

Preferred Alternative Working Paper

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Prepared by:
Partners for Strategic Action, Inc.
In partnership with EPS Group and Elliott Pollack & Company

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Introduction

The Chandler General Plan Update process is intended to be a refinement of the current plan that was adopted by City Council June 26, 2008, and ratified by voters November 4, 2008. The process to update the 2008 General Plan kicked off in early 2015 and is intended to be adopted and ratified by August 2016.

Public and stakeholder engagement is a key component of the process and critical to the successful council adoption and voter ratification. At the process onset, a public participation plan (PPP) was adopted by City Council. The PPP identified the ways that the public and stakeholders would be engaged in the process as well as defining how communication about the plan and process throughout would occur.

The purpose of this paper – *Preferred Alternative Working Paper* – is to present the preferred changes to the Future Land Use Plan and policies that provide the framework for the General Plan Update. This paper is the culmination of the input received to date from a variety of activities.

Development of Preferred Alternative

Since the Chandler General Plan Update is a refinement of the existing adopted and ratified General Plan, the alternatives process that has led to the preferred alternative is focused on the policies that guide decision making about development. Policies are defined as *a clear statement that guides a specific course of action for decision-makers to achieve a desired goal*.

These policies have evolved from hundreds of hours of conversations and research completed as part of the planning process to date. The city of Chandler is working with a team of expert consultants with decades of planning experience that have listened and developed these policy considerations based on best practices and technical knowledge.

Following is a list of events and activities that have informed the development of this paper.

- **Citizen's Advisory Committee:** City Council appointed a citizen's committee to advise the project. The committee has met three times to date and works closely with staff and the consultant team on the process, including review of and feedback regarding the first draft of this paper.
- **Planning Lab:** From 10:00 a.m. to 2:00 p.m. the first Friday of each month, the consultant team, staff, and the general public work together on various planning topics. Five planning labs have been held to date.
- **Regional Resource Team:** A committee with representation from surrounding communities, agencies (such as Maricopa Association of Governments and Arizona Department of Transportation), and private companies (like SRP and APS) has met once. The purpose of this group is to understand regional issues that might impact Chandler.
- **Staff:** Working as an extension of city planning staff, the consultant team has met with various departments to understand issues and receive policy guidance.

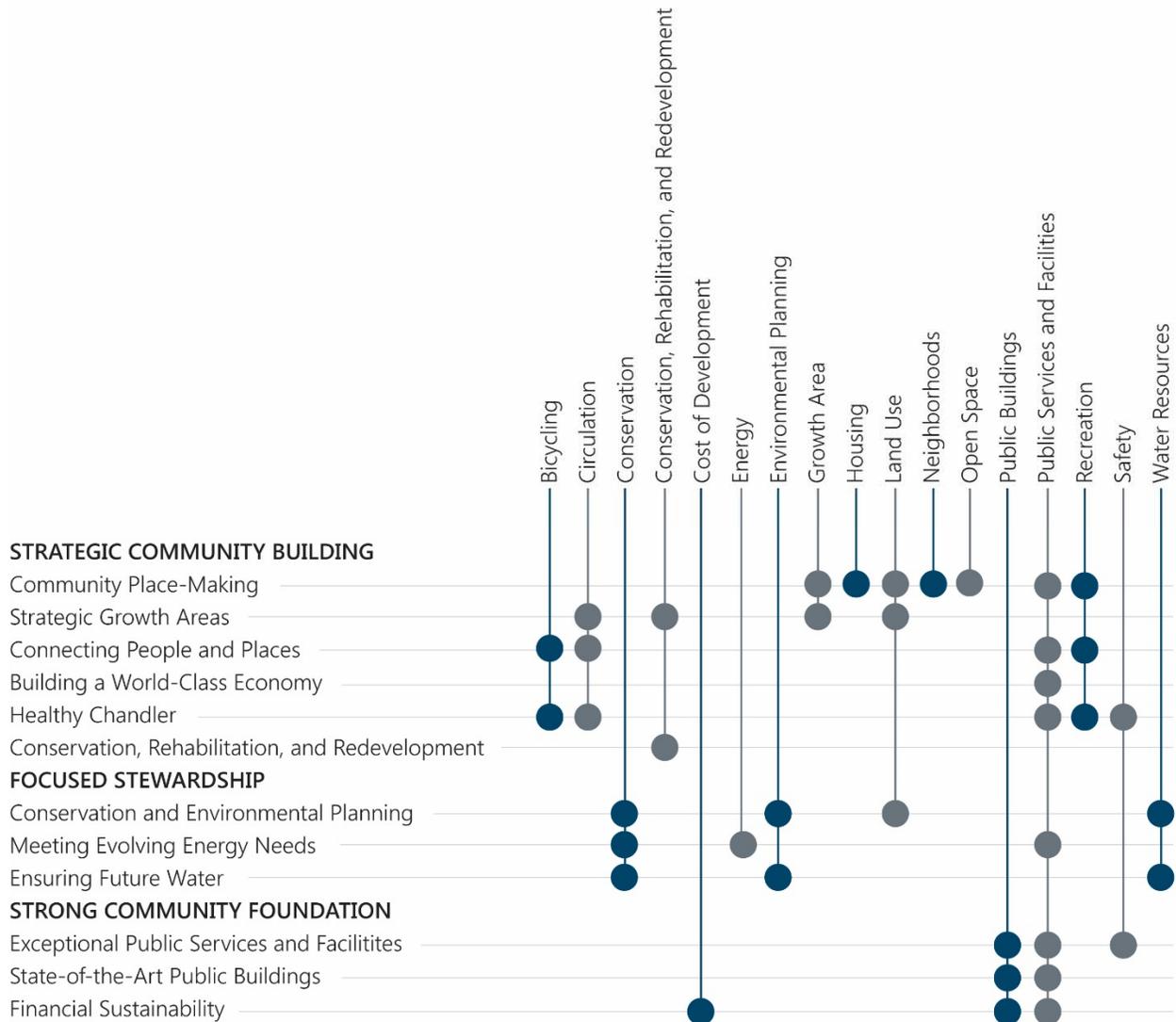
- **Vision Fest:** A featured engagement activity held May 12 through the 16 provided residents, business owners, and stakeholders a variety of opportunities to provide input on Chandler's vision and how the community should develop. Two Vision Workshops, five geographic Drop-In Charrettes, and in-classroom youth visioning workshops were conducted. A report under a separate title summarizes the feedback received during Vision Fest.
- **Topical Polls:** Each month residents are encouraged participate in topical polls, either voting in-person at the McCullough-Price House or contributing online on the project website.
- **Policies Consideration Outreach:** The study team solicited feedback through participation in two highly-attended community events (Art Walk July 17 and Operation Back to School July 18) in combination with an online questionnaire (July 15 through August 3) to receive input on policies. Feedback regarding the future of North Arizona Avenue was specifically sought. Nearly 250 individuals provided comments through these activities and are reported in the *Policy Considerations Outreach Summary*.
- **Submitted Comments:** The project website allows residents to review materials completed to date and provide input to or ask questions about any planning topic. A comment matrix cataloging feedback is maintained.
- **Reports and Analysis:** Four working papers have been developed to date: the *General Plan Audit and Strategic Analysis*, *Chandler Today*, *Foundation for Tomorrow*, *Draft General Plan Framework*, and *Future Vision and Policy Considerations*. These working papers are available on the project website.
- **Chandler City Committees, Commissions and Organizations:** Presentations have been made to various city committees (e.g. Economic Development, Transportation) and organizations (e.g. Downtown Chandler Community Partnership, Chamber of Commerce) to receive specific input to the process.

Working Paper Organization

This Working Paper is divided into two parts: Future Land Use Plan and Policy Framework. The Future Land Use Plan section presents the key concepts and graphically-depicted land use revisions that will be made to the Future Land Use Plan map; the Policy Framework section presents the policies to be included in the updated General Plan. These policies were further refined from those presented in the previous paper, *Future Vision and Policy Considerations*.

As outlined in the Draft General Plan Framework, the updated plan will be streamlined and reorganized to improve its readability and ease of use. A key focus of the update effort is to reduce policy duplication and tie the plan's content directly to the vision and guiding principles. Because state law requires cities to address various elements, Figure 1 depicts where required elements will be covered within the General Plan Update.

Figure 1: General Plan Element Matrix



Vision

The community vision is a description of an ideal future that is reminiscent of Chandler today. It is aspirational and provides the guidepost for what community building is intended to achieve. The vision statement below is shortened and slightly modified from that which is presented in the 2008 General Plan.

The city of Chandler is a major urban center reaching build-out over the next few decades requiring a shift from outward growth to quality community-building. Chandler is connected by an efficient regional system and local multi-modal transportation network. The city is the recognized leader for its strong economic foundation, desirable neighborhoods, and outstanding public services and its leaders remain focused on quality, sustained planning that ensures a future better than today. Chandler is a regional employment center and important Arizona economic driver; its world-class

corporations, emerging technology businesses, and next generation entrepreneurs call Chandler home because of its well-educated workforce, exceptional educational achievement and opportunities, and superior quality of life.

Future Land Use Plan

The Chandler Future Land Use Plan is a refinement of the previous adopted plan dated June 26, 2008 with minor refinements. The Future Land Use Plan is intended to graphically depict the strategic development philosophy and not intended to indicate a lot-by-lot allocation of land uses. It is important to note that these depictions are not zoning classifications. Property owners must go through a zoning process if there is a desire to make changes to specific zoning on their property before development. The Future Land Use Plan will reflect the following key concepts:

- New or infill future development focus is directed around the six strategic growth areas: Downtown Chandler, North Arizona Avenue, Chandler Airpark, South Price Road Corridor, Medical/Regional Retail, and Loop 202/I-10. However, the growth areas are not intended to reflect the only areas within Chandler for future infill development or redevelopment. The Revitalization/Infill Growth Area, South Price Road Employment Corridor, Large Tract Growth Areas, and Growth Expansion Nodes will be replaced by the above referenced six Growth Areas.
- Neighborhoods are an integral part of Chandler's quality of life and are important to enhance as the community matures. Chandler's neighborhoods are comprised of a full mix of housing styles offering residents choices. The Future Land Use Plan and policies support quality neighborhoods and housing; as such, the "Residential" title will be changed to "Neighborhoods" to reflect this emphasis.
- The category "Commercial Nodes" has been removed from the key and map. The concept of locating commercial has evolved and is discussed in the General Plan Update.
- Chandler's economic success and quality of life has been built upon a strong foundation of quality companies and employment. The Future Land Use Plan will focus attention on continuing to strengthen the community's economic base by expanding the Growth Areas and identifying a variety of employment areas available for future growth.
- A comprehensive parks system, trails, and recreational facilities are important assets to Chandler residents. As the community reaches build out, however, the Future Land Use Plan will reflect the focus on maintenance and upgrades to meet changing demographics.
- Area Plans have historically played an important role in Chandler's planning efforts. These Council-adopted plans continue to guide decision making within the plan's purview and provide more specific land use and circulation direction in a localized area. The City maintains and keeps all records, maps, and other documents and illustrations which portray the land use patterns, mix of land uses, circulation and development quality expectations. The details of these areas plans are not graphically reflected on the Future Land Use Plan except by reference. These plans must be referred to in determining development guidance on specific parcels that fall within an area plan.

Policy Framework

*The following content reflects the policy framework for which the General Plan Update will be built. Entries **highlighted in red** reflect policies from the existing General Plan (and cross-referenced 2008 plan page number) that are proposed to be retained within the General Plan Update. Policies in black reflect new or significantly refined concepts for inclusion in the General Plan Update.*

Guiding Principle 1: Strategic Community Building

Core Value: Maintain Chandler’s exceptional quality of life while achieving community excellence.

Community Place-Making

Today, 85 percent of Chandler’s land is developed; only 15 percent of land within the city remains undeveloped with no annexation opportunities beyond its municipal planning area. Careful attention to remaining undeveloped land and redevelopment is critical. Maturing cities must continue to evaluate and address the connection between the movement of people and goods with the location of various land uses. As cities mature, some types of development projects become obsolete (as is evident along North Arizona Avenue where major shopping centers sit vacant and ready to be filled again or undeveloped parcels are waiting for new land use opportunities).

Maintaining a high quality of life requires careful attention to community place-making. Place-making is more than just creating a pretty designed landscape; place-making collectively creates public spaces where people want to be and interact. Downtown Chandler is that type of special place. How place-making throughout Chandler is accomplished will contribute greatly to Chandler’s quality of life.

Policy within the current General Plan is focused on encouraging horizontal mixed use, but does not discuss the potential of vertical mixed use projects and the type of place-making that can it create. As land uses along North Arizona Avenue redevelop, vertical mixed use projects should be encouraged—however, designed in a manner that provides a transition to existing residential in the area.

Chandler has been dedicated to developing parks and ensuring residents have access to parks within their neighborhood. These facilities, sometimes joint-use amenities with schools, have been an important component to neighborhood place-making. There are 64 parks currently in Chandler providing a variety of recreational amenities.

ELEMENTS COVERED IN STRATEGIC COMMUNITY BUILDING

- Bicycling
- Circulation
- Conservation, Rehabilitation and Redevelopment
- Growth Area
- Housing
- Land Use
- Neighborhoods
- Open Space
- Public Services and Facilities
- Recreation
- Safety

Quality neighborhoods throughout Chandler are a point of pride. The community has earned an outstanding reputation for well-planned suburban neighborhoods. Providing and maintaining diverse housing stock helps to build quality neighborhoods.

Arizona Revised Statutes requires that the General Plan include sources of currently identified aggregates from maps that are available from state agencies, policies to preserve currently identified aggregates sufficient for future development and policies to avoid incompatible land uses. Maps obtained from the Arizona Geological Survey, the Arizona Department of Transportation and the Arizona Department of Mines and Mineral Resources that identify the location of aggregate mining operations indicate there are no currently identified sources of aggregate within the city of Chandler's municipal planning area.

In fact, there has been an evolution of land use planning in Chandler from the 2001 General Plan—that stressed maintaining the overall low density residential and low profile building forms—to the 2008 General Plan's focus on greater development intensity in appropriate locations and circumstances. This plan update includes policy considerations that evolves the focus toward strong comprehensive community building. Policy recognizes that Chandler is aging and strong neighborhoods and diverse employment opportunities are critical. These General Plan Update policy considerations focus on strengthening employment corridors and recognizing the differences as well as synergistic relationships of employment areas (e.g., Chandler Airpark or North Arizona Avenue attracting supplier companies that can support businesses along the South Price Road Corridor).

1.1 Community Place-Making Policy Considerations

Land Use and Development Guidance

- a. Emphasize developing a balance of land uses that support community building while ensuring a positive overall community benefit.
- b. Encourage live/work developments, where appropriate (e.g., downtown, high-capacity transit corridors, regional commercial nodes).
- c. Improve accessibility to and within Growth Areas. (page 47)
- d. Protect employment land use areas to support economic development goals. (pages 20, 63)
- e. Support land uses and intensities with assured accessibility, infrastructure, and water resources. (pages 20, 37, 63)
- f. Encourage compatible infill projects. (pages 20, 48, 63, 69)
- g. Encourage building heights greater than 45 feet at select locations in accordance with the Mid-Rise Development Policy. (pages 20, 31, 69)

Housing and Neighborhoods

- h. Provide for a variety of housing choice for all income levels. (pages 63, 70)
- i. Address housing needs of fixed-income elderly persons and other special populations. (page 63)
- j. Increase capacity for and coordination of affordable housing programs and projects.
- k. Concentrate on improving housing affordability citywide. (page 69)
- l. Encourage private investment in affordable housing.

- m. Promote a compatible mix of housing types in infill areas.
- n. Encourage a range of housing types within walking distance of schools and other community facilities (e.g., libraries, transit centers, community centers, health clinics).
- o. Improve rental housing maintenance to ensure quality neighborhoods.
- p. **Ensure compatible transition from residential areas and incompatible land uses. (page 58)**
- q. Maintain infrastructure as neighborhoods age.
- r. Enforce housing and neighborhood maintenance policies.
- s. Support the aging and disabled population in neighborhoods by continuing to support programs that assist them in meeting neighborhood maintenance codes.
- t. Create and promote educational outreach and training seminars on housing and neighborhood maintenance.
- u. Continue to increase the quality of life in neighborhoods by promoting civic engagement.
- v. Continue to recognize adopted neighborhood and specific area plans that provide further development guidance in targeted areas.
- w. **Foster organization and development of homeowners' association (HOA) and non-HOA neighborhoods. (page 57)**
- x. Improve transition between and continuity of old and new neighborhoods.
- y. Improve transition between intensity of land uses (e.g. between employment and residential).
- z. Continue to provide programs that encourage neighborhood identity and a sense of place.
- aa. Foster partnerships and collaboration with non-profits, businesses and other organizations to support neighborhood and community development.

Design and Aesthetics

- bb. Strengthen "sense of place" through public art, gateway development, and streetscape/aesthetic treatments.
- cc. Consider a more diverse building façade and color palate for the built environment.
- dd. Protect and expand public art and cultural amenities.
- ee. Transform public transit stops/stations into forms of public art.

Parks and Recreation

- ff. Continue to maintain Chandler's parks at a high level through sound management and best practices.
- gg. **Develop a system of linked open space and trails network that connects activity centers and recreational amenities/facilities within Chandler and to regional open space. (pages 87, 92)**
- hh. Maximize the recreational and connectivity potential of the canal system.
- ii. **Provide at least one 10-acre neighborhood park within each residential square mile. (page 87)**
- jj. **Focus on renovation and redevelopment of parks and recreational facilities. (page 87)**
- kk. Expand recreational and wellness facilities and programs (both active and passive) and locate unique offerings (e.g. labyrinth, meditation park, beach pool, etc.) that address amenity gaps and changing demographics (e.g., teen and wellness).

Strategic Growth Areas

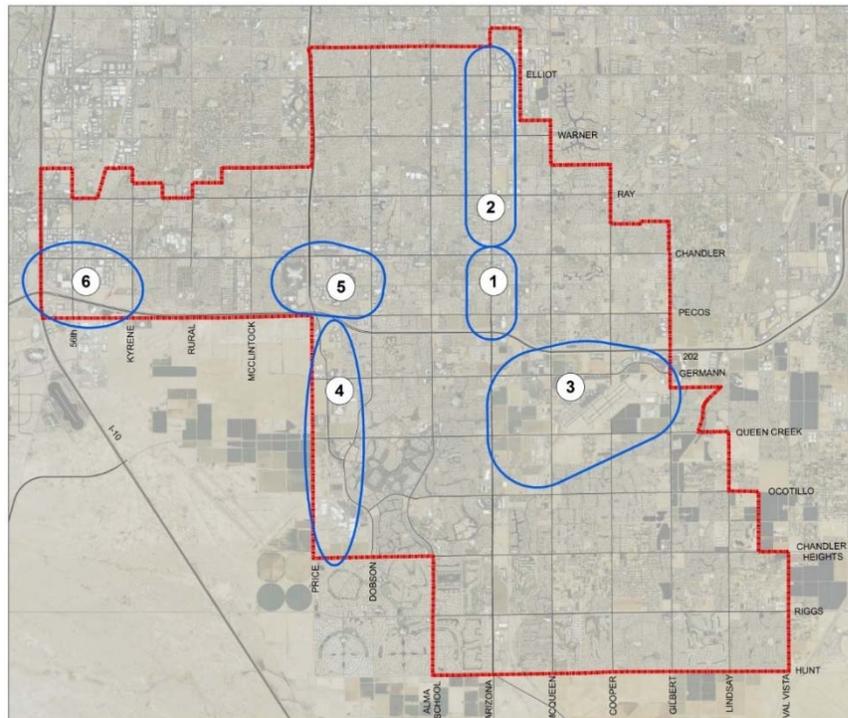
According to Arizona Revised Statutes, Growth Areas are targeted areas within the community that are suitable for planned multimodal transportation and infrastructure expansion. These improvements are designed to support economic growth with a planned concentration of a variety of uses, such as residential, office, commercial, tourism, and industrial.

The current General Plan identifies three types of growth areas: Large Track Growth Areas (South Price Road Corridor, Chandler Airpark, and South Arizona Avenue); Revitalization Infill (Downtown, North Arizona Avenue, and East Chandler Boulevard); and Growth Expansion Zones (Chandler Fashion Mall, Price and San Tan Freeways, Chandler Regional Hospital, I-10 and Ray Road, and Chandler Boulevard/McClintock).

For the General Plan Update, Growth Areas will be refined to more closely align with state statute's definition. The following six Growth Areas (Figure 2) provide a framework for new development:

1. Downtown Chandler
2. North Arizona Avenue
3. Chandler Airpark
4. South Price Road Corridor
5. Medical/Regional Retail
6. Loop 202/I-10

Figure 2: Growth Areas Map



It is important to note that there are infill lots and parcels that will be redeveloped outside of these Growth Areas. In fact, it's anticipated that the General Plan Update will present policies to encourage infill and redevelopment to occur outside the Growth Areas.

The current General Plan also identifies major sub-area plans. Sub-area plans supplement and assist in implementing the General Plan. These plans are meant to be consistent with the General Plan and provide greater detail, refinement, and direction for development.

Downtown Chandler

The downtown area includes the historic square and extends south to the Loop 202 (Santan Freeway). Downtown Chandler has become a destination for arts, entertainment, tourism, specialty retail, and destination events. Public and private investment has preserved the downtown's historic character while expanding its economic potential. Neighborhood revitalization continues to occur in surrounding areas while new high density housing, which is critical to downtown viability, is developing creating a vibrant live, work, and play atmosphere.

1.2.1 Downtown Chandler Policy Considerations

- a. Evaluate opportunities to develop a grand public open space that expands the city's identity, sense of place, and grows recreational opportunities for all ages and abilities.
- b. Ensure existing open or recreational space in downtown is retained as open or recreational space.
- c. Add family-oriented facilities and activities for all age groups downtown.
- d. Distinguish Downtown Chandler as a destination by developing distinct districts (e.g., historic, entertainment, retail, arts, etc.)
- e. Update development incentive programs and tools that promote the revitalization of housing and vacant parcels.
- f. Enhance downtown vitality by supporting live-work, shopping, and recreational opportunities in the downtown area. (page 73)

North Arizona Avenue

Historically, Arizona Avenue has served as a major commercial corridor and gateway to historic Downtown Chandler. The corridor stretches from Chandler's northern boundary to the downtown area. The corridor is a mix of land uses including commercial, residential, business parks, small businesses, and some entertainment uses. Much of the development is transitioning and aging that might require redevelopment attention.

1.2.2 North Arizona Avenue Policy Considerations

- a. Re-imagine and redevelop North Arizona Avenue as an employment corridor (i.e., transition away from a retail-focused corridor) to compliment other key employment corridors in Chandler.
- b. Transition development intensity to minimize potential impact to neighborhoods through innovative techniques, such as stepping down intensity as it moves closer to adjacent residential.

- c. Implement redevelopment programs and incentives that transform vacant commercial retail/shopping centers into more intense mixed-use developments in strategic nodal locations (e.g., arterial intersections).
- d. Encourage land uses that support pedestrian and transit-oriented development.
- e. Redesign North Arizona Avenue to encourage high-capacity transit, incorporate bike lanes, and provide shaded sidewalks.
- f. Encourage buildings to locate closer to the street to create a more pedestrian-oriented scale.
- g. Identify and further enhance North Arizona Avenue as a point of entry through signage, art, and landscape.

Chandler Airpark

The area surrounding the Chandler Airpark attracts a mix of land uses including aviation-related businesses, business parks, retail, hotels, and other amenities. The area is strategically situated along Loop 202 (Santan Freeway). Advanced business services, aviation, biosciences, distribution, and light manufacturing are the key industries within this employment area. The area is a mixture of developed and committed undeveloped land with some strategic undeveloped land open for new investment.

1.2.3 Chandler Airpark Policy Considerations

- a. Establish the airpark’s sense of place through entryway monuments and wayfinding signage.
- b. Continue to strengthen the circulation pattern around and gateways to Chandler’s Airpark, including from Loop 202 and Cooper Road as well as improving western access (e.g., Ryan Road and connection to Tumbleweed Park).
- c. Create an economic business public relations campaign that articulates Chandler Airpark’s long-term vision as a pivotal asset to attract major employers/businesses to locate in Chandler.
- d. Focus on attracting a major employer that will act as an anchor and attract additional employers to the airpark.
- e. Make the airport a point of interest/destination for adults and children to expand their curiosity, knowledge, and access to aviation educational opportunities.
- f. Continue to support the development of aviation-related businesses and mutually-beneficial partnerships that strengthen airport and business services (e.g. hospital, shipping, educational, charter flights).
- g. Re-imagine and update the 1998 Chandler Airpark Area Plan to reflect current vision and goals, identify improved circulation options, and encourage the development of mixed-uses consisting of employment, entertainment, hospitality, retail, and residential.
- h. **Protect Chandler Airpark and flight corridor from residential development or non-compatible land uses. (page 19)**

South Price Road Corridor

Strategic infrastructure investment and proactive planning has resulted in a regionally significant employment corridor along Price Road. The corridor has become a focus for employers and industry leaders becoming a first-class high technology area. Advanced business services, aerospace, high technology research and development/manufacturing, life sciences, and sustainable technology

research and development/manufacturing are some of the industries within the corridor. The South Price Road Corridor is intended to continue its focus on these kind of campus-based, high-income earning knowledge-based industries.

1.2.4 South Price Road Corridor Policy Considerations

- a. Expand placement of knowledge-based businesses along the Price Road corridor beyond large high-tech single-users; provide an opportunity for more diverse knowledge-based companies to locate or co-locate.
- b. Encourage intensive utilization of the remaining available, developable land promoting vertical construction and employment density. (Price Road Corridor Study)
- c. Actively preserve and enhance the high-value employment reputation of the Corridor. (Price Road Corridor Study)
- d. Preserve and enhance corridor aesthetics by the implementation of development standards with some flexibility for smaller parcels. (Price Road Corridor Study)
- e. Ensure multi-tenant properties are centered on a common theme. (Price Road Corridor Study)
- f. Provide flexibility for remnant portions of completed projects or vacated parcels provided the tenants reflect the types of business use appropriate for the corridor.

Medical/Regional Retail

This area is a major node for regional retail and medical services. Chandler Fashion Center and supportive commercial development, entertainment, and hotels contribute greatly to the city's economy. The area is also anchored by a hospital and supportive medical facilities and services that attract quality jobs and provides important community services.

1.2.5 Medical/Regional Retail Policy Considerations

- a. Promote and protect the area as an existing and emerging center for medical, bioscience facilities, and campus development that is augmented by office and hospitality-related support services.
- b. Explore the potential for expanding the medical campus and facilities to create a strong medical office component.
- c. Ensure alignment with the hospital's vision and future expansion plans to maximize the economic potential of a thriving medical employment base.
- d. Allow the area's regional retail base to adapt in order to remain competitive.
- e. Retain the economic viability and promote the continuation of this regional retail destination today and into the future.
- f. Strengthen collaboration with Chandler Airpark as a way to support the expanding medical economy.
- g. Encourage connectivity and ease of access within current campus environments and any future facility expansion.

Loop 202/I-10

Chandler's western employment center is strategically located along I-10 and Loop 202. The possible development of the South Mountain Freeway within the next decade will connect this area directly to west Phoenix and beyond to California markets and ports where products are shipped globally. Currently, this area is home to warehousing, and large manufacturing with smaller support businesses. Today, nearly 145,000 vehicles per day pass by the corridor providing tremendous visibility

1.2.6 Loop 202/I-10 Policy Considerations

- a. Brand the Loop 202/I-10 Growth Area and encourage business development that can benefit from strategic connectivity to regional, state, and interstate transportation key commerce corridors.
- b. Implement a strategic redevelopment plan that re-imagines and redefines the area with more intense employment and business enterprises.
- c. Accommodate business developments that require access to key commerce corridors and global markets.

Connecting People and Places

The connection between land uses and mobility is critical. People's attitudes about where they want to live, work, shop, and play are changing. National trends point to the desire for more choices to move around a city other than just the automobile; as such, mixed uses in close proximity to transportation options are a growing national trend. The city's transportation system must be focused on safe, efficient, and reliable connections regionally and statewide to support economic development and provide connectivity with domestic and global markets.

The South Price Road Corridor is an intense employment area with many of its employees living in the Chandler community. While employees may desire options for commuting to work, currently, high tech employers along the South Price Road Corridor are not connected by a trail system as development has largely been designed as isolated campuses.

1.3 Connecting People and Places Policy Considerations

Residents desire the ability to walk and bicycle safely from neighborhood to neighborhood and from home to shopping, parks, schools, and work. Policies that promote streets for people can provide corridors designed for safe and efficient access to a multitude of users.

Streets

- a. Plan transportation improvement and capacities that support land uses and intensities. (pages 37, 63)
- b. Design and maintain Chandler's street hierarchy. (page 41)
- c. Provide a comprehensive street network that allows residents to get to the regional freeway efficiently.
- d. Emphasize transportation safety. (page 38)
- e. Discourage through traffic in neighborhoods. (pages 38, 41)
- f. Continue to develop an integrated multimodal transportation system. (pages 38, 52)
- g. Strive to achieve efficient truck routes. (page 38)

- h. Identify designated routes for freight movement within the city, taking advantage of rail opportunities as well as Loop 101, Loop 202, and I-10 to connect regionally and protect the city's arterial system for convenient local access.

Transit

- i. Ensure the transit system serves employment corridors and Growth Areas.
- j. Prioritize the extension of future transit options that connect residents with employment corridors.
- k. Continue to study and expedite high-capacity transit corridor connections in the Phoenix Metro area with connections to Downtown Chandler, the Chandler Airpark, South Price Road Corridor, and Phoenix-Mesa Gateway Airport. (page 37)
- l. Support passenger rail between Tucson and Phoenix, as may be appropriate, to improve mobility for Chandler residents and to support business development.
- m. Develop internal transit that connects lower-density neighborhoods to Downtown Chandler and other activity centers. (pages 37, 41)
- n. Connect high-capacity transit to regional high speed rail.

Sidewalks, Trails, and Bikes

- o. Detach sidewalks, trails, and bike lanes along arterial roadways to enhance the safety of walking and biking, as appropriate.
- p. Encourage block size limits that are conducive to walking.
- q. Implement techniques and technologies that result in safe pedestrian crossings.
- r. Consider a pedestrian/bicycle trail system that connects the various campuses and integrates users within the South Price Road Corridor, extending from Ocotillo to the Chandler Fashion Center and hospital area.
- s. Provide arterial medians that act as safe zones for crossing pedestrians (e.g., reimagined North Arizona Avenue intersections).
- t. Encourage public-private partnerships that expand and co-locate pedestrian and bicycle opportunities within existing canals and utility corridors, as appropriate.
- u. Enhance pedestrian access to parks within and between neighborhoods.
- v. Utilize retention basins along street corridors as open space linkages by adding amenities such as trails, seating, and shade areas.
- w. Provide dedicated bicycle paths to allow connectivity between neighborhoods, parks, and schools for families to safely ride without having to traverse on arterials or collector streets.
- x. Identify roadways that should incorporate and accommodate bicycle lanes and continue to provide bicycle lanes for commuters.
- y. Encourage establishment of a bicycle sharing program with bicycles located strategically throughout the city (e.g., activity centers, transit hubs) for residents and visitors use.

Building a World-Class Economy

Chandler has developed a reputation as a high tech community that will continue to attract knowledge-based employers and employees who will desire a more urban environment. While the aforementioned Growth Areas are all economic drivers, with limited land resources, redevelopment of

obsolete sites and the development of vacant property may lead to new economic development opportunities.

The 2008 General Plan placed an emphasis on the concept of *innovation zones*: hubs where research and industry intersect and benefit from close proximity to each other. While the concept may still be valid today, the General Plan Update policies for consideration shifts the focus to attracting knowledge-based companies that have a synergistic relationship to each other. Universities and research institutions, for example, would be a component of this revised policy focus.

1.4 Building a World-Class Economy Policy Considerations

- a. Continue to target and attract businesses to Chandler's strategic Growth Areas.
- b. Continue to emphasize business retention and expansion as part of the city's economic development strategy. (page 31)
- c. Protect resources (e.g., land, water) to support changing industry trends.
- d. Improve the city's jobs-to-housing ratio with a long-term goal to exceed the county's average jobs-to-housing balance. (page 31, 71)
- e. Continue to develop and attract destination tourism, entertainment, and recreation events and facilities.
- f. Continually improve the development review processes to support a strong business climate.
- g. Ensure adequate infrastructure (e.g., telecommunications, power, water) is available to support business expansion.
- h. Continue to develop a strong labor force to meet business needs.
- i. Encourage development and attraction of higher education partnerships with school districts, libraries, and universities to support economic development and life-long learning opportunities.
- j. Encourage knowledge-based industries. (page 20)
- k. Continue to focus on attracting companies with high wage, quality jobs. (page 30)
- l. Promote linkages between business and the state's universities and community colleges to support labor force needs. (page 48)

Healthy Chandler

Research has shown that there is direct link between the built environment and the incidence of chronic health issues such as obesity, asthma, diabetes, and heart disease. Identifying community health as a priority allows Chandler to consider the effects of future decisions on growth and development.

Chandler has been dedicated to developing a comprehensive parks and recreation program for the last 30 years. This commitment is key to providing recreation activities that help to promote an active lifestyle and community wellness. Chandler's neighborhood planning policy has included the development of a park and/or school in every square mile. A community health focus, however, goes beyond maintaining an outstanding park system and encourages developing other amenities to promote the health of Chandler's residents, such as encouraging community gardens and ensuring access to healthy food.

1.5 Healthy Chandler Policy Considerations

- a. Encourage the access to a healthy food supply and nutrition.
- b. Promote the development of and access to farmers' markets and community gardens.
- c. Support local food production, processing, distribution, and consumption.
- d. Add shade and heat-beating amenities to recreational areas and pathways to encourage walking and outdoor activities.
- e. Promote land use projects that incorporate local food sourcing as an integrated component.

Conservation, Rehabilitation, and Redevelopment

As Chandler matures, the need for redevelopment and rehabilitation become more critical. The community is aging and ensuring that housing sites, business and industrial sites, commercial centers, as well as public buildings are maintained over time is critical. Addressing slum and blight will be increasingly important as Chandler continues to experience change. The city of Chandler recently completed the *FY2015-2019 HUD Consolidated Plan* that provides a framework for housing, homelessness, community development, and economic development activities over a five-year period. This document is updated every five years.

1.6 Conservation, Rehabilitation, and Redevelopment Policy Considerations

- a. Consider densities higher than 18 dwelling units per acre for redevelopment projects located within the Infill Incentive District when the site is not located next to existing residential developments with lower densities or when the project can transition to existing lower densities. (4-Corner Retail Committee)
- b. Continue to administer flexibility in site development standards whenever possible without sacrificing quality or safety in order to facilitate adaptive reuse or redevelopment of sites located within the Infill Incentive District. (4-Corner Retail Committee)
- c. Continue to support the redevelopment of underutilized commercial properties to residential and/or office uses through the Infill Incentive Plan and higher densities. (4-Corner Retail Committee)
- d. Facilitate adaptive reuse of vacant or underutilized buildings/properties to create opportunities for new housing and business development.
- e. Target diversified redevelopment of vacant, underutilized commercial/retail properties.
- f. Protect Chandler's historical architectural "gems" and integrate with new, modern façades.
- g. Implement the policies outlined in the adopted *FY2015-2019 HUD Consolidated Plan* and annual Action Plans as well as subsequent updates.
- h. Promote preservation, maintenance, and improvement of properties. (page 73)
- i. Develop community awareness of historical and cultural identity. (page 73)
- j. In concert with neighborhoods and property owners, address treatment of and/or elimination of alleys. (page 77)

Guiding Principle 2: Focused Stewardship

Core Value: Protect Chandler’s resources to sustain the community’s continued progression and maturation.

Conservation and Environmental Planning

As Chandler’s remaining vacant lands are converted to urban use, continued responsible stewardship of the community’s natural resources is increasingly important. Many of the environmental concerns facing cities today (e.g. air quality, water quality, watershed protection, and flood control) extend beyond municipal boundaries. This requires collaboration and cooperation with every level of government and surrounding entities to achieve goals. A clean, attractive, and healthy environment contributes to community vitality through enhanced property values and attraction of desirable businesses. Safeguarding our natural resources is a critical step to Chandler’s long-term quality of life.

ELEMENTS COVERED IN FOCUSED STEWARDSHIP

Conservation
Energy
Environmental Planning
Land Use
Public Services and Facilities
Water Resources

2.1 Conservation and Environmental Planning Policy

Considerations

- a. Address mitigation of the urban heat island effect, specifically relating to the impacts on the health of residents.
- b. Support regional air quality policies and efforts that improve air quality and help to protect human and environmental health.
- c. Conserve, protect, and enhance cultural resources.
- d. Utilize and implement creative applications for solar technology.
- e. Provide for relief from the built environment through the acquisition and maintenance of open areas and natural settings.
- f. **Minimize flood hazards to people and property. (page 103)**

Meeting Evolving Energy Needs

Like other public infrastructure, ensuring adequate energy resources to meet current and future demand is critical. The city is primarily served by SRP, with the exception of a portion of Downtown Chandler that is served by APS. The city has had a good collaborative relationship with both utility providers to ensure power needs are met. 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 Chandler residents and businesses. Responsible use and development of energy supports city goals of improving the community’s quality of life and continued economic vitality.

2.2 Meeting Evolving Energy Needs Policy Considerations

- a. Work toward reducing the overall carbon footprint of residential, commercial, industrial, transportation, and municipal operations.

- b. Identify corridors to co-locate new utilities, such as existing utility corridors, railways, canals, and transportation routes.
- c. Incentivize desert-wise and energy-efficient technologies and materials.
- d. Support use of alternative power sources and technologies.
- e. Promote energy conservation and efficiency through education and development standards. (pages 97, 100)
- f. Continue to be a leader in energy efficiency practices. (pages 98, 100, 125, 128)

Ensuring Future Water

The city of Chandler has been diligent over the years of updating its water planning efforts to ensure the availability of a long-term sustained water supply for anticipated land uses. The 2008 *Water, Wastewater, Reclaimed Water Master Plan Update* aligned with and built upon the existing General Plan themes of economic development and revitalization.

The city has initiated a study to revisit the current utility water demand projections and incorporate updated information. This current update will be coordinated with this General Plan Update. Current projections indicate water use to Chandler’s build-out population of 84.1 million gallons per day (MGD), with a firm supply of 87.7 MGD to meet projected demand at build-out. The demand will be reviewed based upon new land uses or more intense land uses in the Growth Areas.

As a result of comprehensive water management planning, the city has established the following:

- Diversified water supplies
- Water conservation program
- Water conservation ordinances
- Reclaimed water program
- Redundant well program
- Underground storage and recovery program

The city of Chandler recently adopted a Water Allocation Policy (May 2015, Ordinance No. 4634).

This is the first such policy in the state of Arizona. With the development of new high tech employers that are also high volume water users, the city determined that it was necessary to manage these users to protect the water supply. The policy is designed to manage high water users, setting up a three-tier program. Based on the results of the water demand update it was projected that the city has sufficient supplies to meet build-out demands if future demands are proactively managed, future commercial and industrial demands reflect today’s planning expectations, and new high volume users are evaluated to ensure the city receives the most benefits possible for a large water allocation. The city also has a Drought Management Plan to ensure that the basic water needs for Chandler residents and businesses will be met during extreme water shortages.

Since the adoption of the 2008 *Water, Wastewater, Reclaimed Water Master Plan Update*, the city built a new lift station and dual force mains to deliver wastewater from West Chandler to the Ocotillo

Water Reclamation facility. This new construction will allow the city to send wastewater to the Ocotillo facility rather than to the Lone Butte Wastewater Treatment Facility on the Gila River Indian Community. When water is sent to Lone Butte, the city does not receive groundwater credit or recharge credit. The city did extend the Lone Butte Wastewater Treatment Plant agreement until 2027, which was scheduled to expire in 2017. This gives the city flexibility for water treatment options.

2.3 Ensuring Future Water Considerations

- a. Continue to use land use data to inform water demand projections and analysis.
- b. Continue to evaluate practices of communities within the region and compare/contrast with respect to unit demands and water demand development.
- c. Identify and implement data gathering and analysis of consumptive water use per land use by leveraging smart meters.
- d. Facilitate more frequent and semi-automated water demand updates.
- e. Proactively manage remaining water allocations through build-out.
- f. Expand use of gray water/reclaimed water.
- g. Incentivize expanded use of desert-sensitive, water-wise landscaping.
- h. Implement and annually review (and update, if needed) the Water Allocation Policy.
- i. Continue to monitor water supplies and water use, updating data as changes are realized.
- j. Continue to promote water conservation practices, conserving water during normal supply years to assure available supplies during emergencies and/or drought.
- k. Continue to work with SRP and others to assure that the city's recharge sites are managed and protected for future need.
- l. Continue to monitor water demand and wastewater flow projections to assess existing infrastructure and planning for future expansions and improvements.
- m. Periodically analyze Growth Area development for changes in water and wastewater projections and impact on existing infrastructure.
- n. Strive for the highest possible water quality. (page 109)
- o. Continue to require water use plans from prospective high water users. (page 111)

Guiding Principle 3: Strong Community Foundation

Core Value: Develop and maintain safe, state-of-the-art community infrastructure.

Exceptional Public Services and Facilities

Chandler has been dedicated to ensuring that its residents have quality services and facilities to meet current and future needs. Proactive planning has positioned the city effectively to construct infrastructure as needed rather than being reactive. However, as the city continues to mature, the focus will begin to shift from building new facilities to maintaining and replacement of infrastructure over time. Additionally, continuing to maintain public services in a mature community focused on infill creates a different set of challenges than one that is growing and expanding in land area.

Chandler's Police Department is progressive and actively implementing new policing practices and community services. According to its 2013-14 annual report, the department: implemented a new crime fighting strategy based on predictive policing and crime suppression; increased social media presence; and enhanced the city's community-based crime prevention initiatives (through programs such as GAIN, Citizen Academy, and Rape Aggression Defense). In 2014, the department conducted a 20-year facilities assessment to define effective utilization of existing police facilities and identify new facilities required to fulfill future and unmet needs. Additionally, the Chandler Volunteers in Policing Services program was recognized with a national award from the International Association of Chiefs of Police and Wilmington University. Volunteers log thousands of service hours resulting in labor savings costs for the department.

The Fire, Health and Medical Department is on the forefront of the ever-changing landscape of fire service. In 2014, the department undertook a collaborative effort between management and labor to reinvent the way they respond to calls, treat patients, and transport patients to advanced medical facilities. According to its 2014 annual report, the *Treat and Refer* pilot study demonstrated the benefits of empowering paramedics to give patients multiple treatment options in the field. An ambulance dispatch pilot study increased efficiency and resource availability by dispatching ambulances only when needed as opposed to automatically on every call. The department also developed the Partnership for Learning in Safe Environments (L.I.F.E.) to provide fire education and code inspections in schools. Volunteers contributed 14,000 hours to community outreach.

ELEMENTS COVERED IN STRONG COMMUNITY FOUNDATION

Cost of Development
Public Buildings
Public Services and Facilities
Safety

In 2012, Chandler was rated by Business Insider magazine as the ninth safest city in the U.S. with a population over 200,000. The city attributes its success to its highly-talented and dedicated employees, support its elected officials, and support from the community.

3.1 Exceptional Public Services and Facilities Policy Considerations

- a. Prevent crime through enhanced crime fighting strategies and education.
- b. Continue to employ evidence-based community policing strategies.
- c. Develop and implement facility master plans.
- d. Incorporate design principals and guidelines to enhance safety through design.
- e. Consider connectivity in all site planning and residential developments to provide for adequate egress and ingress for public safety.
- f. Continue proactive public safety education and outreach to schools and the community.
- g. Continue to proactively address public safety response to changes in types of development.
- h. Update and maintain emergency management plans and standards. (page 133)
- i. Ensure public services meet community needs at build-out. (page 115)
- j. Maintain excellent crime prevention and law enforcement. (page 115)
- k. Continue to strive for effective response times for emergency services. (page 115, 133)
- l. Recognize changing demographics in meeting public facility and service needs. (page 120)
- m. Support cultural enrichment through programs and facilities such as performing arts, museums, and historic preservation. (page 120)

State-of-the-Art Public Buildings

The city maintains an annually-funded capital improvement plan for repairs and maintenance of city buildings. Building assessments are completed internally for cosmetic improvements, including paint and carpet, while facility managers address structural improvements (e.g., re-glazing, caulking windows, safety issues, security cameras, etc.).

3.2 Public Buildings Policy Consideration

- a. Prepare and implement a long-range plan that addresses major capital improvements, such as plumbing replacement, fire protection, building replacement, or obsolescence issues for all city buildings.
- b. Employ capital improvement strategies that reduce operational and maintenance costs and promote the utilization of renewable energy.
- c. Coordinate with schools to monitor and address population growth, change, and site location.
- d. Distribute public buildings and services to maximize service to residents and visitors. (page 125)
- e. Ensure safety of public buildings. (page 125, 128)
- f. Provide full Americans with Disabilities Act (ADA) accessibility to city facilities. (page 125)
- g. Partner with school districts in adapting existing buildings for alternative uses. (page 125, 128)
- h. Maximize share-use facilities with schools. (page 125)
- i. Provide a progressive, diverse library system. (page 126)

Financial Sustainability

Cities have struggled to maintain financial sustainability during the Great Recession. Compounding this struggle have been recent legislative changes to impact fees and the calculation of taxable property values (Proposition 117) while additional attempts threaten to further impact local

government coffers (including changes to the method of assessing construction sales taxes as well as efforts to eliminate the collection of sales taxes on residential property). The cost of development element requirement is intended to establish general guidelines to ensure that new development pays its fair share of associated costs related to public service needs.

3.3 Financial Sustainability Policy Consideration

- a. Continue to require new development contributes to or pays towards needed public services and continually evaluate new development's share of public service responsibility.
- b. Evaluate and update impact fees every two years.
- c. Evaluate the implications of land use decisions on the city's long-term fiscal sustainability.
(page 82)