandler's build-out planning. Selectivity in land use is vital to securing future revenues and promoting economic sustainability for the community. Development costs can be used to guide the form and location of new development. Citizens strongly prefer that new development pays its fair share for City services while recognizing City policy should not act as a disincentive to desired development types.

**Tie Land Use Decisions to Economic Sustainability.** Recognition of the relationship between land use and municipal costs and revenues is essential for Chandler during build-out. Historic residential development patterns need to be replaced by non-residential growth. While not all remaining land should be developed as non-residential, the City should strive for a balance of land uses that may require additional residential in some areas. One thing is clear, however, that business as usual can not be acceptable if Chandler wants to achieve community goals of sustainability.

**Recommendation:** In support of municipal economic sustainability and securing needed revenue streams to fund City services, discourage residential land uses that have a negative revenue-to-expense ratio and do not provide direct support for adjoining commercial and employment areas.

**Understand Costs-Benefits of infrastructure timing and design.** Infrastructure investment and development projects are closely linked. In some cases, the City may extend infrastructure or make other expenditures in support of growth with capture of later revenues in mind. Other times a developer may offer to construct infrastructure well ahead of actual need, with intended, eventual dedication of the improvements to the City. Cost of Development strategies encourage full understanding of short and long-term costs and benefits of infrastructure commitments.

**Recommendation:** Whether a commitment by the City to construct or consideration of acceptance of developer-built improvements, cost-benefit analyses should be conducted to understand both long and short-term fiscal implications, including operation, maintenance and expansion costs, of infrastructure systems.

**Design for the long haul.** As the City matures and infrastructure systems are extended and upgraded, the City is faced with substantial, ongoing operation and maintenance costs. These costs can vary widely depending on system design, quality of construction and quality of materials utilized.

**Recommendation:** Employ designs and materials in infrastructure construction and system enhancements that are engineered for the long term. In order to reduce operation and maintenance costs and extend the serviceable life of the improvement, the City should avoid materials and designs that have lower initial costs but create problems associated with shorter life spans or higher operation and maintenance costs.

**Calibrate the Capital Improvement Plan.** The Capital Improvement Plan (CIP) is one of the City's primary implementation tools of the General Plan and where the 'rubber meets the road' in expanding and enhancing infrastructure systems. Priorities in the CIP determine what capital improvements get built and when. Logically, the timing of infrastructure projects has a significant impact on the location, timing and intensity of development.

**Recommendation:** Annually evaluate the CIP to ensure its consistency with infrastructure and development objectives for the City's preferred growth areas. Capacity upgrades and replacement needs should receive high priority in the downtown and other areas identified for growth.

This page is intentionally left blank

## **RECREATION AND OPEN SPACE TOWARD BUILD-OUT**

The City realizes that residents will continue to gauge their quality of life by the variety of leisure activities available. The Recreation and Open Space Element responds to the City's growing demands for parks, recreation and open space as build-out approaches. The development and implementation of parks and recreation services are guided by input from Chandler citizens.

As Chandler's remaining vacant lands are converted to urban use, reservations for parks and open space are critical. Well-maintained parks contribute to community vitality through enhanced property values and attraction of desirable businesses and employers.

This Element combines two statutorily required Elements: Open Space and Recreation. It contains goals, objectives and strategies for the provision and management of open space, parks and recreation services.

### **GOAL: PROVIDE QUALITY PARKS AND RECREATIONAL FACILITIES CONVENIENT TO ALL NEIGHBORHOODS THAT MEET THE NEEDS OF A DIVERSE POPULATION.**

*Objective:* Provide at least one ten-acre neighborhood park within each residential square mile, where possible.

*Objective:* Provide a system of community parks with service radius of 2 miles or less that provide a diversified mix of amenities.

*Objective:* Develop comprehensive recreational resources to meet regional park needs.

### **GOAL: DEVELOP SPECIALTY PARKS AND FACILITIES THAT PROMOTE COMMUNITY HEALTH.**

*Objective:* Support established joint-use efforts that provide shared recreation center and specialty facilities.

*Objective:* Improve wellness for all residents through access to recreation programs.

*Objective:* Integrate additional shade into parks.

*Objective:* Complete necessary improvements/modifications to Chandler's existing aquatic facilities to insure health, safety and quality goals are met for desired programs and facilities.

### **GOAL: ADD FOCUS ON RENOVATION AND REDEVELOPMENT NEEDS.**

*Objective:* Renovate existing parks to ensure all residents have updated facilities.

*Objective:* Respond to changing demographics and user needs with appropriate improvements.

*Objective:* Coordinate park redevelopment projects with the implementation of the Downtown-South Arizona Avenue Corridor Area Plan.

*Objective:* Promote street landscaping, landscaped areas and useable retention facilities in redevelopment areas.

### **GOAL: COMPLETE INTERCONNECTED OPEN SPACE AND TRAILS NETWORKS.**

*Objective:* Construct needed linkages between facilities and neighborhoods.

*Objective:* Include connections to the regional open space and trail system.

## **Existing Conditions**

Each year the City prepares a five-year Capital Improvement Plan, including facilities for parks and recreation. Many of the facilities described herein are included in the Council-approved 2007-2012 Capital Improvement Plan. The Capital Improvement Plan, and hence the plans for parks and recreational programs, is updated annually to reflect demographic shifts, priority changes, budget projections and growth impacts.

The park facilities described below provide a snapshot of the City's existing park facilities and amenities. Figure 19 illustrates the location of parks, recreation facilities, paseos and open spaces.

Statistics show dramatic growth in parks use over the past twelve years. The developed park acres per 1,000 residents have averaged 3.79 acres over the past eight years. A majority of the large park acreage has yet to be developed, which will cause the park acres per 1,000 residents to increase. If the capital program is completed as planned it is estimated that there will be 5.11 acres per 1,000 residents when residential build-out occurs in 2012.

In addition, the Community Services Department operates: the Tumbleweed Recreation Center, a 62,000 square foot multi-generational facility that features a fitness center, indoor jogging track, group exercise studio, gymnasium, game room, art and ceramics studios, racquetball courts, teaching kitchen, room rentals, birthday party packages and more; the Veterans Oasis Environmental Education Center, a 10,000 square foot facility that has four classrooms, exhibit areas, a gift shop and staff offices; the Chandler Community Center, a 33,000 square foot facility providing classroom, activity and meeting room space; the Chandler Senior Center a 10,397 square foot facility geared to the needs of the senior population; and the 11,300 square foot Snedigar Recreation Center that includes multipurpose rooms and classrooms.

- **Neighborhood Parks**

The City's extensive system of neighborhood parks serves Chandler's neighborhoods with a variety of passive and active recreational facilities. Typical amenities included in neighborhood parks are lighted paths, playgrounds, sand volleyball courts, basketball courts, ramadas, open space and landscaping.

- **Community Parks**

A community park typically serves several neighborhoods located within approximately one to two miles of the park. Community parks provide more specialized and elaborate facilities such as lighted sports fields, group picnic pavilions, restrooms, play areas and fishing lakes. The Community Services Department has established a series of community park service zones as a means of assuring equitable distribution of community parks throughout the City.

Community parks are not a mere expenditure, but an investment in the future well-being of individuals and groups, as well as the continued viability of the neighborhoods in Chandler. Each year citizens make requests to the Community Services Department for improvements in many of the City's existing community parks. These requests are given to the Parks Division who prioritizes them on an annual basis and a development plan is prepared for that year. This allows the Parks Division the ability to provide the public an equitable distribution of

community park improvements throughout the City. These improvements include the renovation of playgrounds, the addition of shade structures, irrigation systems, park lighting, restrooms, parking lots and landscaping.

- **Satellite Recreation Centers**

The department currently has joint-use, school satellite recreation centers at Andersen Junior High, serving northwest Chandler, Willis Junior High, serving east/central Chandler, and San Tan K-8, serving south Chandler.

- **Regional Parks**

In addition to the development of neighborhood and community parks, there is a need to develop comprehensive recreational resources to meet the regional park needs of Chandler. Tumbleweed Regional Park and the Snedigar Sportsplex have been planned to fulfill those needs.

**Assets.** One of Chandler's strongest assets is its parks facilities and recreation programs. General Plan workshop participants confirmed pride in the City's efforts, ranking parks and recreation services highly.

*New Park Design and Development.* The development schedule for individual parks will be reviewed and prioritized on an annual basis based upon acquisition schedules, residential development in the park service area, community needs and ability to fund the maintenance.

- **Homestead North Park Development**

Funding is proposed for the development of the Homestead North Park site. This park site is 7.6 acres in size and is located in the square mile bordered by Chandler Boulevard, Pecos Road, McQueen Road and Cooper Road. This park will serve the neighborhood park needs for this square mile. It is also adjacent to the Paseo System along the Consolidated Canal and will offer amenities relating to the trail project as well.

- **Roadrunner Park Development**

Funding is included for the design and the development of the Roadrunner Park site. This park site is 10 acres in size and is located in the square mile bordered by Germann, Queen Creek, Gilbert Road and the Eastern Canal. This park will fulfill the neighborhood park needs for the square mile.

- **Homestead South Park Development**

This site is 10.9 acres in size and is located on the northeast corner of Pecos Road and the Consolidated Canal. This park will function as a buffer between the commercial development on Pecos and Cooper Roads and the Paseo System along the Consolidated Canal. The park will be designed and developed so that it has a direct relationship with the commercial development and the Paseo System.

- **Mesquite Groves Park**

In 2002, the City of Chandler purchased 100 acres on the northwest corner of Val Vista Drive and Riggs Road for the development of a future community park. Mesquite Groves Park has been planned for that location to meet the

recreational needs in this rapidly growing area of southeast Chandler. This project includes funding for the design and development of approximately 94 acres of the park. Funding has also been included for the construction of a satellite recreation center on this park site.

- **Tumbleweed Park Continued Development**

Tumbleweed Park is intended to serve the entire City. This 205 acre park located at McQueen and Germann Roads, when completed, will provide natural areas, specialized attractions and additional open space for recreation. To date, approximately 120 acres have been developed including a 15-court lighted tennis complex, site furnishings, park roads, parking, restrooms, ramadas, sidewalks, lighting, irrigation, landscaping and utilities. The overall master plan for the park includes a tennis complex, festival area, open space, parks/buildings and facilities maintenance service center, a multi-generational recreation center, train display area, Playtopia, a large playground area and other community recreational needs which involve large groups or require large areas of land.

- **Veterans Oasis Park**, located at the northeast corner of Chandler Heights and Lindsay Roads, covers 113 acres and features 4 ½ miles of trails, wildlife viewing areas, ramadas and picnic areas, a butterfly and hummingbird habitat, an outdoor amphitheatre, a unique learning-oriented playground, a learning center, and a 5-acre urban fishing lake.

*Joint-Use Partnerships.* The City has a long-standing joint-use partnership with Chandler Unified School District, which has allowed the use of school facilities for after school and summer recreation programming. The school district on the other hand has used City pools, parks and equipment. The City has installed lights on school fields to allow night use by youth sports organizations. This relationship has maximized the use of Chandler tax dollars.

**Challenges/Issues.** A range of challenges face the community in providing continued excellence in recreation facilities and programs. Aging facilities will require a shift in attention from development to renovation and maintenance. Additional support staff and resources will be needed to develop and maintain a computerized work management program to insure preventative maintenance activities take place as scheduled. The expense of maintaining facilities will escalate as facilities age. For example, mold remediation and equipment failure will pose budgetary challenges. Additional challenges include:

- Funding for operation and maintenance of existing facilities in light of the growth in usage of parks and facilities.
- Funding to complete the development of the park system.
- Enhancing promotional efforts and advertising strategies for better communication with users.
- Insuring priority status for citizens may require implementation of non-resident fees that could have a backlash due to sales tax based revenue sources.
- Proliferation of special interest groups and restrictions on available "public time" at parks and facilities.
- The lack of park and recreation resources compared to the rapid growth and expansion in southeast Chandler.

- Limited indoor activity space for high demand pre-school programs, primarily in southeast Chandler.
- Coordination of sports field space with the various organizations requesting field time.
- A demonstrated need for an additional 4-field softball complex.
- Younger, more active seniors will demand a different set of activities both in the senior center and at other facilities.

### **Neighborhood Park Acquisition**

The need for approximately 25 acres of parkland to be acquired for Neighborhood Park use has been identified providing for the acquisition of two ten-acre neighborhood parks and the acquisition of a five-acre addition to an existing park site.

Although satellite recreation centers have helped meet the indoor recreation demands, population increases and program growth has escalated the demand for additional centers similar to the Snedigar Recreation Center. The Snedigar Center initially consisted of 8,266 square feet. An additional 2,280 square feet of modular space was added to meet the recreation demands in the Ocotillo area. These centers can be expanded to meet growing needs.

Reductions in school funding have caused schools to look for alternative financial resources such as the development of sports camps and community school programs. These changes as well as the growth in the volume of recreation programs and uses have limited the availability of school gymnasium space for public recreation use.

**Opportunities.** A key element of the neighborhood park development program is citizen input during the design phase. Chandler prides itself on the park design process. Neighborhood meetings are held during the design phase of each project to gain citizen input into the design and amenities for the park or facility.

- Local High-Tech resources could provide opportunities for partnerships to put facilities on the cutting edge of service and connectivity.
- Increased collaboration among Recreation, Libraries, and Center for the Arts and Public History may yield enhanced services, increase accessibility to services and economies of scale.
- Partnerships with community groups/agencies to focus on wellness issues for all life stages, examples include childhood obesity and "nature deficit disorder."

Interrelated General Plan Elements include Public Services and Facilities, Land Use, Public Buildings, Neighborhood Planning, and Conservation and Environmental Planning.

### **Build-Out Policies**

Loss of open space is common among urbanizing communities, particularly as build-out approaches. As agricultural lands have been converted to residential neighborhoods and businesses, open areas are more likely to consist of parks, school grounds and drainage facilities.

Chandler has a history of being on the cutting edge of facility development, most recently with the addition of a skate park, a bike park, Tumbleweed Playtopia and

several state of the art aquatic facilities. With the approach of build-out, attention will be given to shifts in demographics, trends and interests of residents.

Build-out policies include:

- ◆ Support for the completion of an interconnected park and trails system.
- ◆ Maintain the high quality of services and facilities provided.
- ◆ Implement the Community Services 2004 Strategic Plan to maintain quality of life as build-out related changes occur.
- ◆ Utilize non-resident fees and priority registration, giving preference to Chandler residents over non-residents as the population grows and demands on facilities increase.
- ◆ Respond to unique demands created by the growing senior population.
- ◆ Support additional staff and budget resources that will be necessary to meet the needs of residents in maintaining the expected quality of life.

### **Implementation Recommendations**

Derived primarily from Community Services planning efforts with the Chandler Parks and Recreation Advisory Board, Goals and Objectives have been refined and subsequently translated into action-oriented recommendations. Continued planning, construction and renovation of parks and recreation facilities are ongoing City commitments during build-out.

**System Completion.** Implementation of the Capital Plan for needed facilities for Chandler will produce a geographically balanced system of parks and recreation resources to meet the recreational needs and desires of residents as build-out nears. Completion of important pathway linkages between facilities and neighborhoods enhances opportunities for all users while providing a healthy and sustainable alternative to automobile travel.

**Recommendation:** Prioritize, program and construct pathway and trail connections among public open spaces, parks and recreation facilities and neighborhoods, including connections to regional trails and open spaces.

**Maintenance and Renovation.** Build-out signals shifts in business as usual for Chandler and parks and recreation is no exception. New emphasis on renovating older facilities, retrofitting for a changing demographic, and commitment to extensive operation and maintenance costs is required.

**Recommendation:** Utilize trend analysis and user needs assessments to identify and program necessary renovation of facilities to meet changing demographics, interests and needs.

To maximize facility utilization, balance 'public time' at parks facilities with restricted use time for special groups.

Park renovation may coincide with other redevelopment efforts in the City. Coordination and cooperation with public- and privately-funded projects is an important opportunity to maximize resources and property target facility design.

**Recommendation:** Coordinate efforts with the Planning and Public Works Departments on the design and development of the South Washington Street Paseo project and other redevelopment-related projects.

Maximizing limited resources is essential and consideration of cost recovery programs is prudent for certain City services. To address non-resident use of recreation facilities and programs, non-resident fees are appropriate.

**Recommendation:** To insure space is available in programs and at facilities for Chandler residents, the department should implement non-resident fees and priority registration for residents wherever feasible.

**Expanded Facilities/Youth Fitness.** Construction of additional gymnasiums closely supports community recreation and fitness goals. Additions at the Snedigar Recreation Center, Shawnee Park and Mesquite Groves Park are recommended to enhance facilities across Chandler. The gymnasiums will allow staff to provide active indoor recreation programs for the youth in their respective parts of the City.

**Recommendation:** Construct gymnasiums to provide access to air-conditioned indoor facilities that are evenly distributed throughout the community. These facilities are key components in supporting year-round, childhood fitness through community recreation programs.

One of the major goals of the Community Services Department is to take a leadership role in addressing wellness for all Chandler residents, including the issue of childhood obesity.

The park planning staff has seen a rise in citizen expectations for sports and activities that fall outside of the department's traditional offerings. As an example, a cricket field is now under construction at the Snedigar Sportsplex and bocce courts are in the planning queue.

**Recommendation:** In response to citizen demand, additional sports fields at the Snedigar Sportsplex and a softball complex at Tumbleweed Park should be constructed.

**Implement Design Standards.** Usability of park facilities is enhanced by improved designs. The City has recently completed revised design standards for park improvements with provisions for adequate shade structures for playground equipment and park users.

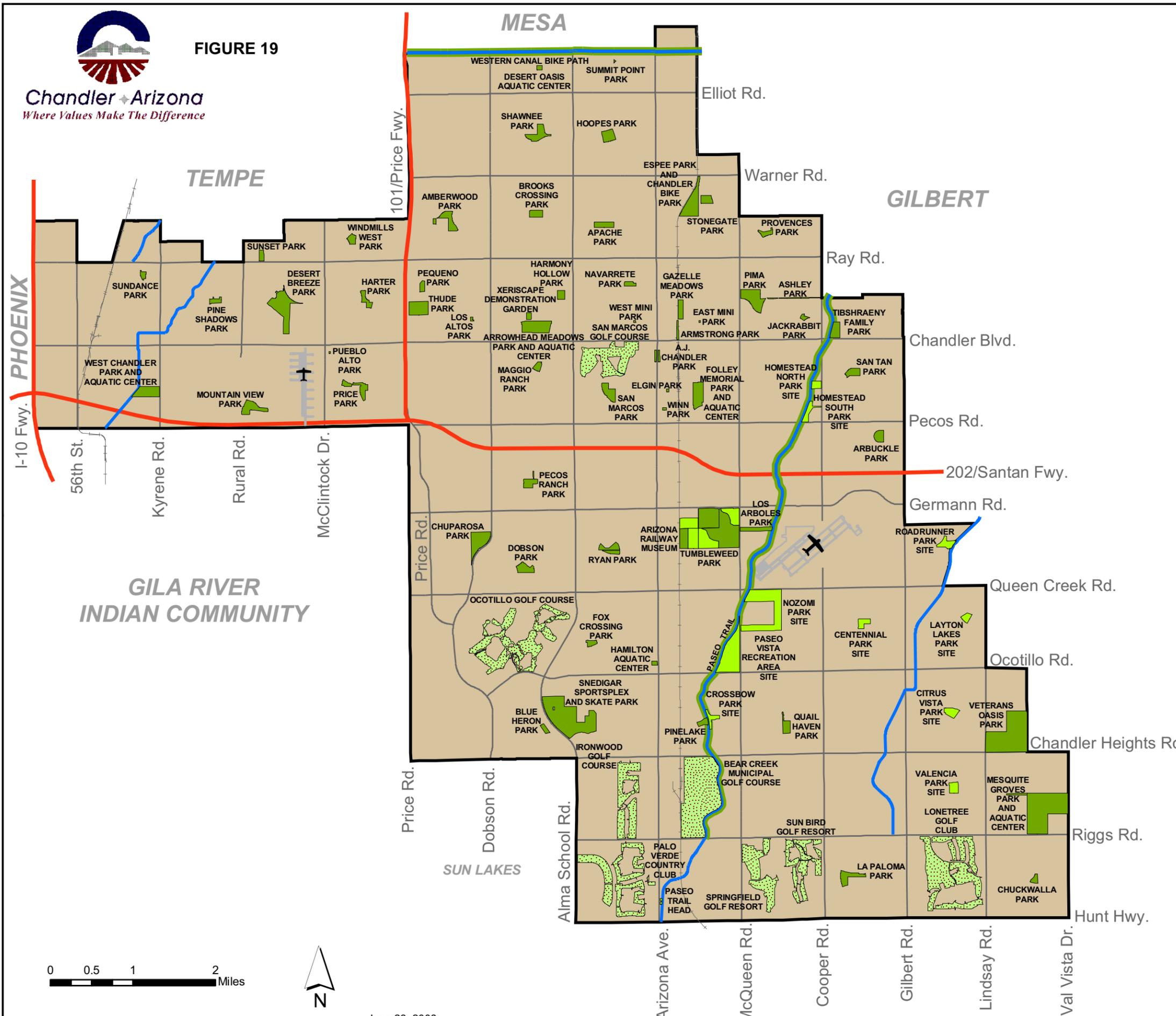
***Recommendation:*** Implement retrofits of existing facilities where additional shading needs are identified including shading of playground structures and the addition of shade structures along the Consolidated Canal Paseo.

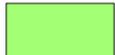


Chandler Arizona  
Where Values Make The Difference

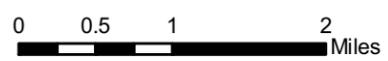
FIGURE 19

# PARKS AND OPEN SPACE



-  EXISTING PARK
-  FUTURE PARK SITE
-  GOLF COURSE
-  RECREATIONAL TRAIL
-  CANALS

The Parks and Open Space Map shows Chandler's open space including parks, recreation facilities, canals, and golf courses. Private parks and retention areas such as those owned by Home Owner Associations are not represented on the map.



This page is intentionally left blank

## **ENERGY RESOURCES TOWARD BUILD-OUT**

Utilizing available energy resources in the most efficient manner possible, while supporting the development of new and renewable energy sources, provides a long-term benefit to every member of the Chandler community. Responsible use and development of energy works to support City goals of improved living quality and continued economic expansion.

Recognizing the importance of energy resources and long-range planning, the State of Arizona has adopted expanded General Plan requirements for municipalities. The existing and future livability of our desert cities will be enhanced through the conservation of energy and the development and application of alternative, non-polluting energy sources.

The required General Plan Energy Element addresses the efficient use of energy and the expanded use of renewable energy as required by State law. In addition, Chandler recognizes it can be a center for innovation of new energy technologies. Citizen, stakeholder and technical inputs, including a successful Energy/Green Building Forum, confirm Chandler's aspirations to be a leader in all three of these areas.

Chandler's excellent employment base and identity as a center for technology serve to support public and private sectors in improving energy efficiency and sustainability.

### **GOAL: ENCOURAGE THE EFFICIENT USE OF ENERGY RESOURCES.**

*Objective:* Establish an incentivized Green Building Program.

*Objective:* Promote energy conservation through public education.

*Objective:* Modify City development standards to encourage energy efficiency.

*Objective:* Encourage energy efficient retrofitting for private development.

*Objective:* Promote land uses that result in increased pedestrian and bicycle transportation opportunities.

### **GOAL: IMPROVE ENERGY EFFICIENCY IN PUBLIC APPLICATIONS.**

*Objective:* Provide leadership in energy conservation through City projects and purchases.

*Objective:* Utilize energy efficient retrofits for existing public facilities.

*Objective:* Perform energy audits, assessing energy use of municipal facilities and programs.

*Objective:* Utilize the most fuel-efficient vehicles possible while being economically sensible and meeting the needs of the City.

### **GOAL: MAXIMIZE THE USE OF RENEWABLE ENERGY SOURCES.**

*Objective:* Encourage the use of renewable energy in residential, commercial and industrial applications.

*Objective:* Demonstrate municipal leadership by developing or aiding in the development of an alternative energy project such as large-scale, roof-mounted, solar panels or similar project.

**GOAL: ENCOURAGE THE DEVELOPMENT OF CLEAN ENERGY TECHNOLOGIES.**

*Objective:* Actively pursue businesses specializing in "green energy".

*Objective:* Encourage new energy technologies in public and private project designs.

*Objective:* Establish Chandler's Innovation Zones and supporting infrastructure as sites for energy development.

**Current Programs and Practices**

Organizations including the United States Green Building Council (USGBC) have taken the lead in promoting energy conservation through design enhancements. USGBC is a non-profit composed of organizations representing a broad spectrum of the building industry committed to construction that is environmentally responsible, profitable and healthy to occupy.

The Leadership in Energy and Environmental Design (LEED) Green Building Rating System is a key program of the USGBC. Local adoption of a LEED Green Building Program is becoming common in Arizona.

The City of Chandler currently has limited programs in place to promote energy efficiency but has several projects underway that are consistent with energy conservation:

- Adoption of International Energy Conservation Code (IECC).
- Energy efficiency in new vehicle purchases.
- New City facilities, including City Hall and Fire Administration building being designed to LEED standards.
- The recruitment of companies providing green products or services such as solar energy.
- Conversion of traffic signal lights from incandescent light bulbs to energy efficient LED lights.

**Assets.** Adequate electrical energy supplies are currently available to all City users. Electrical energy distribution infrastructure has been constructed well in advance of increasing demands, and particularly in under-served and newly-developing areas. Industrial and institutional demands continue to be readily met in support of expected economic growth.

Arizona Public Service (APS) and Salt River Project (SRP) are the primary providers of electrical power to Chandler. These private utility companies offer programs that promote energy efficiency including APS Green Choice and SRP EarthWise Energy.

**Challenges/Issues.** As Chandler's population growth rate slows, per capita energy demands are rising. Conservation and improved efficiency remain significant challenges for all Arizona communities including Chandler. Projections and development policy indicate a slowing of residential construction, accompanied with increases in commercial and employment development. The type of energy demands change as build-out nears from primarily new residential connections to more commercial, industrial and institutional users.

Emphasizing sustainable energy sources, such as renewable energy (solar power, biomass, biofuels and geothermal), is essential in meeting global goals of reduced environmental degradation.

In preparation of this General Plan update, planning workshop participants clearly preferred energy-conserving building practices for new construction in Chandler. Programs that create incentives for green designs that reduce energy consumption over the life cycle of a building or project were suggested. Alternative energy sources such as solar programs received support from citizens participating in the plan updating process.

**Opportunities.** Improved efficiency in energy consumption can be supported by Chandler in several ways including program establishment, incentive creation and updated development requirements. A Green Building Program will provide clear direction and criteria to assure improved energy efficiency. Incorporating incentives to encourage LEED certification will expand the program's use and effectiveness. Additionally, reviewing the City's development standards could identify opportunities for new development or redevelopment projects to meet minimum efficiency values.

The City of Chandler held its first Energy/Green Building Forum in 2007. The well-attended session provided energy-related information and gave participants an opportunity to offer input on the City's energy policies and the General Plan Update. Participants favored voluntary green building encouraged by processing and fee reduction incentives. Using the USGBC's LEED Green Building Rating System as a standard and requiring new City buildings to achieve LEED certification were preferred as well.

Primary opportunities to employ energy-conscious designs and establish a leadership role for the City exist in the design of public facilities and in the selection of capital items such as vehicles and equipment.

Energy Savings Performance Contracting (ESPCs) can enable the City to make energy efficiency upgrades to existing facilities without large upfront costs. ESPCs involve a third party company installing energy efficiency upgrades at no cost. A contractual arrangement would result in the third party company sharing the energy cost savings until the upgrades are paid off and a profit is made.

Increased utilization of alternative energy sources can be supported by public and private commitments to renewable energy and public-private partnerships supporting recycling and innovative energy programs.

Solar System Service Agreements can enable solar panel installation on City buildings at little or no cost to the City. Third party companies install solar panels on City facilities and take advantage of the rebates and tax incentives. The City can demonstrate renewable energy leadership by having solar panels installed on City buildings.

Chandler has the opportunity to be a world-wide leader in energy development. Bolstered by a strong high tech industrial base and sound infrastructure, Chandler is

uniquely positioned to capture business and employment opportunities related to energy research and development.

### **Build-Out Policies**

Chandler's energy policies must be consistent with strategic preparation for residential, commercial and employment build-out. Proposed programs and policies consider: 1) enhanced conservation, in the form of both voluntary and required changes; 2) improved access to alternative energy sources; and 3) the relationship of technological advancement to Chandler's economic future.

Policies to support energy goals were identified in conjunction with this General Plan Update by citizen participants:

- ◆ The City will be a role model in energy conservation and related issues.
- ◆ Implement City green building for public facilities.
- ◆ Encourage compliance with locally accepted Green Building practices for residential and commercial construction.
- ◆ Attract energy-related industrial development.
- ◆ Assure that energy use policies are practical and cost effective.
- ◆ Explore financial incentives for homeowners and businesses to employ solar energy.
- ◆ Encourage vehicle trip reduction.
- ◆ Support the compatible, retro-fit of solar equipment on existing homes in cooperation with neighborhood aesthetic requirements.

### **Implementation Recommendations**

As identified by community Goals, Objectives and Policies, recommendations are suggested below.

Conserving energy relates to many General Plan Elements: Public Buildings, Housing, Public Services and Facilities, Redevelopment, Neighborhood Planning, Land Use and Environmental Planning.

**Efficiency and Conservation.** Arizona Statutes require greater municipal responsibility for encouraging efficient use of energy. Conservation can be achieved through improved design of our built environment including our homes, workplaces and public spaces.

**Recommendation:** Establish and maintain a Green Building Program that is appropriate for the desert environment, in achieving improved energy efficiency. Incorporate incentives to advance the program's appeal to all potential users. Monitor program utilization and effectiveness in order to fine tune to meet Chandler's agreed upon goals.

Demonstrate City leadership and commitment to energy conservation through City projects that are LEED certified, by staffing a LEED-accredited professional and by maintaining USGBC membership. The City should target existing public facilities and services for energy audits.

Although voluntary, the benefits of green building are appealing to an ever-expanding market. Strong community energy conservation policies appeal to companies that the City is striving to attract. The establishment of a Green Building Program in Chandler is essential to meeting energy conservation goals. A newly emerging, companion program, LEED-ND, focuses on sustainable neighborhood design and should be considered as a possible expansion point once initial Green Building policies are in place.

Community commitment and momentum for establishing improved building practices, and hence energy conservation, can be provided by City of Chandler actions relating to construction of City facilities and making an accredited professional available to the development community. The City may choose to participate in Energy Savings Performance Contracting (ESPCs) facilitating efficiency upgrades to City facilities without large, upfront costs.

As suggested by citizen input, policies and incentives offered by the City must be practical and cost-effective in making progress towards agreed-upon goals of conservation and sustainability.

**Recommendation:** Explore feasible incentives, whether locally, state or federally based, private or public that effectively increases Green Building certification and utilization of renewable energy sources. Development incentives related to site utilization, residential density, or development intensity should be considered when significant energy efficiencies are available.

The perception of energy-conserving building practices as too expensive or impractical must be addressed by public information and education that demonstrates the short-, mid- and long-term benefits of green building.

**Recommendation:** Partner with SRP, APS and other organizations in promoting existing programs and establishing educational resources that emphasize energy efficient choices available to all citizens whether at work, school or play.

**Renewable Energy Use.** Greater use of renewable energy sources is the goal, as specified by Arizona statute, and implementation will be achieved with follow through by both public and private interests. Opportunities exist to partner with private interests and utility providers to implement renewable energy projects.

**Recommendation:** Use innovative energy projects such as Solar System Service Agreements, to support the expanded use of alternative energy sources. Consider partnering with utilities and industry to accelerate or expand innovative, renewable energy projects.

A City Green Building coordinator could have responsibility to lead energy conservation programs and multi-partner projects. Effectively promoting energy conservation, green building and renewable energy is key.

**New Technology.** The need to develop new energy sources and enhancements to existing technology offers a significant opportunity to Chandler.

Chandler is potentially the center of research and development of renewable energy technologies for the Southwest. Existing infrastructure and technological expertise coupled with the resources of three State Universities including nearby ASU, create the opportunity to meet future energy challenges while supporting desirable economic expansion.

**Recommendation:** Actively advance Chandler's unique and strategic position as an Innovation Center with an established research and development industry cluster in attracting businesses and organizations developing green and renewable energy technologies.

Embrace Chandler's Innovation Zones (See Land Use Element) as a viable location for research and development of renewable energy technologies. Promote unique existing infrastructure, such as hydrogen and nitrogen distribution systems and accelerate new infrastructure that supports specific industry needs.

Changing priorities in future land use towards commercial and industrial development and away from new residential construction are consistent with providing appropriate sites, both large and small, for new industry locations and expansion of existing energy-based companies.

## **CONSERVATION AND ENVIRONMENTAL PLANNING TOWARD BUILD-OUT**

As Chandler's remaining vacant lands are converted to urban use, continued, responsible stewardship of the community's natural resources is increasingly important. This Element addresses two important statutory planning concerns: conservation of natural resources and environmental planning. Subtopics include air and groundwater quality, stormwater management and flood control.

Environmental concerns are shared by all levels of government and require a high degree of communication and cooperation. A clean, attractive and healthy environment contributes to community vitality through enhanced property values and attraction of desirable businesses and employers.

Safeguarding our natural resources is critical to supporting a sustainable way of life. In advancing environmental quality, careful thought needs to take place so that no one geographic area or socioeconomic group is unfairly burdened.

### **GOAL: ENSURE CLEAN AIR AND WATER RESOURCES.**

*Objective:* Meet or exceed all Federal and State air and water quality standards.

*Objective:* Support regional air quality improvement efforts.

*Objective:* Reduce particulate air pollutants.

*Objective:* Encourage water conservation and drought-tolerant landscape applications.

*Objective:* Practice state-of-the-art water reclamation and re-use.

*Objective:* Manage the quality and quantity of stormwater runoff to minimize public safety threats.

### **GOAL: PROTECT RESIDENTS FROM ENVIRONMENTAL HAZARDS.**

*Objective:* Discourage residential development, including rezoning for residential uses, in high noise areas.

*Objective:* Assess existing and prospective City properties for environmental hazards.

*Objective:* Utilize buffering and other measures to mitigate noise and odor impacts.

*Objective:* Manage solid waste through environmentally-sound landfills and recycling efforts.

*Objective:* Encourage the use of non-toxic chemicals, materials and products.

*Objective:* Engage neighboring jurisdictions to address environmental issues.

### **GOAL: SAFEGUARD RESIDENTS AND PROPERTY FROM FLOODING.**

*Objective:* Minimize flood hazards to people and property.

*Objective:* Require engineered solutions to manage stormwater runoff from developing properties.

*Objective:* Coordinate flood control efforts with other entities.

### **GOAL: CONSERVE NON-RENEWABLE NATURAL RESOURCES.**

*Objective:* Offer environmental education opportunities that promote energy efficiency and resource conservation.

*Objective:* Encourage green building in the public and private sector.

*Objective:* Promote recycling and expand recycling opportunities.

### **Existing Conditions**

Chandler responds progressively to environmental issues in many of the public services and facilities managed by the City. From improved spotlight energy efficiency to green building and the preservation of open space, Chandler supports conservation of resources through existing City management practices. Chandler has historically utilized cutting-edge designs and practices in providing services for residents. Current examples include:

- Reclaiming wastewater and distributing it for broad-based municipal use and for ground water recharge.
- Retaining stormwater runoff onsite and removing contaminants through the application of retention, settling and recharge basins.
- Requiring environmental analysis, including EPA Phase I studies, of all municipal real estate acquisitions.
- Plan conversion of the City's closed landfill to useable, recreational open space.

Subsequent to the adoption of the 2001 Chandler General Plan, improvements in air quality across the region have been achieved. Maricopa County has now attained EPA clean air standards for carbon monoxide and ozone. However, the County is classified as a Serious Area for PM-10 particulate matter according to the Clean Air Act. PM-10 is a classification of air pollution that contains particulate matter larger than ten microns in size.

In response, Chandler has adopted Resolution No. 4091 that outlines a number of control measures to be implemented. Specific control measures include: PM-10 street sweepers; surfacing dirt roads, alleys, shoulders and parking areas; public education and outreach; and reduce off-road vehicle use.

**Assets.** Chandler citizens understand the connection between environmental quality and the quality of life in the community. Chandler has achieved both success and momentum in environmental and resource conservation issues. Well-maintained, clean neighborhoods and progressively managed, safe industrial operations are a hallmark of the City. City leadership continues to insure that Chandler is strategically positioned to address environmental and conservation concerns. Chandler often puts requirements in place that exceed minimum or conventional standards, well in advance of Federal or State mandates.

Other notable assets include the City's wastewater and storm water systems, which create nearly zero discharge into the environment. All of Chandler's wastewater is treated and subsequently utilized for irrigation or recharged into the ground water aquifers. Furthermore, Chandler has required on-site storm water retention basins in all new developments for many decades. Such requirements have minimized the environmental challenges otherwise posed by storm water run-off. The exception to this policy is the area consisting of the four square miles surrounding downtown (less than 6% of Chandler's municipal planning area), in which all of the properties utilize a system of public retention basins.

The City has self-initiated a high level of environmental planning. The Veteran's Oasis Environmental Education Center, for example, provides an excellent educational opportunity for Chandler citizens.

**Challenges/Issues.** Air quality represents the City's top environmental challenge, due largely to vehicular traffic on unpaved surfaces such as arterial road shoulders and temporary parking areas. Unpaved roads in County islands also present regional concerns regarding particulate air pollution. For this reason, annexation of existing rural residential areas from the County will bring this issue into the City.

Focus on a familiar pattern of urbanization -- loss of open space -- sharpens as build-out approaches. The feeling of openness Chandler enjoyed as an agricultural community and during its earlier phases of development has since significantly changed. As agricultural lands have been converted to residential neighborhoods and business areas, open areas are fewer and farther in between. Today, regional, community, neighborhood parks, together with recreation centers and canal corridors provide functional open space for residents and visitors. Build-out should ensure these facilities are completed and interconnected as planned.

Increased industrialization associated with job creation during City build-out, can bring potential environmental impacts. Attention to real and perceived impacts of new industrial locations in the City will be required in conjunction with strategic responses, and when necessary, appropriate mitigation measures.

**Opportunities.** Build-out will provide ample opportunities for continued municipal progress toward environmental and resource conservation goals. Anticipated growth in industrial land uses may require innovative responses to compatibility issues. City officials, through informed decision-making, annual programming and budgeting are expected to address environmental concerns. Opportunities for regional cooperation on environmental concerns exist with neighboring jurisdictions.

Large employers such as Intel provide an ample amount of local jobs for Chandler residents, reducing the need for regional travel to meet employment needs. Build-out goals for Chandler ensure that an abundance of vacant land for employment use coupled with a successful economic development program provide Chandler residents with continued access to local jobs. Local jobs will reduce employment-related travel distances, resulting in fewer vehicle emissions and related pollutants.

In addition to striving for a balance of land uses that will reduce regional travel, the High Capacity Transit Corridors (See Circulation/Bicycling Element) present an opportunity for transit-oriented development.

Important overlapping General Plan Elements include Energy, Public Services and Facilities, Land Use, Public Buildings, Water Resources and Recreation/Open Space.

### **Build-Out Policies**

Excellence and vigilance are the watchwords for the Conservation and Environmental Planning Element. Build-out policies promote continued innovative leadership and a conscious effort not only to meet, but also exceed environmental standards.

Policy guidelines, in part derived from citizen input during the General Plan Update process, include:

- ◆ Provide proactive leadership on environmental issues.
- ◆ Maintain participation in regional efforts to improve air quality.
- ◆ Promote conservation and stewardship of water resources.
- ◆ Emphasize environmental responsibility for businesses and industries.
- ◆ Recognize and support green industries.
- ◆ Expand recycling programs.
- ◆ Encourage xeriscape landscape applications.

### **Implementation Recommendations**

Goals, Objectives and Policies have been refined from citizen participation in the General Plan process. The following implementation actions are suggested to form logical next steps toward goal achievement.

Attention to environmental planning and resource conservation issues is key to improving sustainability of the community. Shifts to preservation and maintenance themes, away from rapid growth and development, emphasize the importance of managing these resources.

**Improve Air Quality.** Air quality concerns are not new to the region. Since the previous General Plan adoption in 2001, regional air quality improvements have been attained for Carbon Monoxide and Ozone. A third measure of air quality, particulate matter, PM-10, is a present concern for Chandler and its neighboring cities. Cooperative follow-through will be required in the coming decade to assure PM-10 standards are met.

**Recommendation:** Follow-through on Regional air quality commitments to reduce PM-10 is essential. Improvements above and beyond mandated minimums should continue to be the hallmark of Chandler air quality and environmental programs. Attention to innovative opportunities to improve air quality and reduce energy consumption is suggested.

**Prevention and Mitigation of Environmental Hazards.** Compatibility between adjacent land uses is underscored as more intense urbanization and build-out occur in Chandler. Where spatial separation is not practical, alternative buffering and mitigation measures may be necessary to protect excellent living quality enjoyed in the community.

**Recommendation:** Study, minimize and mitigate when necessary, land use incompatibilities related to noise, odor and other environmental concerns. Seek ways to integrate desirable land uses without losses to quality of life concerns or property values. Work with neighboring jurisdictions when negative impacts cross municipal boundaries.

**Innovative Leadership in Environmental Management.** Chandler has an excellent track record of being ahead of the curve in addressing energy conservation, wastewater, groundwater and stormwater issues. The City has been a model for other communities in establishing water reclamation and water resource solutions that other communities and agencies have later used as models or adopted as standard practice.

**Recommendation:** Continue leadership with regard to municipal commitments to solving environmental challenges. Applying conventional solutions is acceptable; innovating more efficient and effective solutions is recommended and supported by City leaders.

**Education.** Providing 'green living' educational opportunities for Chandler residents is an important step toward achieving higher levels of resource conservation. Offering lecture series, providing educational centers such as Veteran's Oasis Environmental Education Center, and promoting events such as the annual Green Building Expo, are potential educational strategies.

**Recommendation:** Offer environmental education programs that encourage the reduction, reuse and recycling of non-renewable resources, green building strategies for existing homes and new buildings, and energy and water conservation strategies.

This page is intentionally left blank

## **WATER RESOURCES TOWARD BUILD-OUT**

Chandler has enough water for now and in the future, but not enough to waste. An ample supply of safe and reliable water is a prerequisite for any vibrant community. Chandler's water resource portfolio, consisting of both potable and reclaimed water, represents stewardship to sustain and support quality living with continued economic progress.

The Water Resources Element coordinates closely with the Integrated Water, Wastewater and Reclaimed Water Master Plan Update (Water Plan Update), occurring concurrently with the General Plan process.

Chandler has secured water resources to meet its build-out demands. Residents and businesses take pride in the community's appearance which is made possible through creative deployment of its water resources.

### **GOAL: MAINTAIN ADEQUATE WATER RESOURCE, SUPPLY, TREATMENT AND DELIVERY.**

*Objective:* Assure sufficient water resources and wet infrastructure are available to provide residential, commercial, industrial and public use build-out water demands.

*Objective:* Comply with Arizona's Assured Water Supply and 1980 Groundwater Management Act requirements.

*Objective:* Keep water/sewer and reclaimed water rates affordable.

### **GOAL: CONTINUE PROGRESSIVE WATER CONSERVATION EFFORTS.**

*Objective:* Promote water conservation through: public education, ordinances, incentives, low water use fixtures, xeriscape and careful summertime use.

*Objective:* Use constructed wetlands to recharge the aquifer as well as to add aesthetics and recreational opportunities.

*Objective:* Continue use of reclaimed water for parks, common areas and lakes.

### **GOAL: ENSURE HIGHEST POSSIBLE WATER QUALITY.**

*Objective:* Continue to meet or surpass Arizona Department of Environmental Quality (ADEQ) standards for acceptable contaminant levels.

*Objective:* Adopt rigorous performance and testing criteria to maintain clean potable water.

*Objective:* Enforce compliance with NEPA stormwater runoff regulations.

### **Existing Conditions**

Chandler's municipal water system serves more than 75,000 commercial, residential and institutional customers. Chandler delivered more than 20 billion gallons of water to its customers in calendar year 2006 of which over 8 billion gallons of reclaimed water were treated and reused. Residential water consumption is about 130 gallons per person per day. Total Citywide consumption, including residents, businesses, industry and City parks, equates to about 225 gallons per person per day.

Chandler gets its water resources from: 1) the Salt and Verde Rivers (delivered by Salt River Project and Roosevelt Water Conservation District); 2) the Colorado River (delivered through the Central Arizona Project); 3) wells pumping groundwater; and

4) reclaimed (recycled) water. Current water source proportions are: 61% SRP, 14% storage (e.g., Roosevelt Dam), 19% CAP and 6% groundwater pumping. At build-out, projections are: 65% SRP, 2% storage, 27% CAP and 6% groundwater.

Water and wastewater facilities have expanded to keep pace with the increased demand during the City's rapid growth period. Forward planning has sized system capacities in many parts of the community to accommodate build-out demands.

**Assets.** The City has adequate water resources for the foreseeable future. Infrastructure upgrades and service extensions from the Water Plan Update identify system upgrades needed to stay ahead of future development. The water distribution system delivers water from the Surface Water Treatment Plant at Pecos Road east of McQueen Road; CAP water treated by the City of Mesa's Brown Road Water Treatment Plant delivered to north Chandler and water (including recovered recharge water) from wells located throughout the City. Chandler and the Town of Gilbert jointly are constructing a Water Treatment Plant to treat CAP water. This plant will be operational in 2009. It will treat both Chandler and Gilbert CAP water, delivering water to each City's distribution system.

Chandler has demonstrated to the Arizona Department of Water Resources (ADWR) it has the water supplies, the water infrastructure and the financial capability to provide its customers with water for the next 100 years.

**Challenges/Issues.** Chandler has sufficient water supplies to meet its build-out demands as currently envisioned. Projections and development policy indicate residential construction will continue to slow. Commercial and industrial water demands are expected to increase. Typically, commercial operations consume less water per acre than residential; however, water use from industrial activities varies greatly. It is essential to compare projected water demands with actual usage. If water consumption increases more than projected, Chandler may need to take more stringent conservation actions or secure additional supplies.

The City's wet utilities systems also must deal with expanding existing or constructing new water and wastewater treatment facilities. For example, the wastewater plant lease with the Gila River Indian Community expires in 2017 and Chandler will need to renegotiate the lease with the Community (See Public Services and Facilities Element) or construct a facility that will replace the capacity in Chandler.

Citizens participating in the plan updating process strongly endorsed the continuation of Chandler's policy that attempts to balance water use with quality of life and aesthetics. Chandler's water conservation program has been active since 1990, applying a combination of financial incentives, free services, public education, ordinances and reclaimed water use.

Members of the public suggested more extensive use of reclaimed water in parks and HOA common areas. The City's Water Plan Update provides a strategy to use all future reclaimed water. The recycled resource is projected to meet the demands of all City parks, golf courses and large HOA common areas south of the SanTan/Loop 202 Freeway.

Water quality concerns raised by citizens (such as suggesting a pretreatment program to remove unwanted chemicals from the waste water stream and maintain a carcinogen-free potable water supply) are addressed by municipal water system operations. All potable and reclaimed water delivered by Chandler meets the appropriate State and Federal water quality standards.

**Opportunities.** The City may foster conservation measures through on-going education, incentives, development policies and ordinances. Approval of certain projects might be made based on a water management plan with such techniques ranging from landscaping with low water use plants to using on-site reclaimed water for outside watering.

Remaining vacant or underutilized lands may be inventoried to determine projected impacts on Chandler's future water resources. Retiring agricultural wells, for instance, often represents a net gain when the proposed development generates a lower demand. Recharge and recycling potential could also be estimated, possibly requiring these or other water conservation practices when the property is developed.

Advance planning will be required to assure that infrastructure for water re-use is cost-effective. A balance should be maintained between the amount of treated effluent available for delivery to irrigation or recharge locations. The Water Plan Update provides a road map to use all reclaimed water produced.

### **Build-Out Policies**

The Water Plan Update provides a strategy to meet Chandler's residential, commercial and industrial water demands at build-out. Proposed system improvements consider increasing water treatment and wastewater treatment plant capacity, lift stations, flow monitoring stations, and completing the reclaimed water distribution system. Water and sewer line sizings also have been evaluated.

Chandler's Water Plan Update considers future possibility of serving unincorporated areas, "County Islands" within Chandler. Future water demand projections, however, do not consider supplying unincorporated communities such as Sun Lakes that are outside the municipal planning area.

Likely areas that may accommodate higher intensity, more dense urban development were identified as part of this General Plan Update. Five locations, four along the Arizona Avenue and another in the Price Road Corridor, may require upgraded wet utilities. Other locations, including those earmarked for redevelopment, will likely also require wet utilities' upgrades.

Water Resource policies cited in the Water Plan Update or suggested by citizen participants in the planning process include:

- ◆ Future High Capacity Transit Corridor alignment should be considered for Water Resource emphasis as a result of attracting development intensity.
- ◆ Partnerships with neighboring communities for efficient water use may entail expanded planning for shared facilities.
- ◆ Continue to require water use plans from prospective high water users.

- ◆ Employment uses might be encouraged, also, to work within a water consumption "budget"; that is, an established demand level (e.g., gallons per acre annually).
- ◆ Water conservation practices -- information, education, xeriscape, low water use technologies -- require continued, heightened emphasis.
- ◆ Efforts to acquire additional water sources and increase reclamation are expected to stay well ahead of development demand.

### **Implementation Recommendations**

In accord with Water Resource Goals, Objectives and Build-Out Policies and in concert with the Integrated Water, Wastewater and Reclaimed Water Master Plans, Chandler commits to a series of recommendations that will support General Plan implementation.

**Water Supply.** Residential development is expected to level out five to fifteen years ahead of commercial/industrial land absorption. Residential water use, in general, is more predictable than different types of businesses' varying needs. Retail, service and employment activities, developing over a longer time span, require careful planning to assure sufficient, but not over-built, infrastructure. The Water Plan Update projects residential, commercial and industrial build-out water demands.

**Recommendation:** Initiate conservation improvements at the earliest signs of demand possibly exceeding Chandler's available water resources. Acquiring additional water resources, a costly and lengthy process, should be undertaken only as a last resort.

**Wet Infrastructure.** Water and wastewater treatment plants, water distribution systems and sewer collection systems need to be constructed in a timely manner to meet future needs. New facilities design and operation would continue high quality standards and mitigate external impacts, such as odor. Careful planning is required to upgrade/increase treatment capacity prior to its need, but not so far in advance that capital funding needed elsewhere is expended prematurely. Planning over a longer term allows allocating costs among all stakeholders who benefit from the infrastructure upgrades/increases. Wet infrastructure capital improvement planning should extend to cover Chandler's projected build-out demand.

**Recommendation:** Closely monitor water consumption and compare predicted demands to actual usage. If necessary, future demands should be fine-tuned to reflect the new data and the extended Wet Infrastructure Capital Improvement Program should be modified.

**Conservation.** Conserving water relates to several General Plan Elements: Neighborhood Planning, Open Space and Recreation, Public Services and Facilities, as well as Environmental Planning. Reduction in both domestic and business use is the principal means by which water rates may be kept affordable. Cost-effective recycling allows the City's available water supply to go farther and last longer.

**Recommendation:** Both public and private sector should continue strongly emphasizing water stewardship. Recycled water use, mentioned by many Plan Update participants, requires detailed study to determine feasibility.

Educational materials, printed and electronic, should include conservation practices "how to" information. Up-to-date information on typical household water consumption as well as by different business types would encourage water customers to reduce usage -- and expense.

Monitoring is necessary to substantiate compliance with established conservation criteria for public sites, neighborhood programs or private projects with entitlement stipulations or bonus incentives.

Excellence in water conservation should be recognized and well-publicized.

This page is intentionally left blank

## **PUBLIC SERVICES AND FACILITIES TOWARD BUILD-OUT**

Chandler's public services and facilities are a point of pride for the community. Public services and facilities continue to play an important role in adding to the living quality of the City during build-out. Excellence in police and fire services is a hallmark of the City along with a clear commitment to customer service for all City departments. Public art and cultural enrichment opportunities are part of the City's commitment to public facilities. Citizen input during General Plan workshops indicated convenient public services are a City strong point and public spaces and programs should remain high among City priorities.

The Public Services and Facilities Element refers to existing and planned systems/locations with particular emphasis on police, fire and emergency services, drainage, solid waste, wastewater and local utilities. This Element is closely related to the Public Buildings and Safety Elements. Other intersecting Elements include: Recreation and Open Space, Cost of Development and Growth Areas.

Goals and Objectives, along with Recommendations, are consistent with other General Plan Elements.

### **GOAL: ENSURE PUBLIC SERVICES MEET COMMUNITY NEEDS FOR BUILD-OUT.**

*Objective:* Adjust public services to meet changing growth patterns and demographics.

*Objective:* Support expected high quality of life with maintenance and improvement of municipal services.

*Objective:* Expand cultural enrichment opportunities in downtown.

*Objective:* Identify long-term revenue streams for services and facilities.

*Objective:* Require energy and operational efficiencies at public facilities.

### **GOAL: PROVIDE EXCELLENT CRIME PREVENTION AND LAW ENFORCEMENT SERVICES TO THE COMMUNITY.**

*Objective:* Match the distribution of police services to community needs.

*Objective:* Support leading-edge training and technologies for crime prevention.

*Objective:* Continue to improve police presence and outreach with community-oriented programs.

*Objective:* Maintain rapid response times for emergency and other service calls.

### **GOAL: SUSTAIN RAPID AND CAPABLE EMERGENCY RESPONSE SERVICES FOR FIRE, MEDICAL AND OTHER PUBLIC HEALTH AND SAFETY NEEDS.**

*Objective:* Be trained and equipped for rapid response to all types of emergencies.

*Objective:* Establish strategically located fire stations.

*Objective:* Provide fire prevention education and safety training to the community.

*Objective:* Offer community education on healthcare and available health services.

### **GOAL: PLAN FOR LONG-TERM, SAFE AND EFFICIENT WASTEWATER, STORMWATER AND SOLID WASTE SERVICES.**

*Objective:* Reduce transportation costs and landfill capacity needs through further expansion of recycling programs.

*Objective:* Match wastewater system capacity to community needs.

*Objective:* Ensure wastewater reclamation facilities can meet requirements for reuse and recharge of reclaimed water.

*Objective:* Maximize protection of people, homes and businesses from stormwater runoff.

*Objective:* Participate in regional flood control planning and improvement projects.

### **Existing Conditions**

Chandler is committed to providing a wide array of services ranging from public safety -- police and fire -- to stormwater management and solid waste disposal to the multiple administrative and community services offered at City Hall. Figure 20 depicts the distribution of public facilities across the City. Cultural enrichment opportunities are a part of the public facilities and services offered by Chandler. Fine arts venues such as the Performing Arts Center and the Vision Gallery are examples of Chandler's public facilities.

- **Public Safety.** Excellent police, fire protection and emergency medical services significantly enhance the quality of life for Chandler residents. The General Plan Safety Element includes additional supporting goals, objectives and recommendations focused on public safety needs.

The Chandler Police Department is headquartered in downtown at 250 East Chicago Street. As the City has grown, additional satellite facilities have been established in Southeast and West Chandler meeting the needs of new residents.

The Chandler Fire Department currently provides services that include rescue, fire control and extinguishment, and hazardous materials response. The City maintains ten fire stations, as depicted on Figure 20. The Fire Department provides the City's emergency medical service (EMS).

- **Municipal Utilities and Public Works.** The Municipal Utilities Department provides wastewater and solid waste services and the Public Works Department is responsible for stormwater management facilities.

*Wastewater.* The wastewater system serves nearly all residential, commercial and industrial activity in the City. The system is comprised of collection, treatment and disposal facilities including three water reclamation facilities (WRFs), one industrial wastewater treatment plant, collection pipelines, pump stations and various recharge facilities. The City's gravity collection sewers generally flow from east-northeast to west-southwest.

Major sewer interceptor construction is complete. The City currently operates three major wastewater treatment facilities: 1) Lone Butte WRF; 2) Ocotillo WRF; and 3) Airport WRF. The industrial wastewater treatment plant (reverse osmosis facility) processes flow received from the Intel Fab 12 facility.

The City's Tumbleweed Park recharge facility is located in the park at Ryan Road and McQueen Road. The facility employs injection wells to recharge reclaimed water to the aquifer. Four aquifer storage and recovery (ASR) wells are planned to be constructed on Old Price Road, one-half mile south of Queen Creek Road.

Chandler operates a second recharge facility located adjacent to the Eastern Canal near the intersection of Gilbert Road and Ocotillo Road. The Roosevelt Water Conservation District (RWCD) receives 2.8 million gallons per day (MGD) of

reclaimed water at the Eastern Canal for irrigation purposes. By agreement, the City delivers up to 1,000 acre-feet per year (0.9 MGD) of reclaimed water for irrigation to the Bear Creek Golf Course.

The City has an agreement with the Ocotillo Management Group (OMG) to receive the majority of the reclaimed water produced at the Ocotillo WRF. OMG recharges the reclaimed water through 26 drywells located on the Ocotillo Golf Course.

*Stormwater.* Early development of Chandler's central area has benefited from the retrofitting of retention basins to mitigate storm flows. The City has connected these basins to the Price Freeway drainage system. Some small areas of localized ponding still exist, but improvements have been programmed in the CIP

North, west and south portions of Chandler have developed under a City policy of using on-site retention of the 100-year, 2-hour storm. This policy has been generally successful. Disposal of runoff from retention basins is by percolation and infiltration. In certain areas, the City will continue to use Arizona Department of Transportation (ADOT) drainage facilities to facilitate the disposal of local stormwater. The City's current Stormwater Master Plan Update was adopted in 2006. The City has implemented a stormwater quality protection ordinance in response to Arizona Department of Environmental Quality (ADEQ) requirements.

*Solid Waste.* The City of Chandler provides residential curbside recycling and trash collection to rate paying customers and has other recycling programs available to residents and businesses in the community. Chandler's 24-year old landfill closed in October 2005. Under the residential collection contract, collected trash is hauled to local transfer stations, and transported to Butterfield Landfill, located 36 miles southwest of Chandler.

Chandler's Recycling-Solid Waste Collection Center, located at Queen Creek and McQueen Roads, is a residential self-haul facility, offering residents a location for recycling, proper handling of Household Hazardous Waste, and waste disposal. The City offers other recycling services and programs: Bikes for Tykes, Furniture Reuse; Household Hazardous Waste Collection Events, and Multi-Family and Neighborhood Drop-off Sites.

The closed capped landfill will be monitored for environmental compliance for 30 years or more. An open-space recreational facility is planned for the 64-acre site, offering outdoor activities such as a dog park, disc golf course, archery range, play area, and walking trails.

Chandler's recycling includes curbside collection of commingled recyclable material. These materials are delivered to a local material recovery facility for processing and marketing. Other recyclable materials collected at the Recycling-Solid Waste Collection Center are delivered to local processors or recyclers, based on current market. In the fiscal year 2006-2007, the recycling programs diverted an estimated 27% of waste volume from landfills and achieved a cost avoidance savings of \$1.1 million. Since 1995, the recycling program has resulted in over \$4 million in cost avoidance savings.

**Assets.** Chandler has established first rate public services that add substantially to the desirable quality of life in the City. Public safety and neighborhood living quality are enhanced by excellent police, fire, solid waste and stormwater management services.

City Departments are responsible for the provision of facilities and programs, including maintenance of acceptable levels of service, and compliance with federal, state and local requirements. Chandler has been recognized by several professional organizations for its excellence in public service. The following City departments have been nationally accredited:

- **Fire:** The Chandler Fire Department has received "accredited" status from the **Commission on Fire Accreditation International**. Fire was first accredited in 1999. At the time, it was only the eleventh fire agency in the country to receive that designation.
- **Police:** The Chandler Police Department became the seventh law enforcement agency in Arizona to be awarded accredited status by the **Commission on Accreditation for Law Enforcement Agencies** in November 1996. The agency was re-accredited in 1999, 2002 and 2005. Agencies must be reassessed every three years. The next assessment is scheduled for fall of 2008.
- **Police Communications:** The Chandler Police Department Communications Section became the sixth communications section in the United States and Canada to be awarded accredited status by the **Commission on Accreditation for Law Enforcement Agencies** in November 2001. Chandler is the first city in North America to have its Police Department, Communications Center and Fire Department accredited.
- **Public Works and Municipal Utilities:** The Public Works and Municipal Utilities Departments are among only 45 agencies in the United States and Canada and the first city in Arizona, to receive national accreditation from the **American Public Works Association**. Accreditation was awarded following a two-year process involving an internal assessment of 530 management and operational policies, practices and procedures. The Departments were re-accredited in 2008.
- **Purchasing:** The Chandler Purchasing Division has received the **National Institute of Governmental Purchasing** Outstanding Agency Accreditation Achievement Award for excellence in public procurement. The City was first recognized in March 2003 and re-accredited in 2006. It is the highest form of recognition for public purchasing agencies. Of 2,100 institute members, Chandler is the 55th to receive this award.

Expansion of police and fire has typically kept pace with or quickly caught up to Chandler's rapid growth. The City has demonstrated sound management in matching new public needs with expanded facilities.

Citizen input during the General Plan Update process revealed positive opinions on the quality of City staff and operations and acknowledged excellence in fire protection and police services.

**Challenges/Issues.** Maintaining adequate public services and facilities requires continued commitment of taxpayer resources. As confirmed by General Plan workshop

participants, controlling expenses and operating facilities and services efficiently are chief concerns. Further, as land resources shrink, the number of new facility sites will decline, emphasizing the importance of strategically meeting needs with existing facilities.

To meet the demands for police services, for example, several new training and support facilities will need to be added on existing sites to maintain and enhance the skill levels of the City's police force.

An increasing percentage of the calls for Fire Department services are Emergency Medical Services (EMS) related. Hazardous Materials management (HAZMAT) requires ongoing training and demands for specialized equipment.

Chandler has identified needs to expand capacities in both wastewater treatment and reclaimed water recharge. The Capital Improvement Plan (CIP) includes a series of related projects that will incrementally target system improvements. The City has plans to expand its wastewater treatment capacity, add additional collector sewers and pump stations and build reuse and recharge facilities.

Continued growth in South Chandler will require the development of additional stormwater facilities. The City also plans additional retention basins, drywells, pump stations and stormwater collection piping in Central Chandler to satisfy future needs. Continued cooperative efforts with ADOT will be required to address stormwater routing to local freeway drainage facilities; along with participation in regional efforts to address predicted flooding.

**Opportunities.** As Chandler implements build-out policies and strategies, a series of opportunities related to public services and facilities becomes evident. The City can guide urban development through careful placement of infrastructure capacity and public facilities. Desired Growth Area development can be facilitated by ensuring adequate levels of service for water, wastewater and other public services. Connection fee discounts or other incentives can be used to promote preferred development.

Recognition of changing demographics in the City provides insight for future needed facilities and services. As the senior population grows, for example, demands for medical services and leisure activities will rise. Chandler can plan accordingly.

The City's closed landfill is an example of creative reuse. Various open space and recreation needs will be met with proper design of the former landfill site. Planning for development of this site is well underway.

The redevelopment of downtown Chandler will create opportunities to provide and expand upon existing cultural facilities such as museums, art galleries and the performing arts center. Consistent with the Downtown-South Arizona Avenue Corridor Area Plan, cultural facilities such as these will be an important component to creating an arts and entertainment district in downtown Chandler that will offer Chandler residents a variety of downtown activities from which to choose.

### **Build-Out Policies**

Primarily public actions are necessary to continue to provide high quality services and facilities in Chandler. Basic policies, derived from public input and current conditions, include:

- ◆ Recognize changing demographic character of the City in meeting public facility and service needs.
- ◆ Support cultural enrichment through facilities such as performing arts venues, museums and historic preservation.
- ◆ Complete public infrastructure systems including sidewalks and drainage facilities.
- ◆ Support existing or improved levels of service for police, fire and emergency services.
- ◆ Assure revenues to support operation and maintenance of facilities and services.
- ◆ Emphasize efficiency, including energy efficiency, in public facilities.

### **Implementation Recommendations**

Consistent with Public Services and Facilities Goals, Objectives and Policies, the following recommendations may translate into General Plan implementation steps:

**Expand and update facilities.** Implementation of functional master plans is essential as the City enters build-out. Expansion and completion of emergency service networks, water, wastewater and drainage facilities signal Chandler's transition to a mature City.

Recognition of shifts in the City's demographic profile is important in fine-tuning services and making optimum use of taxpayer dollars in providing the services and programs that enhance the quality of life in Chandler.

**Recommendation:** Plan and implement public service capacity to guide growth to designated growth areas. Schedule expansion of facilities to maximize City resources and implement General Plan strategies. Consider the use of service-related incentives to promote preferred development types and intensities.

Update public services and programs to meet the changing needs of Chandler's residents.

**Enhance and Expand services.** As Chandler evolves, so do its needs for enhanced services. As build-out approaches several areas may be addressed: public safety, health care, culture and the arts. A growing senior population, special needs groups, and the City's youth require specialized programs and services. With increased levels of urbanization, greater demands for police services -- both in prevention and enforcement -- will be realized.

**Recommendation:** Crime prevention and safety programs should be expanded to match changing needs as the City matures and becomes more diverse.

Consider downtown as a logical location for expansion of cultural enrichment opportunities including fine arts venues and museums.

**Efficiency and sustainability.** Limited municipal revenues are a reality that directly impacts the City's ability to maintain service commitments. Although City revenues will ebb and flow, efficient operation of City services must remain a constant. Operation and maintenance costs will increase as systems are expanded and updated to meet community needs.

In order to sustain current service levels, long-term revenue streams need to be identified and realized. Build-out development of commercial and employment uses will help ensure needed fiscal stability through substantial contributions to sales and property tax bases.

**Recommendation:** Improve efficiency of City-provided services with particular attention to energy efficiency at all public facilities.

Encourage the development of long-term revenue streams that help support high quality public facilities and services.

This page is intentionally left blank



Chandler Arizona  
Where Values Make The Difference

FIGURE 20

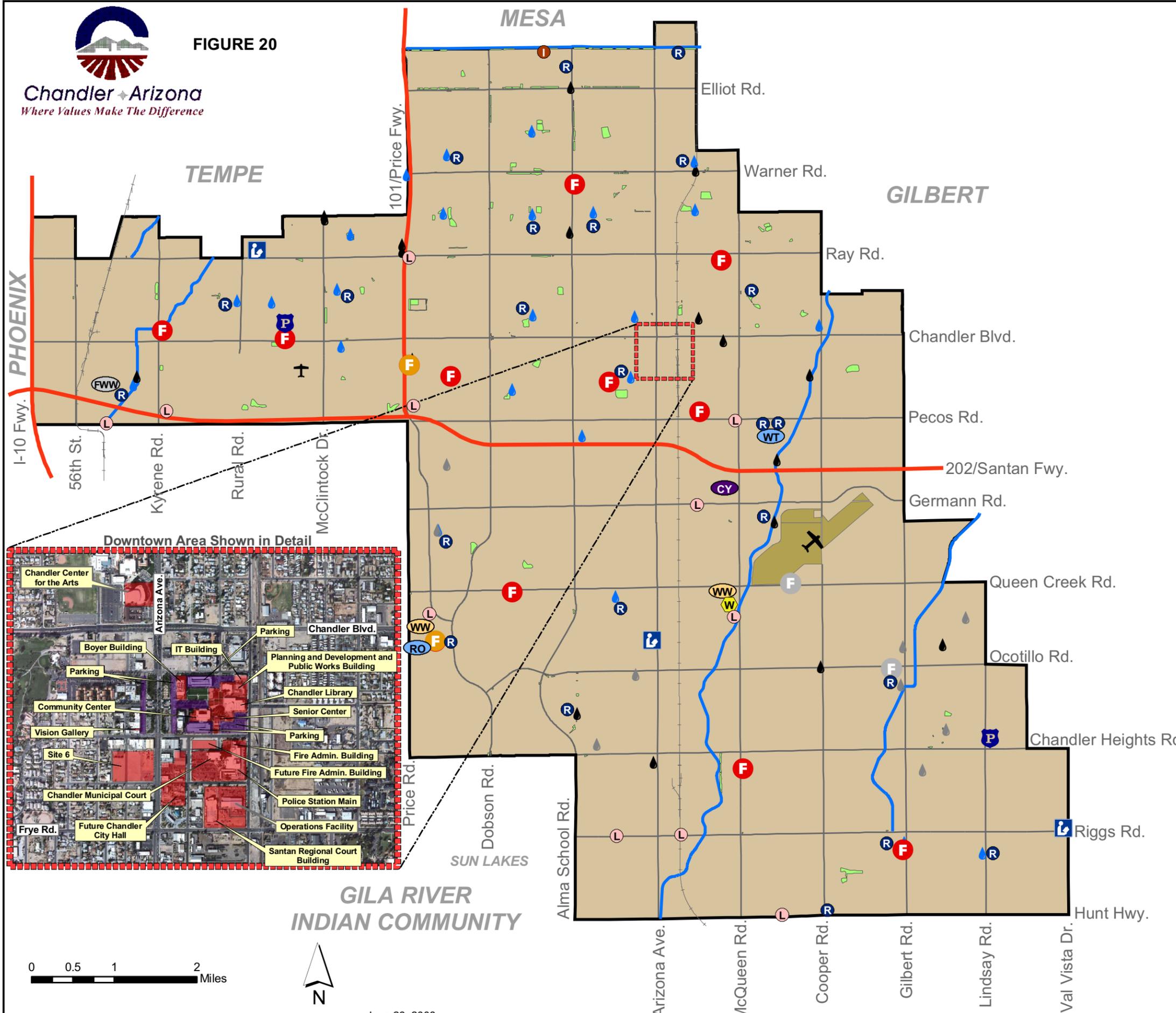
MESA

TEMPE

GILBERT

# PUBLIC BUILDINGS AND FACILITIES

- POLICE STATION
- FIRE STATION
- FUTURE FIRE STATION
- FIRE TRAINING / SUPPORT FACILITY
- LIBRARY
- ACTIVE WELL
- FUTURE WELL
- INACTIVE / ABANDONED WELL
- MUNICIPAL AIRPORT
- CITY OWNED RETENTION
- WASTE WATER TREATMENT FACILITY
- FUTURE WASTE WATER TREATMENT FACILITY
- REVERSE OSMOSIS TREATMENT FACILITY
- WATER TREATMENT FACILITY
- McQUEEN CITY YARD
- WASTE TRANSFER FACILITY
- SEWER LIFT STATION
- RESERVOIR SITE
- WATER SYSTEM INTERCONNECT
- CANALS



Future retention locations are not represented within this map. Refer to Parks and Open Space Map for recreational buildings and facilities.



0 0.5 1 2 Miles



June 26, 2008

This page is intentionally left blank

## **PUBLIC BUILDINGS TOWARD BUILD-OUT**

The Public Buildings Element shows locations and addresses needs for civic and community facilities including but not limited to libraries, schools, police and fire stations. In addition to the City of Chandler, other agencies such as the local school districts operate many public-serving facilities.

One of Chandler's traditional points of pride is the excellent school systems serving the community. As build-out approaches, quality educational institutions -- including campus and building quality -- are recognized as an essential pillar of a balanced community supporting continued employment expansion and diversification.

As taxpayers, residents want public buildings to be energy efficient and economical to maintain. Architectural design that blends with neighborhood and community character was important to General Plan workshop participants.

The General Plan Public Services and Facilities Element is necessarily closely associated with this Public Buildings Element. Goals and Objectives, along with strategic recommendations provide logical overlap and internal consistency for the General Plan. Other Elements integrated with Public Buildings: Energy, Land Use, Open Space/Recreation, Conservation and Environment and Safety Elements.

Goals are derived from citizen input, statutory requirements and build-out priorities.

### **GOAL: PROVIDE PUBLIC BUILDINGS THAT ADEQUATELY SERVE COMMUNITY NEEDS.**

*Objective:* Create a wide distribution of public buildings to maximize service to residents and visitors.

*Objective:* Assure consistency between public building use and the needs of the surrounding neighborhoods and service areas.

*Objective:* Include public architecture, site design and public art that are complementary to and consistent with neighborhood character.

### **GOAL: ENSURE PUBLIC BUILDINGS ARE ACCESSIBLE, SAFE AND ENVIRONMENTALLY RESPONSIBLE.**

*Objective:* Assess general public and employee safety conditions at all City buildings.

*Objective:* Implement public building preparedness in accordance with appropriate emergency response plans and information.

*Objective:* Provide full ADA accessibility to City facilities.

*Objective:* Design new public buildings to meet USGBC Green Building standards, attaining LEED Certification when feasible.

*Objective:* Assess and implement energy efficient retrofits for existing buildings.

### **GOAL: SUPPORT THE EVOLVING ROLE OF SCHOOLS DURING BUILD-OUT.**

*Objective:* Cooperate with school districts in adapting existing buildings for alternative administrative and community-serving uses.

*Objective:* Maximize opportunities for shared-use facilities that serve citizens.

*Objective:* Communicate with school districts regarding development proposals that impact school services and facilities.

**GOAL: PROVIDE A PROGRESSIVE, DIVERSE LIBRARY SYSTEM.**

*Objective:* Evenly distribute library facilities within the City.

*Objective:* Utilize libraries as a focal point for community activities.

*Objective:* Improve access to computing technologies and digital information for all Chandler residents and visitors.

*Objective:* Provide literacy, informational and lifelong learning programs at all library facilities.

**Existing Conditions**

Chandler operates many public buildings that serve citizen needs including City Hall, the Community Center, libraries, Chandler Center for the Arts, senior center, police and fire stations, street and other maintenance facilities. Figure 20 depicts the distribution of these facilities throughout the City.

Expansions to City Hall and the Fire Department are underway and will result in two green buildings in downtown Chandler. The Fire Department now includes a total of ten stations serving Chandler. The Department also has a Fire Training Facility on South Dobson Road and a Fire Support Services building on South Price Road.

Police facilities now include the Main Station downtown and two substations. The Police Department has a Property and Evidence Facility on Pecos Road and two undeveloped properties planned for a crime laboratory/training facility and a driver training facility.

Chandler Public Library has served community needs for more than fifty years. The downtown Library is now supported by three branches: Hamilton, Sunset and Bashas. The Hamilton Branch and the recently completed Bashas Branch are shared facilities located at their respective High Schools in south Chandler. The Sunset Branch provides additional service for west Chandler.

**Schools.** The community is served by Chandler-Gilbert Community College, located in southeast Chandler. Chandler is currently served by five public school districts: Chandler, Gilbert, Kyrene, Mesa Unified and Tempe Union High. Figure 22 identifies school district boundaries and the location of school buildings. The Chandler School District has historically been one of the fastest growing in the State, with 27 elementary, three middle schools and three high schools including Bashas High School, Chandler's newest high school campus, located near Riggs Road and Val Vista Drive. Charter schools serve an important role in the community education system in Chandler. Public school enrollment is summarized in the table below.

**Figure 21  
Public School Enrollments\***

<b>School District</b>	<b>Enrollment</b>
Chandler	31,000
Gilbert	500
Kyrene	5,800
Mesa Unified	4,000
Tempe Union High	2,200
<b>Total</b>	<b>43,500</b>

*Enrollment of schools located within Chandler's City Limits.*

*Based on 2007 School District data*

**Assets.** Various City facility master plans and studies have provided direction on the development of municipal facilities in the downtown area where the highest concentration of public buildings exists, centered around A.J. Chandler Park.

City Departments retain responsibility for building programming, design and maintenance. Chandler has demonstrated sound management skills in matching growing public service needs with additional facilities. For example, expansion of police and fire facilities has typically kept pace with Chandler's rapid growth.

Clearly, the schools serving Chandler are an asset to the community today and will continue to be as build-out approaches. Construction of new school facilities, through notable local efforts, has kept pace with increasing student enrollments and educational program needs. The school districts, in particular Chandler Unified, through district-based strategic planning, are well-prepared to meet the challenges of changing demographics and evolving technology.

Input during the General Plan Update process revealed positive opinions on the quality of City operations and acknowledged excellence in Fire protection and Police services.

**Challenges/Issues.** Maintaining adequate public buildings requires continued commitment of capital resources for state-of-the-art, energy-efficient facilities that supply needed public services. Satellite facilities that provide convenient service and timely responses but tend to increase operating costs, should be evaluated on a range of criteria including cost-benefit and critical needs of the community.

As confirmed by General Plan workshop participants, holding the line on operating expenses for City facilities and reducing energy use in public buildings are worthy goals for Chandler.

**Opportunities.** As Chandler implements build-out policies and strategies, opportunities related to public buildings become evident. General Plan strategies provide direction for decision-making related to existing and future public buildings. As land resources shrink, the number of new public building sites will decline, emphasizing the importance of meeting needs with existing sites and facilities. Certain public space demands can now be deferred as on-line educational programs fill student needs without the use of a building.

Strategic re-use, re-design and retro-fitting will likely become as important, or more so, as new public building design. This opportunity is common to the evolving needs of local school districts and the use of their facilities. Understanding limitations on public resources, fine-tuning building use to the needs of nearby service areas is critical to maximizing benefits to residents.

### **Build-Out Policies**

Providing high quality services and facilities in Chandler is primarily a public responsibility. Build-out policies, derived from citizen input and current conditions, include:

- ◆ Require new public buildings to attain LEED Certification when feasible.
- ◆ Ensure public building architecture and site design compliments neighborhood character.
- ◆ Maintain healthy and safe environments in all public buildings.
- ◆ Utilize cost-effective retrofitting of public buildings to improve energy efficiency.
- ◆ Implement compatible re-use of outdated schools and other public buildings.

### **Implementation Recommendations**

Consistent with Public Building Goals, Objectives and Policies, the following suggestions may translate into recommended action steps:

**Public Needs.** With build-out approaching, the nature of growth in Chandler will change, demographic shifts will occur along with continued special needs.

**Recommendation:** Respond to evolving public building and building utilization needs. Identify needed buildings and any deficiencies in geographic distribution that may exist across Chandler. Integrate compatible site design, architectural character and public art for public buildings with adjoining neighborhoods.

As new facilities are planned and existing facilities are improved, neighborhood compatibility is essential. Although efficient design in new buildings, retrofits in existing buildings and public art may require higher upfront capital investments, the resulting energy savings and contribution to improved living quality are significant.

**Accessibility, Safety and Efficiency.** While new facilities tend to excel, older buildings can have access and safety deficiencies. Ensuring safe, adequate access for all public building users is necessary.

### **Recommendations:**

Assess needs for and implement upgrades to existing building accessibility and safety features.

Employ cost-effective retrofits or upgrades to existing public buildings in order to improve water and energy efficiency. New buildings should be constructed to LEED Standards when feasible.

While the entire community shares the responsibility for conserving energy, new and existing City buildings need to provide building design leadership for Chandler by minimizing energy use and utilizing renewable energy sources when practical. The Energy Element further addresses Green Building Strategies.

**Schools.** In conjunction with community build-out, school facilities commonly transition to specialized, administrative or other uses. This evolution is an important part of the educational and training opportunities needed to support Chandler in the coming decades.

**Recommendation:** In cooperation with school districts, identify opportunities for shared-use facilities and special purpose use of underutilized school buildings.

**Library.** Distribution of libraries across Chandler has recently been improved; however, facilities continue to strive to meet evolving community needs. These buildings' importance as community activity centers is also underscored by the General Plan.

**Recommendation:** Improve access for all segments of the population to library resources including computing technology and digital information. Respond to specific information trends as resources permit. Provide public meeting and activity space within all library facilities.

The General Plan fully encourages the use of public buildings to be closely coordinated with evolving public service needs.

This page is intentionally left blank



Chandler Arizona  
Where Values Make The Difference

FIGURE 22

MESA

TEMPE

GILBERT

# PUBLIC SCHOOLS

-  ELEMENTARY SCHOOL
-  JUNIOR HIGH SCHOOL
-  HIGH SCHOOL
-  COMMUNITY COLLEGE
-  CHANDLER UNIFIED SCHOOL DISTRICT
-  GILBERT UNIFIED SCHOOL DISTRICT
-  MESA UNIFIED SCHOOL DISTRICT
-  TEMPE UNION HIGH SCHOOL DISTRICT/  
KYRENE ELEMENTARY SCHOOL DISTRICT

PHOENIX

I-10 Fwy.

56th St.

Kyrene Rd.

Rural Rd.

McClintock Dr.

101/Price Fwy.

Price Rd.

Dobson Rd.

Alma School Rd.

Arizona Ave.

McQueen Rd.

Cooper Rd.

Gilbert Rd.

Lindsay Rd.

Val Vista Dr.

Elliot Rd.

Warner Rd.

Ray Rd.

Chandler Blvd.

Pecos Rd.

202/Santan Fwy.

Germann Rd.

Queen Creek Rd.

Ocotillo Rd.

Chandler Heights Rd.

Riggs Rd.

Hunt Hwy.

GILA RIVER  
INDIAN COMMUNITY

SUN LAKES

0 0.5 1 2 Miles



June 26, 2008

School district boundaries do not coincide with city limit boundaries. Schools identified with an asterisk (\*) are traditional academies.



This page is intentionally left blank

## **SAFETY TOWARD BUILD-OUT**

Chandler's strategies for protecting the safety of the public require periodic adjustment. Approaching build-out, with its increased urban intensities, marks the City's transformation from outer suburb to major, central place. Location, population, density and higher profile have altered its status in responding to natural or human-caused threats.

Citizens urge that safety planning, staffing and preparedness are revised to keep pace with the changing conditions of community growth. Although State statutes emphasize planning to combat disastrous events, this Element also addresses day-to-day hazards.

### **GOAL: UPDATE EMERGENCY MANAGEMENT PLANS.**

*Objective:* Revisit Emergency Plans in greater detail.

*Objective:* Conduct regular preparedness exercises under the auspices of City public safety departments pertaining to evacuation, triage and crisis containment.

*Objective:* Coordinate interoperable state-of-the-art telecommunications within the City and with other jurisdictions.

*Objective:* Address physical threats to human health and safety -- air-borne, flooding, fire, geological instability, water contamination.

### **GOAL: FOCUS ON TRAFFIC SAFETY.**

*Objective:* Ensure direct, safe routes for emergency response vehicles.

*Objective:* Reduce traffic congestion and other driving hazards.

*Objective:* Strictly enforce regulations for yielding to emergency vehicles and evaluate policies for safe police, fire, emergency operations.

*Objective:* Maintain adequate visibility/lighting for pedestrian, bicycle and vehicular safety.

### **GOAL: STRENGTHEN PUBLIC SAFETY RESPONSE.**

*Objective:* Provide adequate public safety personnel for protection of Chandler's citizens.

*Objective:* Conduct comprehensive observation/prevention programs keyed to public events and spaces, older neighborhoods, hazardous areas (airport, industrial).

*Objective:* Strive for improved emergency response times.

### **Existing Conditions**

Arizona Revised Statutes require preparation and annual review of a municipal emergency response plan. The plan addresses emergencies as a result of noxious materials released from facilities or transportation vehicles as well as other hazardous situations. A county-wide local emergency planning committee must identify resources that are critical to executing the plan and conduct at least a biennial exercise of its emergency plan.

Chandler's emergency operations plan includes:

- Identification of key officials who will make decisions involving the execution of the plan.

- Provision of an inventory of trained personnel, facilities, equipment, and organizations that are needed to carry out the plan.
- Compliance with the National Incident Management System (NIMS).
- Agreements with other agencies and communities to exchange aid in time of crisis.

Regional emergency management coordination is conducted through the Maricopa County Emergency Operations Center located at the Papago Military Reservation. In Chandler, the responsibility for overall emergency management resides in the Fire Department.

**Assets.** The City has formulated an effective, basic Emergency Operations plan. It is fully coordinated with recommended Maricopa County Emergency Management Department procedures. Development standards required by the City of Chandler generally assure sufficient right-of-way widths/improvements, building setbacks, drainage control and related engineering criteria to maintain safe conditions. Preventative measures advocated in this Element are supported by planning principles in other General Plan components such as: Circulation, Land Use, Public Buildings, Public Facilities and Services.

Chandler's public safety departments are well-trained and equipped. Performance statistics compare favorably with other metropolitan area jurisdictions. The Fire Department, for example, meets or exceeds all emergency response standards and guidelines as set forth by its international accreditation with the Center for Public Safety Excellence.

**Challenges/Issues.** Maintaining adequate safety responsiveness entails committing resources for state-of-the-art emergency service. Establishing decentralized locations for getting personnel and equipment more quickly to all parts of the community should be evaluated.

Developments in county islands follow different standards than developments located within the City's limits. Infrastructure conditions that facilitate the City's response to emergencies, such as streets and water, will need to be considered and addressed upon receiving petitions for annexation of areas that were developed in the County.

New development forms -- such as larger/taller buildings or more dense mixed uses -- will require special emergency precautions pertaining to ingress-egress, communications infrastructure (e.g., radio repeaters), security and evacuation procedures. Preparedness plans for individual sites or structures should conform with the City's Emergency Management Plan.

**Opportunities.** General Plan principles can provide direction for Chandler's public safety departments to maintain their recognition for innovative leadership in dealing with emergency situations. Growth Area planning, for instance, could literally "build-in" physical features such as buffered perimeters, emergency only access, or dedicated substation space if warranted as part of site plan or structure design.

Expanding emergency support readiness by involving members of the public (currently including citizen academies, Volunteers in Policing and CERTS programs) represents a

major Safety opportunity. Neighborhood and civic organizations could mobilize significant human resources to serve in auxiliary capacities (e.g., traffic control, public communications, first aid, food/shelter services) during natural or human-caused disasters.

### **Build-Out Policies**

Joint public-private initiatives are called for to achieve higher levels of emergency preparedness. Some basic policies in this regard include:

- ◆ Emergency planning considers potential impacts at multiple levels: site, neighborhood or Area, community-wide and regional.
- ◆ Property owners have responsibility for hazard mitigation.
- ◆ Evacuation management priority must be reflected in proposals for increased urban density.
- ◆ Appropriate Emergency Plan information should be shared with businesses, institutions and neighborhood associations.

Absorption of Chandler's remaining land resources, including revitalization efforts, highlights the need for emergency response refinements.

### **Implementation Recommendations**

Consistent with Safety Goals, Objectives and Policies, the following suggestions may lead to implementation steps:

**Planning.** General Plan updating triggers a comprehensive assessment of Chandler's emergency procedures. Fine-tuning revisions may be desirable for planning consistency.

**Recommendation:** Sponsor annual practice/training exercises prior to the yearly emergency operations plan review to identify needs for improvement. Complete and maintain background information regarding: hazardous material storage, fire separation distances and fire prevention related physical conditions. In addition, work with Maricopa County and the Arizona Division of Emergency Management to gather background information regarding: geologic, water and other related potential natural hazards.

**Accessibility.** Appropriate reaction to critical situations requires optimum ingress/egress. Surface and air transportation to emergency scenes, or to disperse potentially-impacted citizens, must be unobstructed.

**Recommendation:** Reevaluate, prioritize and secure, as practicable, designated routes for localized citizen evacuation and emergency vehicle response.

Actions taken in coordination with other Elements, especially Circulation, will avoid congestion for smoother traffic flow during times of disaster.

**Improved Response Resources.** Capacity to deal with safety-threatening occurrences requires trained human resources operating proper equipment. The entire community shares this responsibility.

**Recommendation:** Continue policies that assure adequate staffing and cross-training of emergency personnel. Augment Fire and Police operations with citizen volunteers who are prepared to provide support in times of crisis.

The General Plan, throughout, intends to encourage closer cooperation among citizens and public service providers. Emergency conditions should bring out the best of Chandler's teamwork.

## **GLOSSARY**

The following definitions are intended as explanations of terms and phrases as they are used in Chandler General Plan Elements. Such descriptions should not be construed as or confused with zoning definitions, which are set forth entirely in the Zoning Code.

### **Advance Business Services**

Includes companies such as advanced financial services, data centers, customer care centers, logistic centers and product design engineering firms.

### **Amendments**

- Major Amendment -- any proposal that would result in a substantial alteration of the City's land use pattern as established by the General Plan's Land Use Element and/or as indicated on the Future Development Plan map.
- Minor Amendment -- a proposed change to the General Plan that does not meet the "substantial alteration" criteria for a Major Amendment.

### **American Association of State Highway and Transportation Officials (AASHTO)**

A recognized authority on standards for transportation facilities, in this case, bike paths.

### **Buffer**

Separation spaces of open areas or low-intensity land use or visual screening that are intended to delineate and provide transition between developments with potentially incompatible activities, such as mitigating potential negative impacts (i.e., noise, dust, odor) on adjacent properties.

### **Build-Out**

The point at which there is little or no undeveloped land such as agricultural fields and vacant parcels to continue expansion or growth within the City's municipal planning area.

### **"Build-Out and Beyond"**

Forum (2/2006) presented by consultant Mary Jo Waits during development of Chandler's "Next Twenty" document.

### **Bus Rapid Transit (BRT)**

Regional transportation service improvement, primarily for longer commuting or shopping trips.

### **Capital Improvement Plan (CIP)**

A financing plan, usually projected over five or six years and adjusted annually, to prioritize a municipality's planned public improvement investments, such as infrastructure expansion.

### **Chandler Municipal Planning Area**

Expanded territory, beyond the current municipal boundaries, which acknowledges consideration of other jurisdictions' development patterns.

### **Commercial Office**

Office buildings and complexes such as garden offices, typically characterized by, but not limited to single-story buildings with multi-tenant spaces. Examples of commercial office users include medical offices, dental offices, insurance offices and real estate offices. Commercial office developments can be considered in residential areas as described in the Land Use Element and are therefore designed to be compatible with surrounding residential areas. For taller and more intense office developments, see Larger Office Developments.

### **Commercial Services**

Businesses that cater to the surrounding area and may contain ancillary retail. Examples of commercial services include barbershops, beauty salons, general printing and copying services, day care, preschool, laundromats and dry cleaners.

### **Community Development Block Grant (CDBG)**

One of the longest-running programs of the U.S. Department of Housing and Urban Development, which funds local community development activities such as affordable housing, anti-poverty programs and infrastructure development. In Arizona, CDBG funds are applied for/dispersed through the Arizona Department of Housing (ADOH).

### **County Island**

Unincorporated land area surrounded by one or more municipalities' corporate limits.

### **Community Commercial**

Commercial centers with a gross building area between 140,000 to 300,000 square feet\* that provide everyday goods and services for a number of neighborhoods. Community Commercial locations are determined by the following factors: traffic, market demand, residential densities, adjacent land uses, proximity and relationship to other planned or developed commercial areas, and other factors determined by City Council.

\* Community Commercial centers exceeding 300,000 square feet may be considered by Council upon consideration of additional criteria, as follows:

a) Context. Evaluation of these proposals takes into account the amount of commercial retail in close proximity to large-scale centers to prevent an over-intensive environment, including an analysis of alternative uses. Proposed Community Commercial developments also take into account impacts upon land use within a ½-mile radius of the site. Access to regional markets and transportation are also considered.

b) Compatibility. The proposal is adequately buffered from adjoining, less intensive land uses, emphasizing techniques such as but not limited to setbacks, landscape buffers and building scale. Buffers, transitional uses, attention to building size, height and truck delivery movement should be considered in site design in order to provide compatibility and convenient access.

c) Environment. The proposal demonstrates a high level of site design, landscaping, architectural excellence and environmental sensitivity. Adequate parcel area to assure a higher standard of open space, plazas, and focal points may also dictate the justification for a greater square footage. Unique site plans, building layouts and designs, broken building masses and use of materials and detail that

contribute to the unique quality of the architecture, building, landscape and site design and contribute to the overall compatibility with adjacent neighborhoods, are encouraged. Pad users located on the corner of a planned shopping center and along arterial streets are situated so the main center remains visible and that the visibility and functionality of later phases are maintained.

d) Infrastructure/Mobility. The proposal demonstrates sufficient accommodation for increased traffic, offsite improvements, pedestrian amenities, access to alternative transportation and other measures as per approved traffic, and pedestrian studies.

e) Market. The proposal is accompanied by a comprehensive market evaluation study and phasing plan, including a public revenue/benefit analysis.

f) Any other documentation that serves to provide a rational basis to exceed 300,000 square feet.

### **Community Emergency Response Team (CERT)**

Program of the Federal Emergency Management Agency administered by Maricopa County in which the City of Chandler participates.

### **Cost Avoidance**

Revenue earned from the sale of recycled materials plus cost avoided for not having to haul and dispose of waste in a landfill.

### **Creative District**

Encompasses downtown Chandler and the area immediately surrounding downtown that provides a sense of place that is unique to Chandler. As the area continues to redevelop and the vision for downtown Chandler is further refined, the Creative District is expected to foster a variety of uses and developments including cultural facilities, hotels, restaurants, retail, venues for events/gatherings of different sizes, small- and medium-size professional service firms, entrepreneurs, art studios and galleries, and a mix of high density – urban residential. High quality architecture is a characteristic of the Creative District.

### **Development Fees**

Fees assessed to require fair share contributions from property developers to extend infrastructure or provide other municipal services to benefit the development's end users.

### **Development Entitlements**

Approvals by the City of Chandler to authorize applications, under applicable municipal code provisions, for development, construction and/or installation of improvements on specified property.

### **Elements**

The principal components, or topical subjects, of a municipal General Plan.

**Green Building**

A comprehensive approach to building that results in increased energy and water efficiency, a healthier and more pleasant indoor environment and a sustainable site design, all accomplished while minimizing construction waste and using environmentally-sensitive building materials.

**General Plan**

A formal, adopted document pursuant to Arizona statutory requirements that expresses a jurisdiction's intent for preserving or improving local conditions.

**General Plan Amendment -- See: Amendment****Goals**

Statements of fundamental aims for civic accomplishments through public and private actions. (See, also: Objectives, Policies/Strategies)

**Healthcare Related Uses**

Includes health and medical related facilities such as hospitals, medical offices and services, pharmaceutical services, research institutions, therapeutic center, rehab center, birthing center, nursing homes, convalescent homes and assisted living facilities.

**High Capacity Transit Corridors**

Consideration of designated routes for efficient, expedited public transit service, such as the South Tempe High Capacity Transit Study evaluating Valley Metro rail extension into Chandler. (See Circulation/Bicycling Element)

**High Density Residential**

Residential developments such as apartments, condominiums or townhomes with 12 to 18 dwelling units per acre.

**Industrial Support Uses**

Ancillary commercial uses that are an integral component of a planned mixed-use development that supports the businesses within employment areas. Examples of industrial support uses include printing services, delis, coffee shops, catering services, restaurants containing meeting space, convenience commercial and business hotels.

**Infill**

Development of vacant lands in predominantly built-up portions of the community or redevelopment of properties that are underutilized so as to make the most efficient use of existing infrastructure and attain higher economic return from real estate.

**Infrastructure**

Municipal infrastructure includes public works systems such as roads, water/wastewater and drainage. Public utilities -- electricity, gas, cable-- are also considered as part of a community's infrastructure.

**Innovation-Based Companies**

Employers in knowledge-intensive industries that research, invent, and market new products and services. These companies are those in research-based industries such as high technology, biomedical, aerospace, renewable energy and similar research-based industries. Researching is an important component of these companies that allows them to invent new products. Product development can also be part of an innovation-based company, however, a company that only manufactures products is not considered an innovation-based company.

**Innovation Zones**

Locations for attracting highly educated employment to technology hubs serving multiple Innovation-Based Companies with common technology objectives. (See Growth Areas Element)

**Institutional Uses**

Includes private and public schools, religious sanctuaries or assembly areas, higher educational facilities, civic organizations such as Kiwanis Club and non-profit organizations.

**Knowledge-Intensive Employer**

A company that is in a knowledge-intensive industry.

**Knowledge-Intensive Industries**

High technology, biomedical, aerospace, renewable energy research and development and other similar research and development based industries.

**Land Use Designations**

For General Plan purposes, broad activity classifications: Residential, Commercial, Employment and Recreation/Open Space. Specific Plan Elements refer to land use sub-types.

**Large Single Use Retail**

Any single use building, whether stand-alone or within a multi-building development, that occupies an area that is equal to or greater than the square footage specified in the Zoning Code and is primarily utilized for the sale of goods and merchandise for consumption by the general public. See Zoning Code for more details.

**Large Office Developments**

Multi-story office buildings containing corporate offices or multi-tenants. Large Office Developments are characterized by taller, more intense office buildings and can be considered in Employment and Regional Commercial areas as well as other areas described in the Land Use Element.

**Leadership in Energy and Environmental Design (LEED) Green Building Rating System**

A key program of the USGBC, LEED is a voluntary, consensus-based national rating system for developing high-performance, sustainable buildings. LEED addresses strategies in five areas: sustainable site development, water conservation, energy efficiency, materials and resources selection and indoor environmental quality.

**Low Density Residential**

Residential development typically characterized as detached single-family homes with a density range of 2.5 to 3.5 dwelling units per acre. This type of residential development is the predominant residential density range in master planned neighborhoods, often situated in close proximity to schools and parks.

**Medium Density Residential**

Residential developments such as patio homes, townhomes, condominiums, cluster developments and various other non-traditional detached and attached homes with a density range of 3.5 to 12 dwelling units per acre.

**Mixed-Use Development**

Properties on which various uses, such as office, commercial, institutional, and residential, are combined in a single site in an integrated development project with significant functional interrelationships and a coherent physical design. A single site may include contiguous properties.

**National Environmental Policy Act (NEPA)**

Requires agencies to integrate environmental concerns into guidelines and regulations to foster nationwide compliance in reducing negative environmental impacts.

**Neighborhood Commercial**

Commercial developments on parcels that range in size from 10 to 20 acres with 30,000 to 140,000 square feet of building area, serving the needs of one or two neighborhoods in a one- to two-mile market area. This commercial scale commonly abuts residential areas. Buffers, transitional uses, attention to building size and height and truck delivery movement are considered in site design in order to provide compatibility, and convenient access. This type of commercial development is characterized by unique site plans, building layouts and designs, broken building masses, and use of materials and detail that contribute to the unique quality of the architecture, landscape and site design and contribute to the overall compatibility with adjacent neighborhoods. Pad users located on the corner of neighborhood commercial centers are situated so the main center remains visible and that the visibility and functionality of later phases is maintained.

**"Next Twenty"**

Visioning strategy document prepared for Chandler by consultant Mary Jo Waits (circa 2006).

**Objectives**

Specific steps toward achieving planning goals -- including programs (such as street-widening) or performance standards (as accident reduction).

**Policies/Strategies**

Criteria established by the local government that support accomplishment of objectives or goals.

**Public Facilities**

Government offices and services including police and fire stations, libraries and general offices.

**Recommendations**

Proposed Goal-responsive actions derived from each General Plan Element narrative. Recommendations from all Elements are collected in the Plan's separate, supporting Implementation Strategy.

**Regional Commercial**

This commercial scale consists of commercial centers with a gross building area over 400,000 square feet. These centers may include major, regional commercial uses such as malls, power centers and other major commercial developments.

**Residential Development Entitlements -- (See, also: Development Entitlements)**

Approvals for zone change, subdivision design, site plan review and other code requirements.

**Residential Enterprise Zone**

Target area for improving older neighborhood housing stock, distinct from business-oriented Enterprise Zones such as in the downtown and Chandler Airpark Area vicinities. (refers to Objective, bottom of page 48 -- not duplicating suggested actions)

**Rural Residential**

This residential density (0 – 2.5 dwelling units per acre) can include lots ranging from 12,000 square feet to greater than one acre in size. Typically, these residential areas are located adjacent to rural or large lot subdivisions, parcels in Southeast Chandler that range up to 80 acres and are not part of or cannot be planned as part of a larger residential area by virtue of isolation, physical barriers, or other factors that warrant larger on-site recreation area, water availability and other infrastructure limitations.

**Sustainability**

Meeting the needs of the present without compromising the ability of future generations to meet their own needs. Sustainability combines lasting economic success with environmental responsibility and community considerations.

**United States Green Building Council (USGBC)**

A non-profit comprised of organizations representing a broad spectrum of the building industry committed to construction that is environmentally responsible, profitable and healthy to occupy.

**Urban Commercial**

Pedestrian-oriented commercial development that is intended to serve the needs of the mixed-use development in which the commercial establishment is located as well as a market that is larger than the immediately surrounding area. Urban Commercial development places more emphasis on pedestrian connections, transit connections, shade and urban streetscape. Vehicular access is mostly accommodated through parking garages and some on-street parking located directly in front of the commercial businesses.

Examples of urban commercial businesses include retail, restaurant, personal services such as beauty salons and day spas, flower shop, bank, preschool/childcare, general

office and medical office. Examples that do not fit this definition include automotive service, automotive repair, automobile sales and fast-turnover establishments that include in their design and function the use of drive-through lanes, drive-up windows or other features that facilitate the rapid delivery of goods or services to vehicular customers.

### **Urban Residential**

Urban Residential refers to multi-family residential developments with densities greater than 18 dwelling units per acre. This density range can be a part of a mixed-use development consisting of ground floor retail, office, or live-work opportunities and is intended to create a strong sense of place while at the same time provide an urban living lifestyle that will attract people and support local commercial uses.

### **Vision Statement**

Chandler's definition derived from citizen values of the community's distinctive attributes and future aspirations that should be fostered or preserved by the General Plan.