

Land Use Element

The Land Use element discusses the types of land uses needed in the city and recommends how they should be arranged. The urban village model is the desired urban form for the city. There are 14 urban villages.

Urban form: provide opportunities for a wide range of housing, employment, shopping, entertainment and recreation in each village to create a sense of community within the larger city.

Five urban village components:

- ❑ **Core:** central focus for the village with a pedestrian-oriented mix of land uses.
- ❑ **Neighborhoods:** the residential areas forming the major land use of each village and the neighborhood retail and other services supporting them.
- ❑ **Community services:** retail and other services supporting a cluster of adjacent neighborhoods.
- ❑ **Regional services:** land uses such as stadiums, airports, or universities that attract people from outside the village. Some regional services are too large or non-pedestrian friendly to locate in village cores.
- ❑ **Open space:** natural and man-made open spaces such as mountain preserves or Papago Park that protect the environment and provide recreational opportunities for residents of more than one village.

Employment and population balance: distribute jobs and housing to each village to maximize the opportunities to live and work in the same or adjacent villages.

Infill: create infill incentives districts and provide incentives for developing housing and supporting neighborhood services in these districts.

Mixed land use patterns: promote mixed land use patterns to minimize travel distances.

Integration of land use and transportation systems: minimize the adverse impact of the transportation system through integrated urban design.

Pedestrian-oriented development: design developments to be pedestrian-friendly regardless of location or density to reduce vehicular travel.

Transit-oriented development: design or retrofit development near transit centers and stations to promote safe and convenient access to buses and trains to increase ridership.

Incompatible land uses: protect residents from incompatible land uses.

County islands: annex county islands or ensure compatible development on county lands next to the city.

General Plan land use map and zoning conformity: ensure conformity of rezoning decisions with the General Plan land use map in accord with the policies described in Goal 11 in the Land Use element and the goals, policies and recommendations of other elements.

Village character: retain and enhance the unique character of each urban village.

INTRODUCTION

The purpose of the land use element is to define the urban form proposed for Phoenix and the need for and various relationships of residential, commercial, industrial, open space/recreation, and public and quasi-public land uses. It shows the general distribution and location for such uses on a land use map and includes standards of population and building intensity recommended for various land use categories either shown on the citywide land use map or discussed in the text. The land use maps by village shown in the text have summarized land use categories. The land use element also recommends the city's program for infill development. The land use element sets forth the goals and policies underlying the urban village model (the urban form adopted for Phoenix) and defines the components of the model. The Growth Area element addresses how Phoenix has and should grow as the dominant city in the center of the metropolitan area in order to retain its viability and quality. The Land Use element recommends how Phoenix should grow within its boundaries to have a rational urban form (the urban village model), promote infill, and be compatible with its neighbors. The six growth areas are reflected in the Land Use element in many ways. Adopted area plans are referenced in the Land Use element for five of the growth areas. Goal 3, Infill, is about the sixth growth area. Projections, policies and recommendations in Goal 2 relate to directing the bulk of growth in the next ten years into the growth areas and reference the growth area plans. The Land Use Map, considered part of the Land Use element, includes the adopted area plans for the five growth areas. Goal 12 on Village Character includes reference to the area plans or material from those plans in the character descriptions. This element should reflect changing land use trends and the impacts of technology in the electronic age that will influence work and commuting patterns.

LAND USE MAP

The citywide Land Use Map, published separately as a poster, is an integral part of the General Plan's Land Use element. There are 14 urban villages within Phoenix for which land use is shown on the map. Figure 1 shows the 14 urban villages. There are adopted area plans for all or part of some of those villages. Adopted area plans include North Black Canyon Corridor Plan, North Land Use, Estrella, Laveen, Rio Montaña, Baseline Area, East Camelback Core, 44th Street Corridor, Downtown Phoenix,

redevelopment plans for 15 areas, and 10 special planning districts. These areas vary greatly in size. These plans provide more detailed guidance on land use policies. All adopted area plans are listed by village and date on the back side of the Land Use Map.

The Land Use Map and related text with goals, policies and recommendations propose the best land use mix for the long-term benefit of the community. The map also reflects existing land use deemed likely to be long-term. The best land use mix often means preserving property for future use for more dense housing types, schools and parks, shopping, and employment uses since single-family development typically precedes these uses. Failure to create a long-term balanced land use mix makes it more expensive to provide public services and facilities and creates longer trips and more traffic congestion for residents. The land use map supports the urban village model as described in Goal 1 of this element.

STATE LAND PLANNING COORDINATION

In accord with Arizona Revised Statutes 9-461.05A of the Growing Smarter legislation, the city has entered into a memorandum of understanding with the State Land Department to coordinate planning in and around state lands in the northern part of the city. As those conceptual state land use plans are completed, the city's General Plan will be amended to include them.

COUNTY RESIDENT AND PROPERTY OWNER PARTICIPATION

County residents currently serve as members of village planning committees in outlying areas in which there are county islands. County residents and property owners participated in public meetings to prepare the Laveen, Estrella, North Black Canyon Corridor and North Area plans and have participated in commenting on the General Plan Update. It is the city's policy to include county residents and property owners in planning for any area in which they live or own property.

RESIDENT ATTITUDE SURVEY

The survey of resident attitudes conducted in early 2000 provides insight as to land use issues of concern. Accessibility to needs such as shopping and dining, entertainment and cultural activities, and

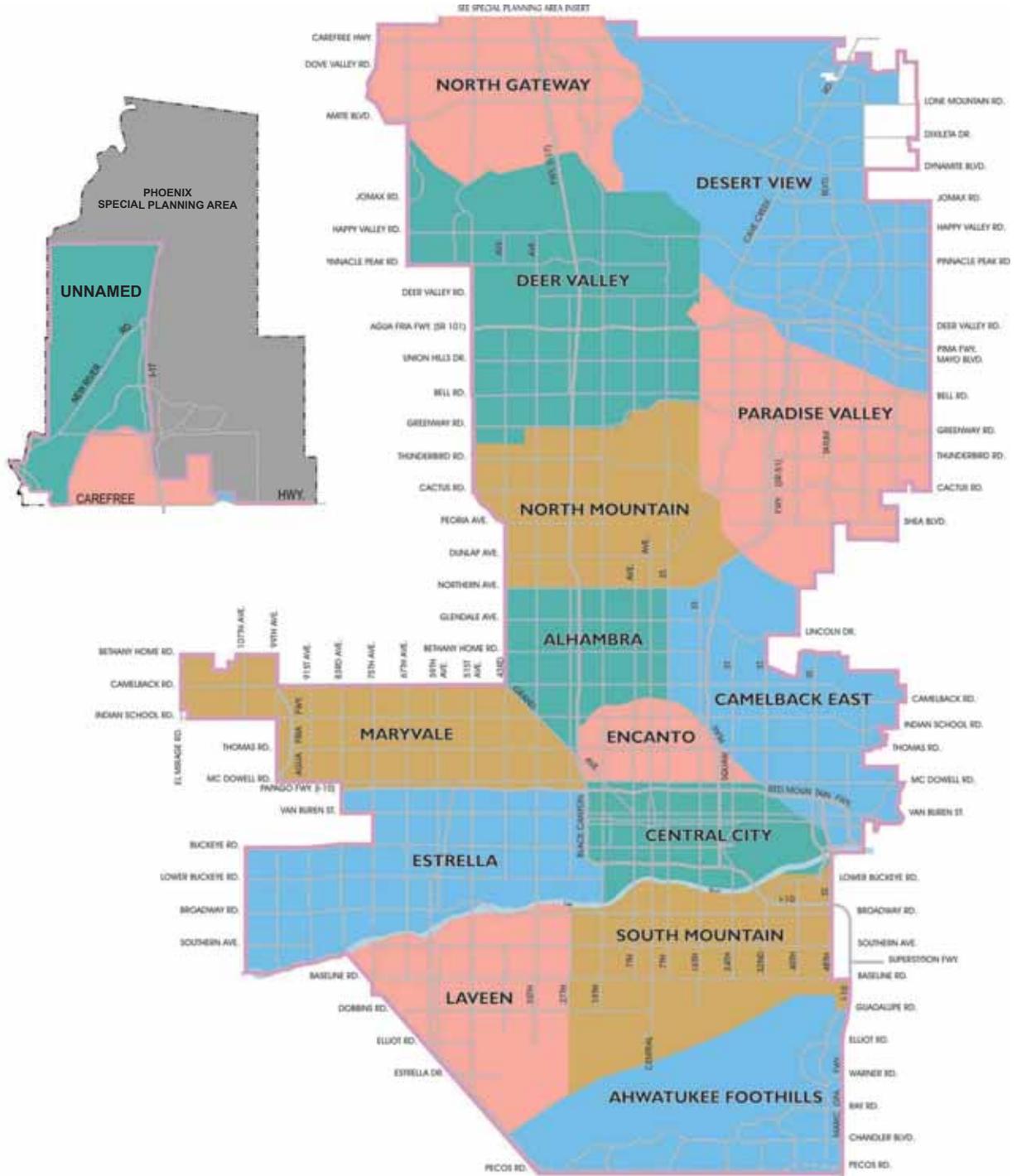


FIGURE 1
PHOENIX URBAN VILLAGES



jobs is one of the things most liked by Phoenix residents. The goals, policies and recommendations of the land use and circulation elements promote maintaining and increasing this accessibility. Residents were asked both open-ended and specific questions on what could be done to improve their neighborhoods. Under the specific questions, reducing dust and odors, increasing privacy of yards from shops/freeways, locating work places within a few miles of home, reducing cut-through traffic, and developing land toward the center of the city before land near the edge of the city all received a majority response as very important. These issues are addressed in the incompatible land uses and infill goals in this element and also in the Environmental Planning and Circulation elements.

COORDINATED LAND USES WITH ADJACENT JURISDICTIONS

Development of land use maps and policies must be coordinated and should be compatible with the existing land uses and proposed plans of adjacent cities (Scottsdale, Tempe, Chandler, Avondale, Tolleson, Glendale, and Peoria), towns (Cave Creek, Carefree, Paradise Valley, and Guadalupe), and the Gila River Indian Community to the extent feasible, consistent with all goals of the General Plan.

GOAL 1 URBAN FORM: GROWTH SHOULD BE STRUCTURED INTO A SERIES OF URBAN VILLAGES CHARACTERIZED BY THE FIVE COMPONENTS OF THE URBAN VILLAGE MODEL: CORE, NEIGHBORHOODS, COMMUNITY SERVICE AREAS, REGIONAL SERVICE AREAS, AND OPEN SPACE. (COMPONENTS ARE DEFINED IN MORE DETAIL IN THIS GOAL.)

The urban village model encourages major village-serving uses to be concentrated in one or two places, and thereby fosters interaction and reduces travel times and trips. It facilitates use of mass transit by providing a major destination. It allows urban, suburban, and even rural lifestyles to coexist within one village.

The term “village” is a misnomer if the adjective “urban” is omitted. These urban villages with future populations of 75,000 to 200,000 are larger than most cities. Yet, within a large metropolitan area, or even within a future city of over two million, urban villages offer a sense of community and identity.

Each urban village has a unique character while following the same form. The cores and other village components will differ in size, intensity, height, mix of uses, and character.

Urban villages, as contrasted with City Council districts whose boundaries change after every decennial census, have generally permanent boundaries. Typical boundaries are mountains, canals, freeways, or major streets. There should be greater continuity of land uses across boundaries such as major streets than across freeways.

Figure 2 shows the five urban village components.

The urban village model is based on seven principles:

Balancing housing and jobs: achieving a goal of 1.25 jobs to housing in most villages at maturity or buildout, taking into account the differences between central and suburban villages.

Concentrating intensity in village cores: creating a central focal point for services, shopping, higher-density housing and labor-intensive basic employment in each village.

Promoting the uniqueness of each village: celebrating the lifestyle and character, the unique identity of each village with its history, patterns of development, types of open space and facilities, and types of development from large lot and rural to mixed-use and urban.

Preserving and enhancing the quality of life in each village: protecting the historic character, unique amenities, open spaces, public facilities, and neighborhoods, and ensuring compatible new development.

Providing for a majority of resident needs within the village: allowing residents opportunities to live, work, play, shop, to receive health care and social services within their villages conveniently, and to access these activities by a multi-modal transportation system.

Directing urban planning through the village planning committees: promoting citizen involvement of village residents and workers in land use decisions affecting them through village planning committee recommendations to the Planning Commission and City Council.

Balancing economic impacts and land use decisions: promoting growth and revitalization in the best interests of the viable neighborhoods, the village as a whole and the entire city.

CORE

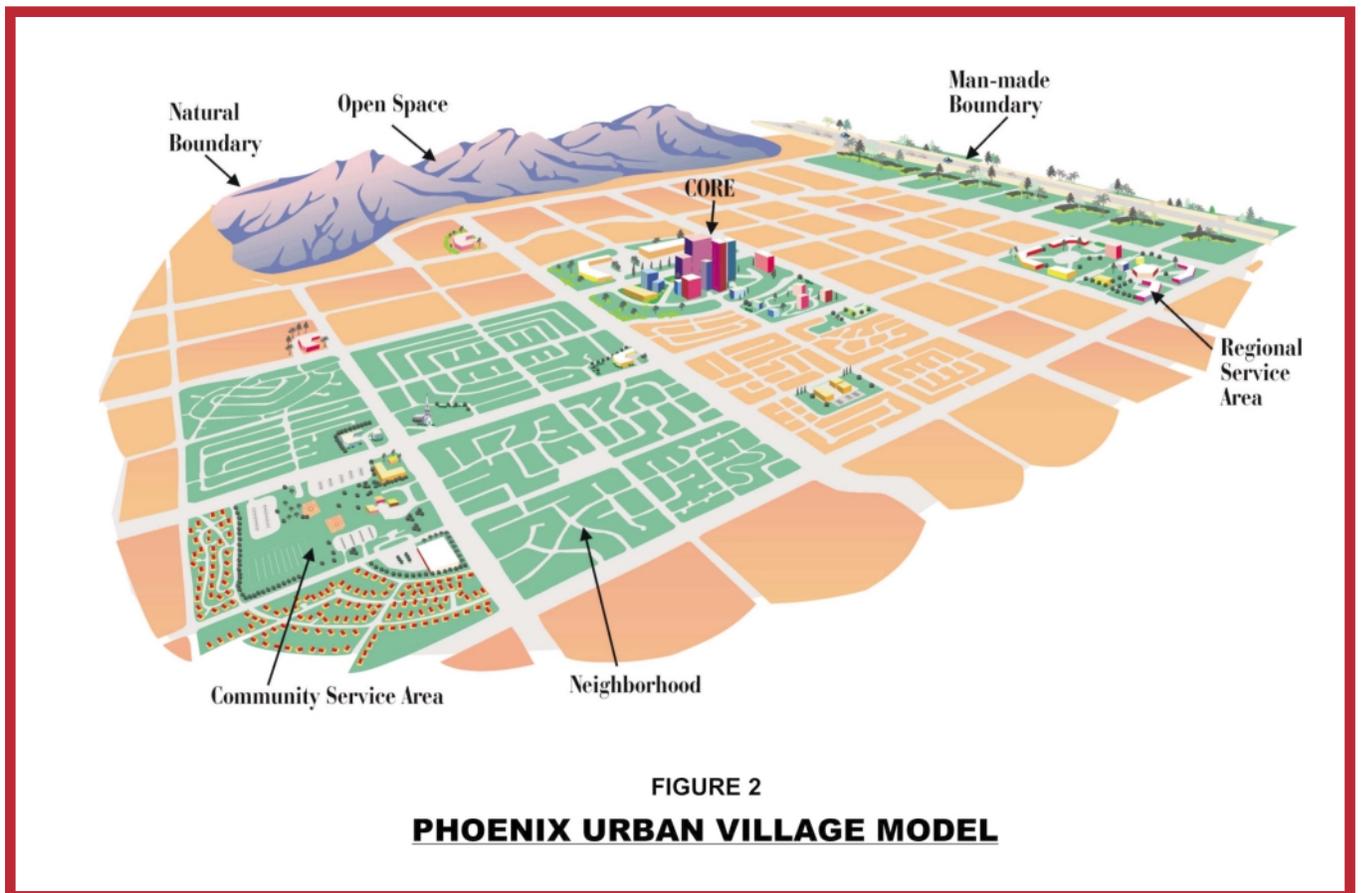
The core is intended to be the clearly identifiable central focus for the village. An ideal village core could contain as much as 50 percent of a village's basic employment (industry, corporate or regional office, communications, state, county, city, and federal government); 25 percent of its service employment (neighborhood, office and retail, and local government); and 50 percent of the multi-family housing units exceeding 15 units per acre. This would be less likely to occur in villages with a high average residential density or with large industrial areas. A core may include some regional-serving activities, such as special educational or cultural facilities, that are not duplicated in any or most other cores. Some villages have secondary cores. The secondary cores are older, established areas that cannot or should not achieve as much height or intensity as the primary core because of their limited size and surrounding development.

While village cores will vary in character and as to needs, they should all follow the same general policies.

Figure 3 is a photo of a mix of land uses in an established village core.



FIGURE 3 - Office, Hotel, Shopping and Theaters Located on One Site in Village Core



Core Policies:

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

Recommendations:

- A. Update or develop village core master plans to be incorporated into the General Plan or adopted as specific plans. The plans should provide the desired mixture of uses, separate vehicular and pedestrian traffic, reduce through-traffic when practical and desirable, and achieve a high level of integrated urban design. Major property owners and developers, staff, and citizen volunteers should cooperate to develop individual core plans based on the above principles and village plan policies. Village core master plans, and tools to implement them, should be developed to coordinate and integrate individual core developments.
- B. Consider extending the availability of the Urban Residential District to village cores where other development is similar in intensity, by amending the Zoning Ordinance. The Urban Residential District is a district in the Phoenix Zoning Ordinance which promotes high-density housing that may include small-scale retail or office uses on the first or second floor. It is very pedestrian-oriented. The district is available in portions of only two villages at present.
- C. Designate cores on the General Plan Summary Land Use Map in the future with mixed-use land intensity designations, as an alternative to a single land use color for a core or any other area in which a mix of land uses is desired, using the following classifications:

MU1. Office, hotel, and retail floor area ratio (FAR) of .5 and housing at 15 d.u. per acre or moderate intensity to be defined through more detailed plans or zoning. FAR means the percentage coverage of buildings on a site times the height in number of floors. A typical shopping center with surface parking is around .25. The higher the number, the more building square footage on a site.

MU 2. Office, hotel, and retail FAR of 1.0 and housing at 30 D.U. per acre or medium intensity to be defined through more detailed plans or zoning.

MU 3. Office, hotel, and retail FAR of 5.0 and housing at 60 D.U. per acre or high intensity to be defined through more detailed plans or zoning.

MU 4. Office, hotel, retail and housing without a density or FAR limit.

Any new designation would not be necessary for cores with adopted plans.

2. Encourage development of the taller and larger buildings in the center of the core and away from single-family and low-rise, multi-family housing.
3. Include a variety of land uses: office, retail shopping, entertainment and cultural, housing, hotel and resort, and where appropriate, some types of industry.
4. Provide a pedestrian environment with plazas, common open space, shaded walkways, separation of pedestrian and vehicular traffic, bicycle parking and vehicle parking in architecturally disguised structures or underground.

Recommendation:

- A. Develop transit facilities in each village core to facilitate trip reductions and use of mass transit.
5. Locate parking to the rear of uses to create a more pedestrian environment, when adequate shielding from noise and light can be provided to adjacent established neighborhoods. On-street parking in some areas may also promote a pedestrian environment.
6. Provide high quality urban design, and amenities that reflect the best of urban living at an appropriate village scale.
7. Continue the development of Central Avenue as the city's transit spine and the principal

street of Phoenix, concentrating the maximum intensity of commercial office and retail uses downtown. High-rise waivers may be granted as appropriate to implement this policy.

8. Reserve additional height for projects providing the best mix of uses, the most amenities and infrastructure improvements, and creating the least impact on adjacent land uses due to height, traffic, or view obstruction.
9. Support development of higher density housing in and adjacent to village cores when proposed development does not negatively impact existing stable neighborhoods. Community input as to need is encouraged.
10. Develop a process for designating secondary cores when appropriate.
11. Develop strategies for retrofitting developed cores to create an environment more friendly to pedestrians and more supportive of alternative transportation modes. These strategies should also create a more intense, mixed-use development pattern consistent with adopted core plans and the unique circumstances of each core. If core plans already include such strategies, the focus should be on implementing them.

Figure 4 is a map showing the general locations of all village cores.

Figures 5-18 show the boundaries of the individual village cores.

BENCHMARK/PERFORMANCE MEASURE: DEVELOP NEW MULTI-FAMILY HOUSING, JOBS AND/OR PUBLIC FACILITIES IN THE NEXT 10 YEARS IN CORES WHERE NEEDED.

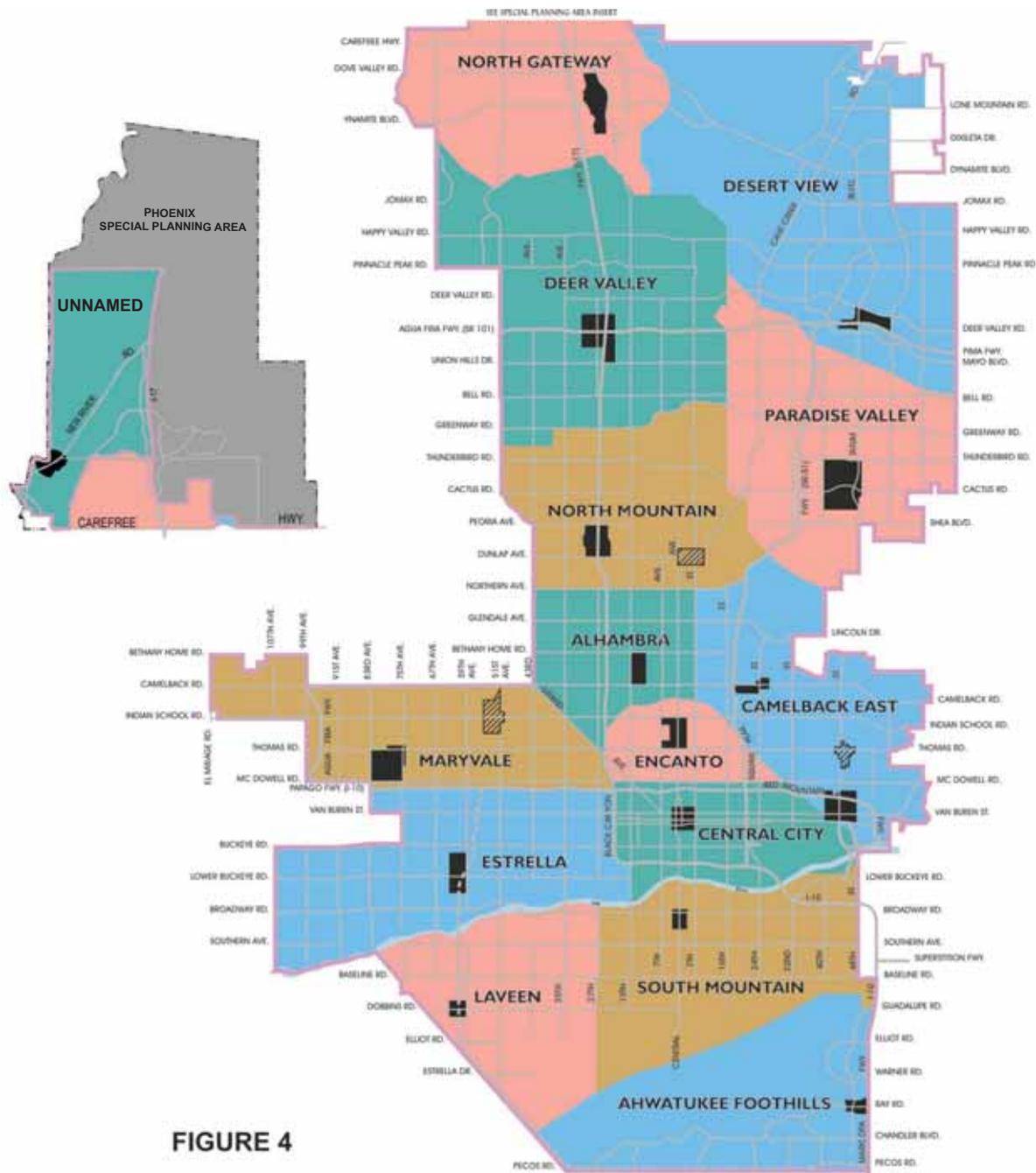


FIGURE 4
VILLAGE CORES

-  CORE
-  SECONDARY CORE



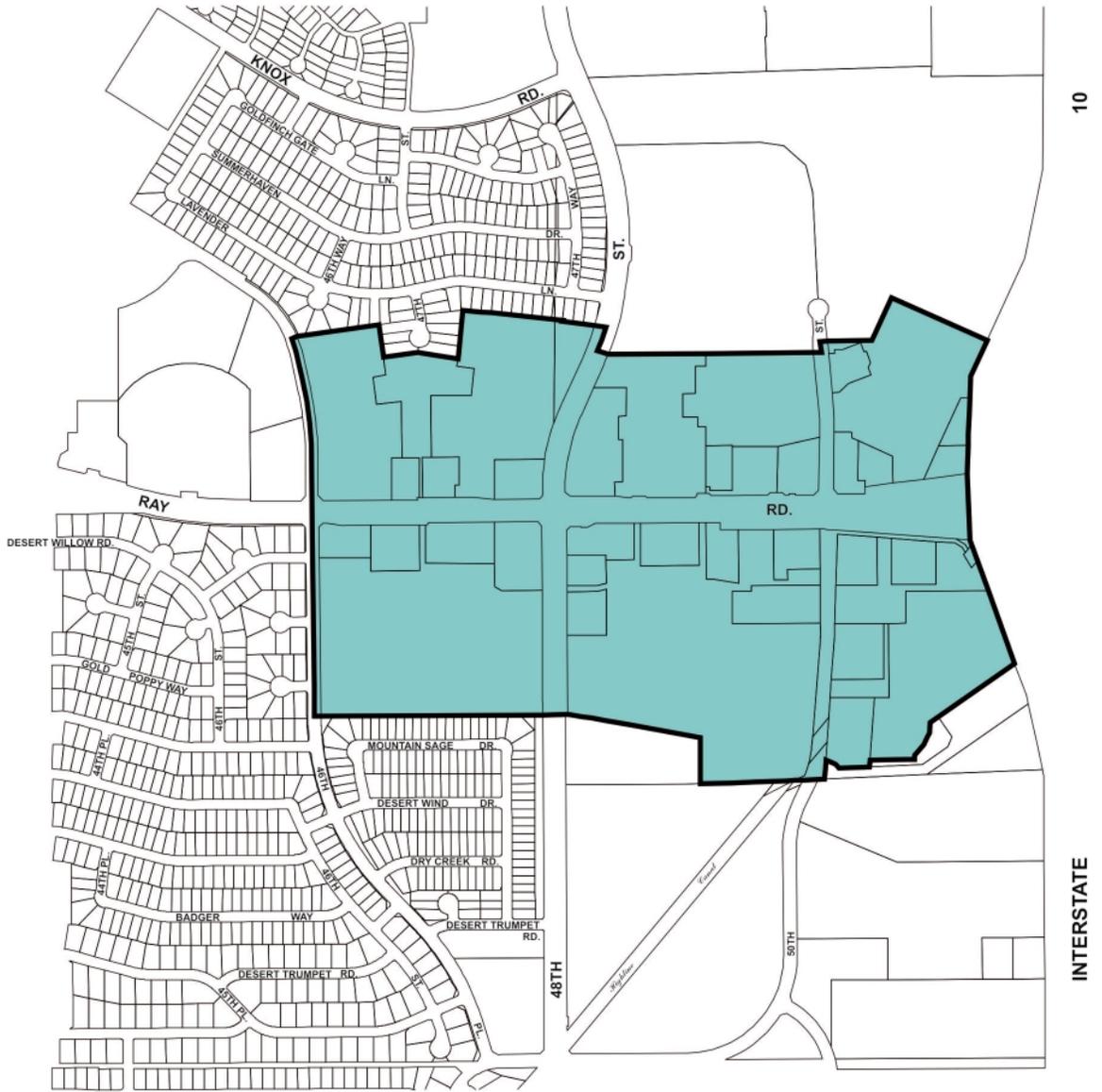
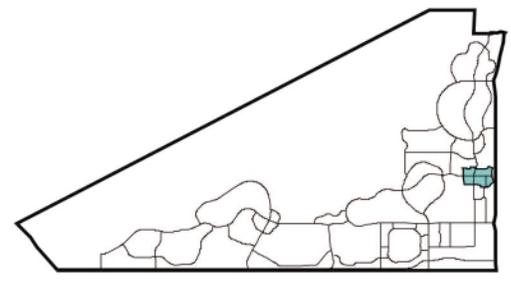


FIGURE 5
AHWATUKEE FOOTHILLS
VILLAGE CORE

 **CORE**



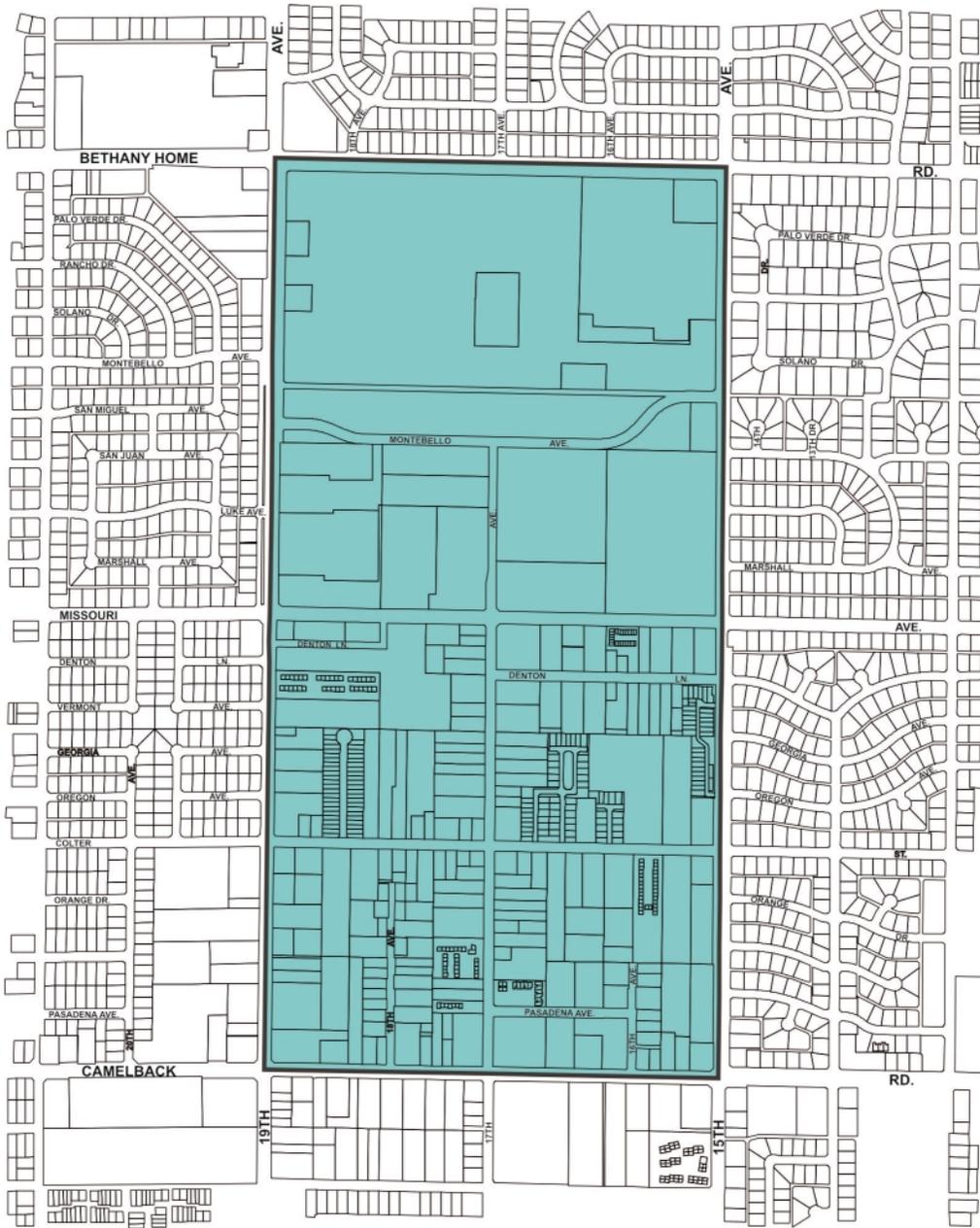
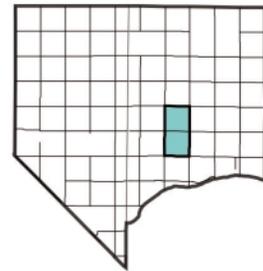


FIGURE 6
ALHAMBRA
VILLAGE CORE

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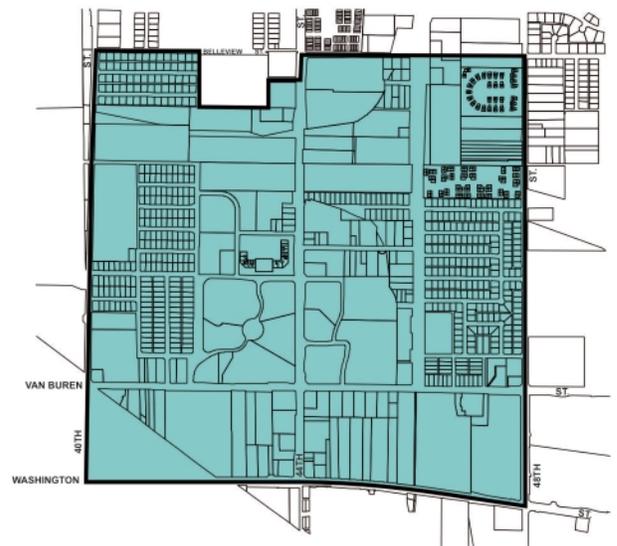
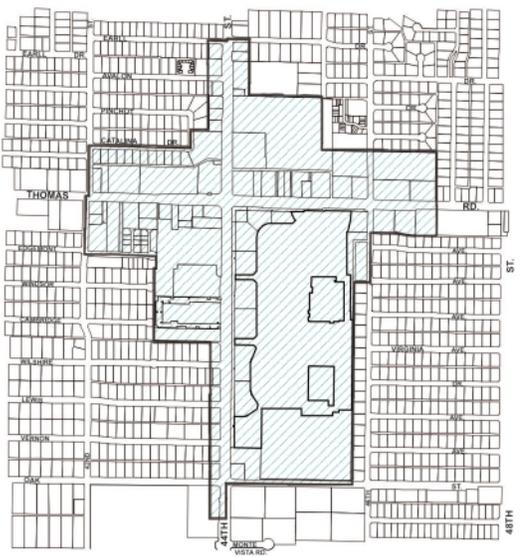
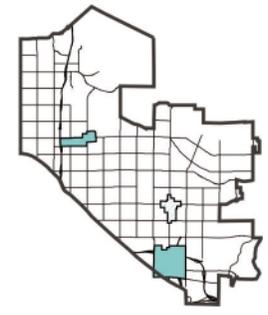


FIGURE 7
CAMELBACK EAST
VILLAGE CORE

 **CORE**
 **SECONDARY CORE**



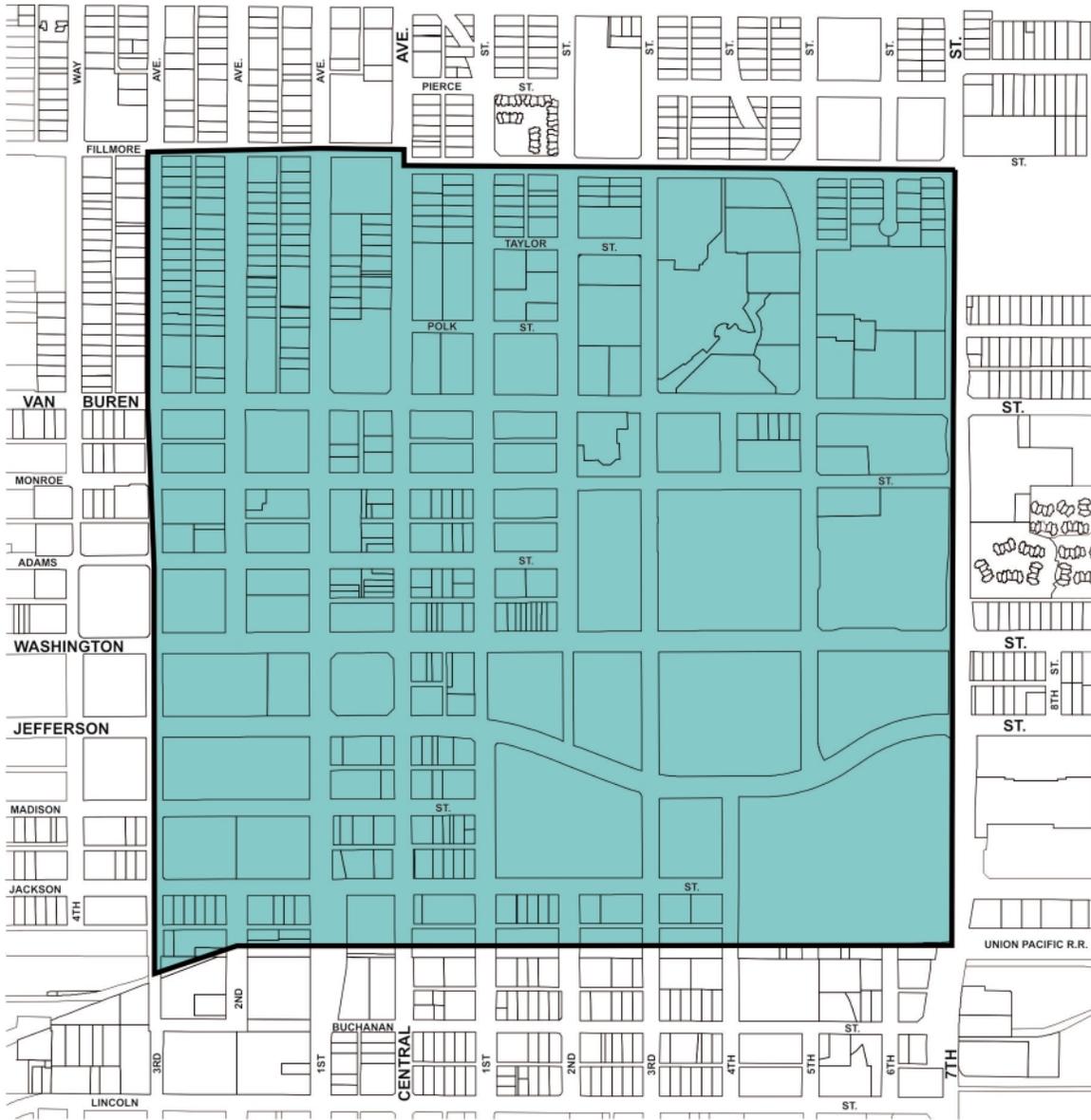
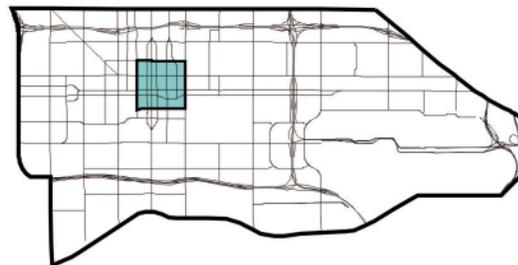


FIGURE 8
CENTRAL CITY
VILLAGE CORE

■ CORE



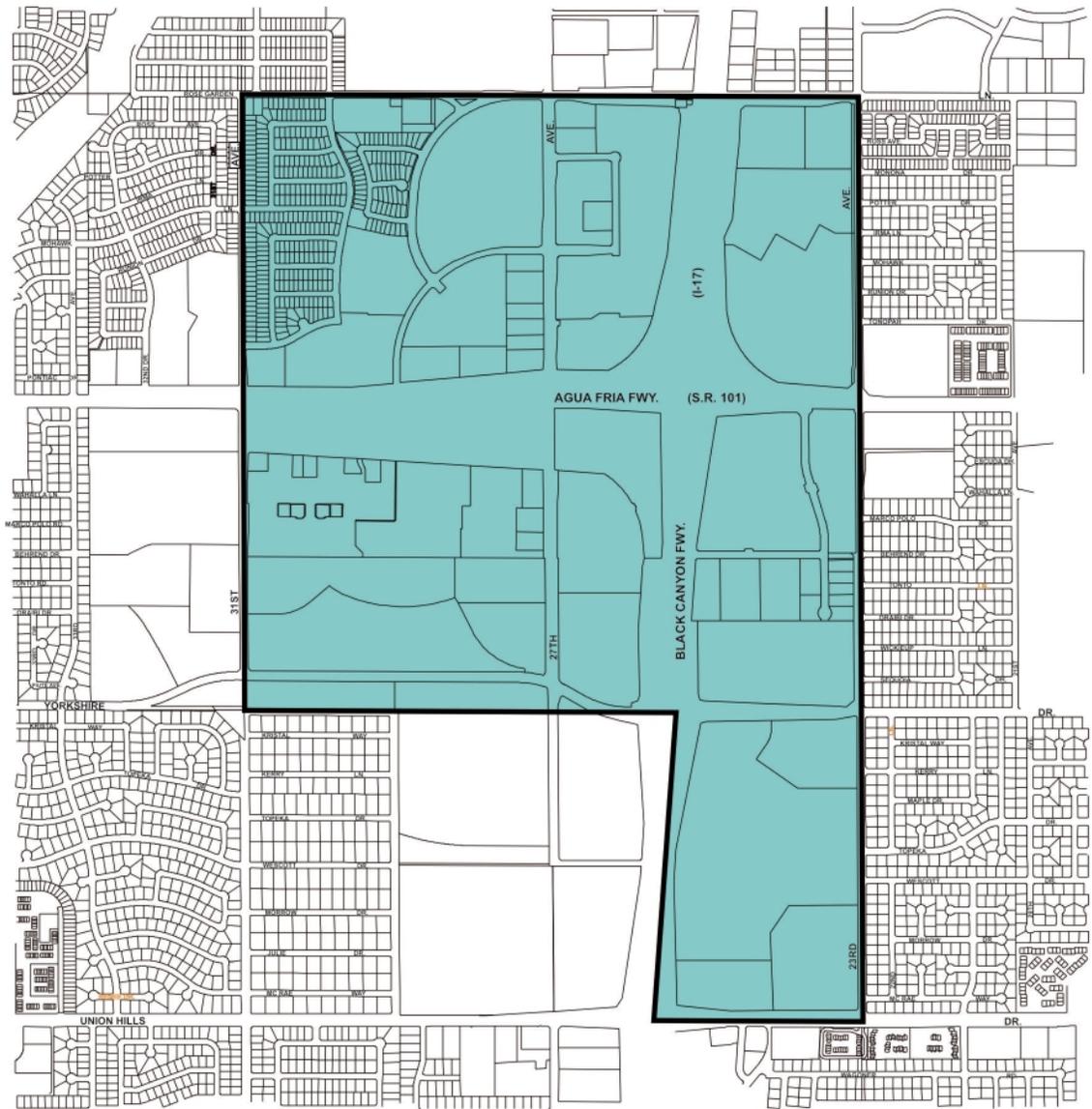
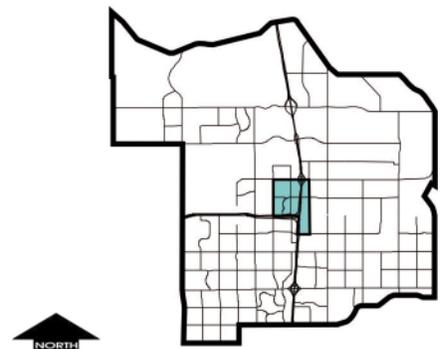


FIGURE 9
DEER VALLEY
VILLAGE CORE

 **CORE**



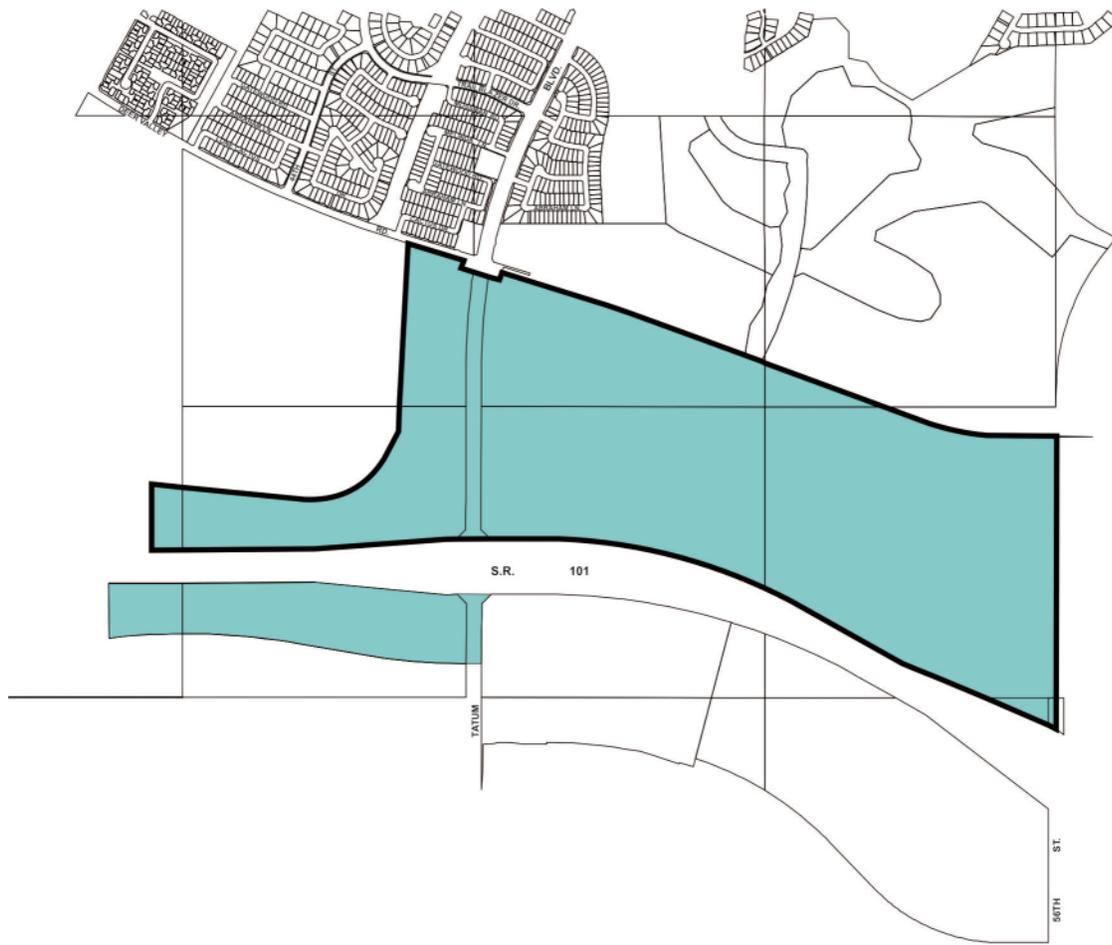
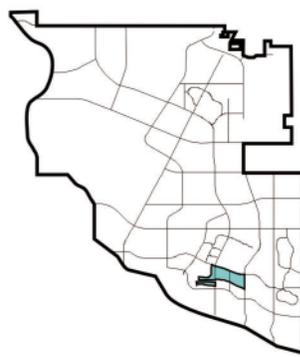


FIGURE 10
DESERT VIEW
VILLAGE CORE

 **CORE**



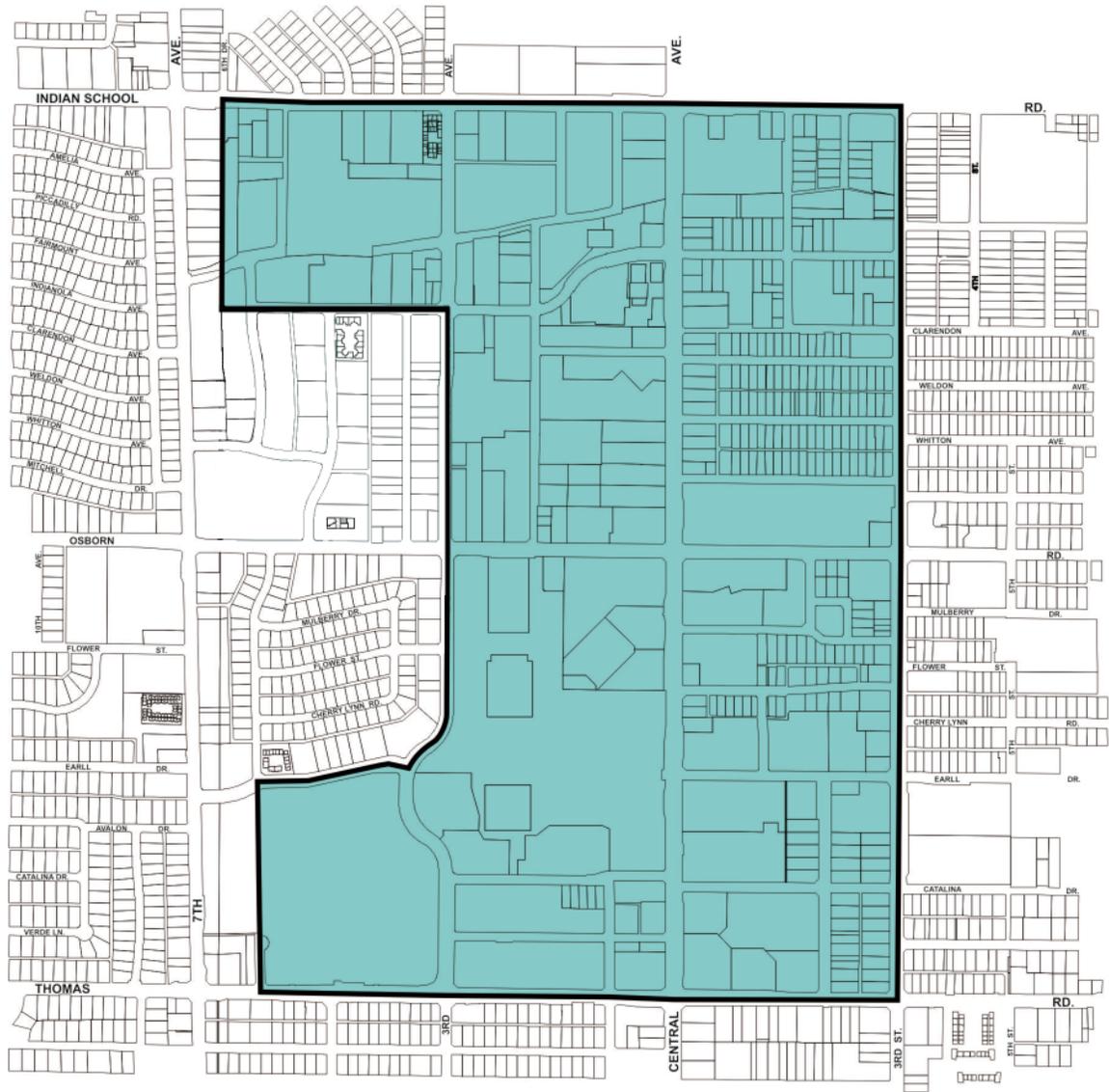
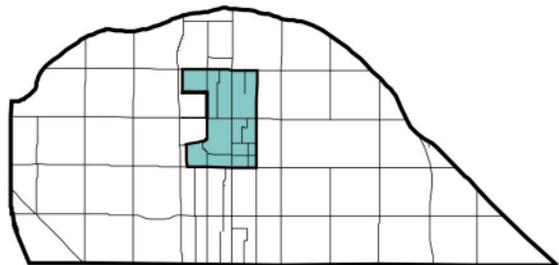


FIGURE 11
ENCANTO
VILLAGE CORE

 **CORE**



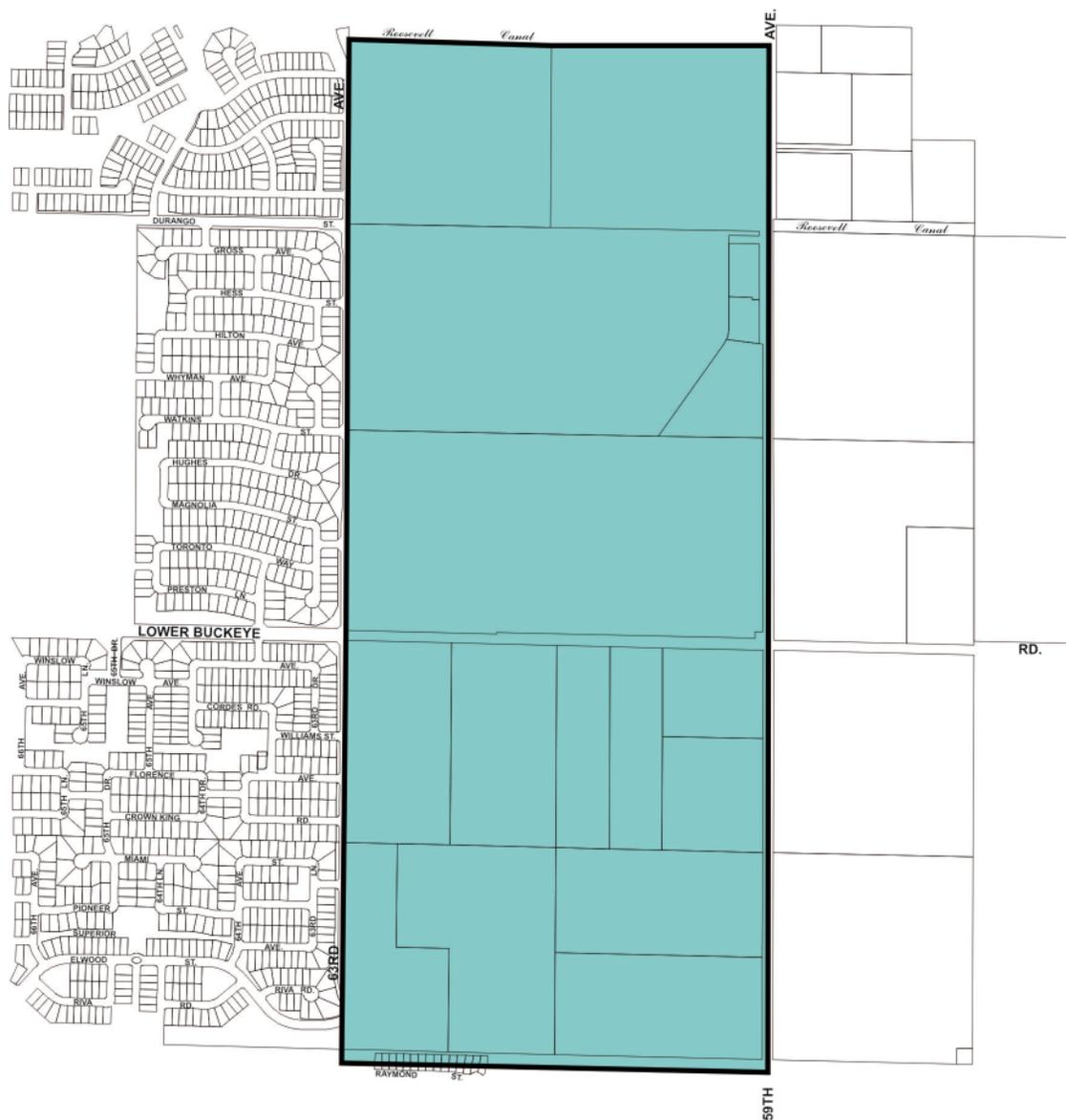
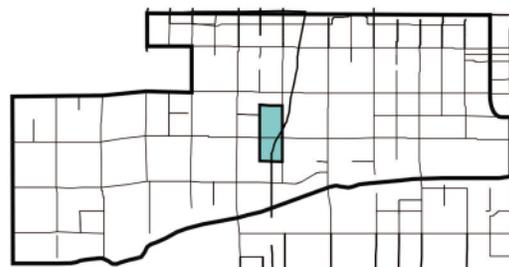


FIGURE 12
ESTRELLA
VILLAGE CORE

 **CORE**



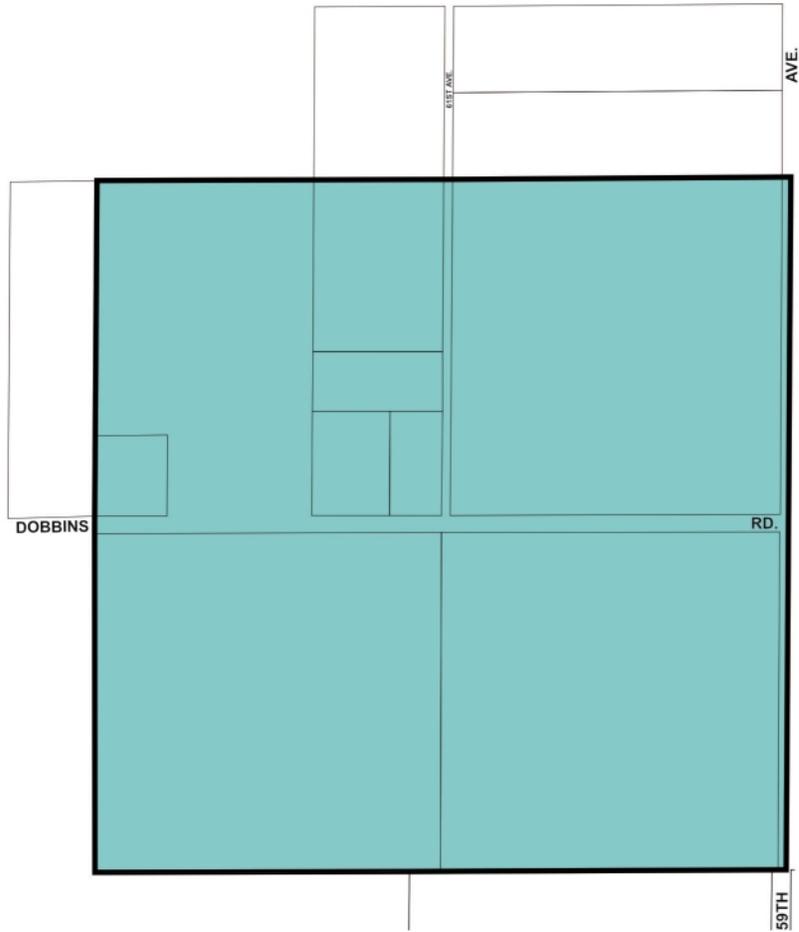
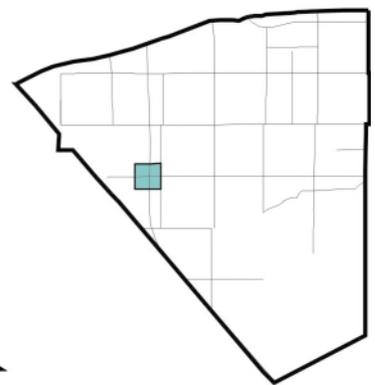


FIGURE 13
LAVEEN
VILLAGE CORE

 **CORE**



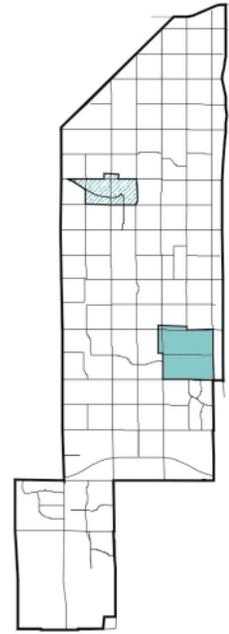
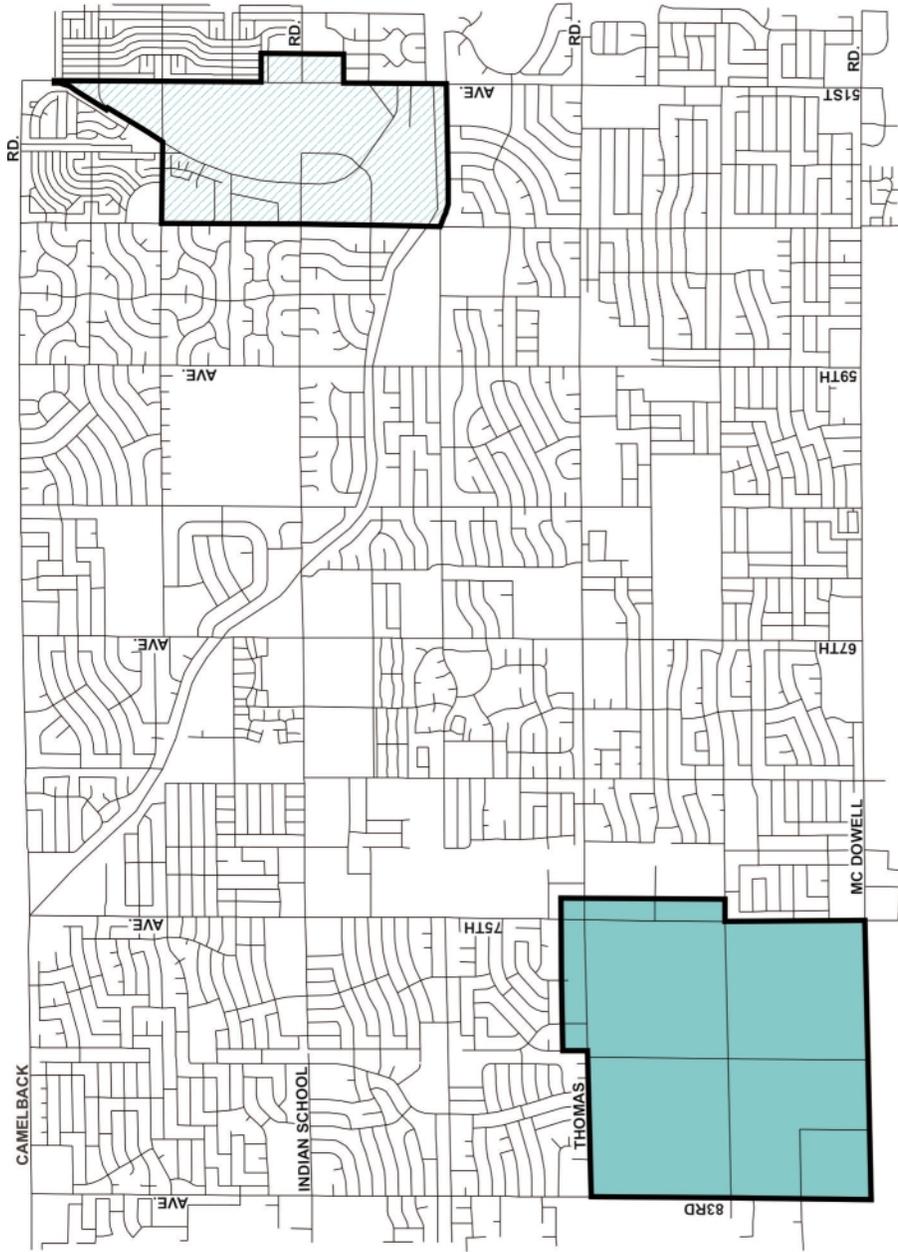


FIGURE 14

**MARYVALE
VILLAGE CORE**

- CORE
- SECONDARY CORE

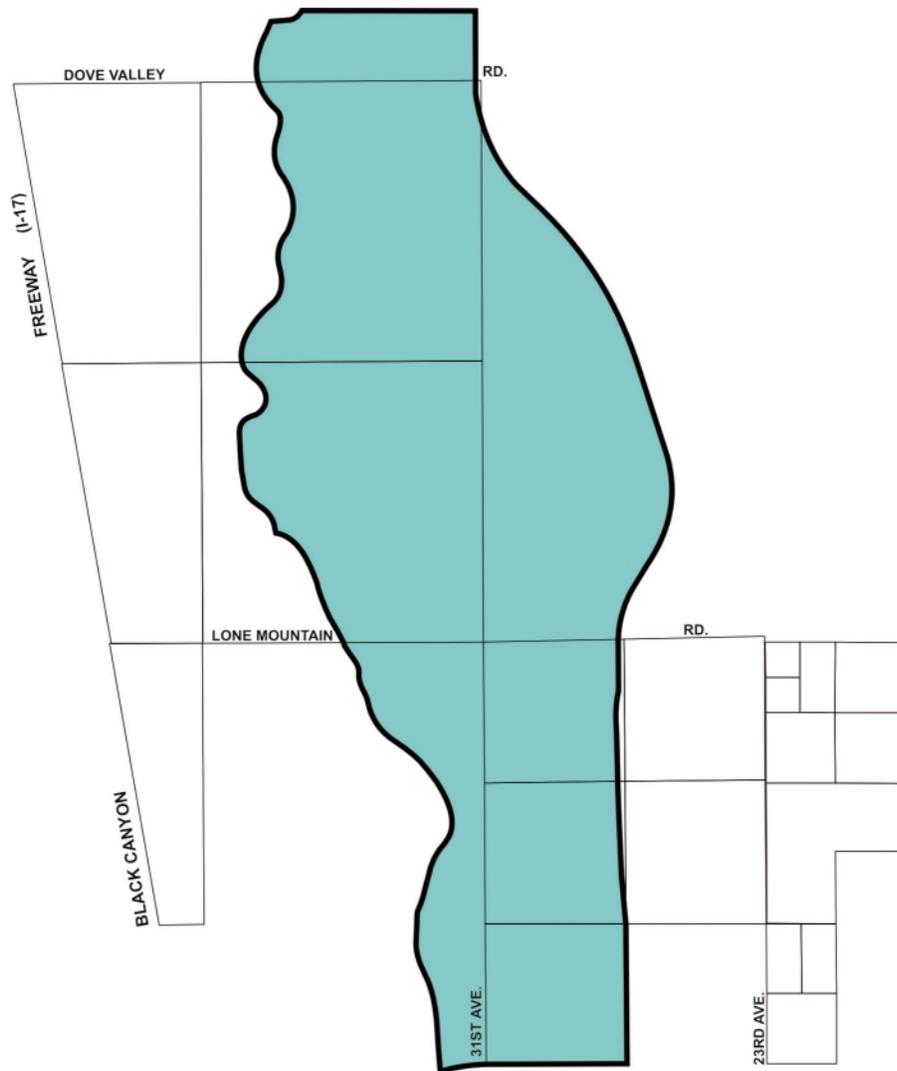
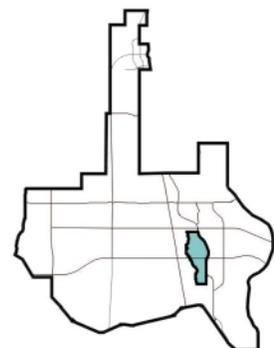


FIGURE 15
NORTH GATEWAY
VILLAGE CORE

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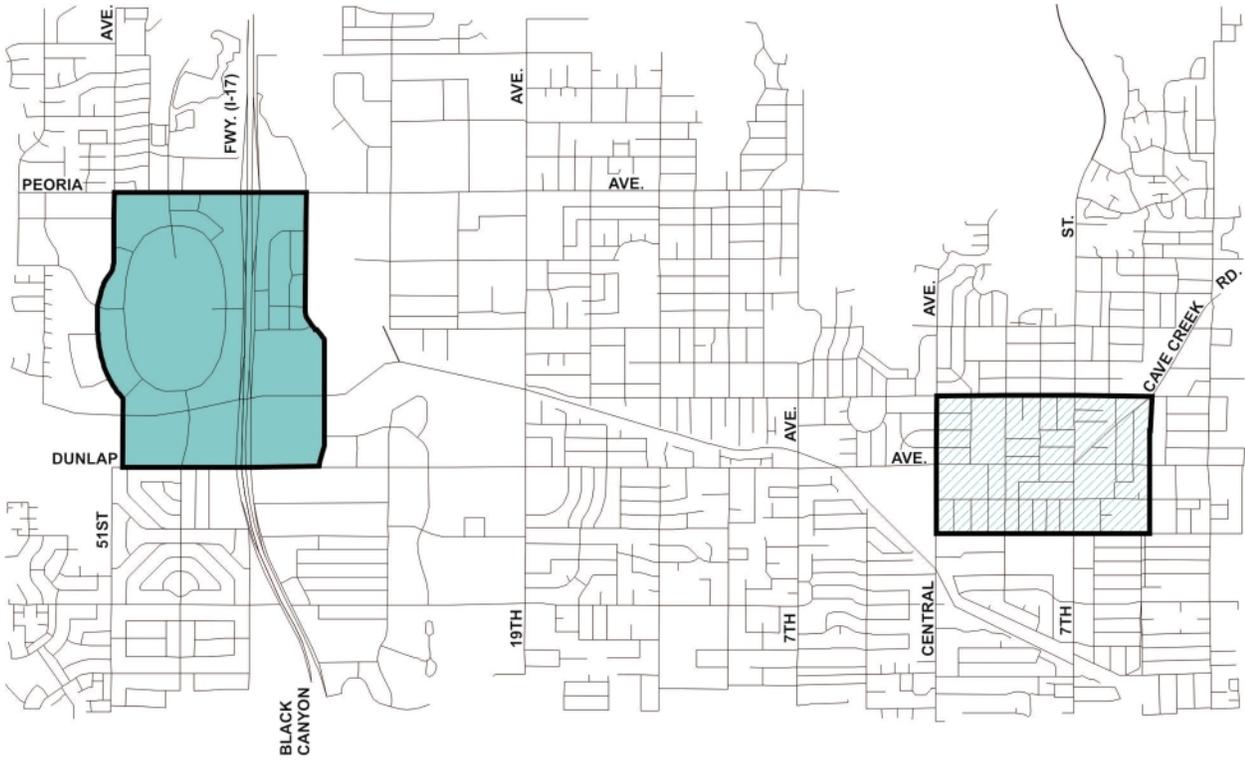
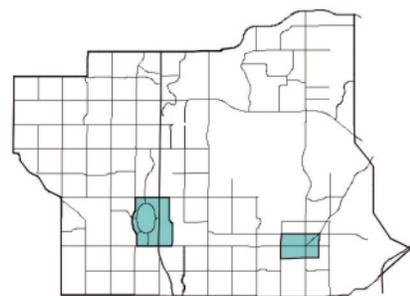


FIGURE 16
NORTH MOUNTAIN
VILLAGE CORE

- CORE
- SECONDARY CORE



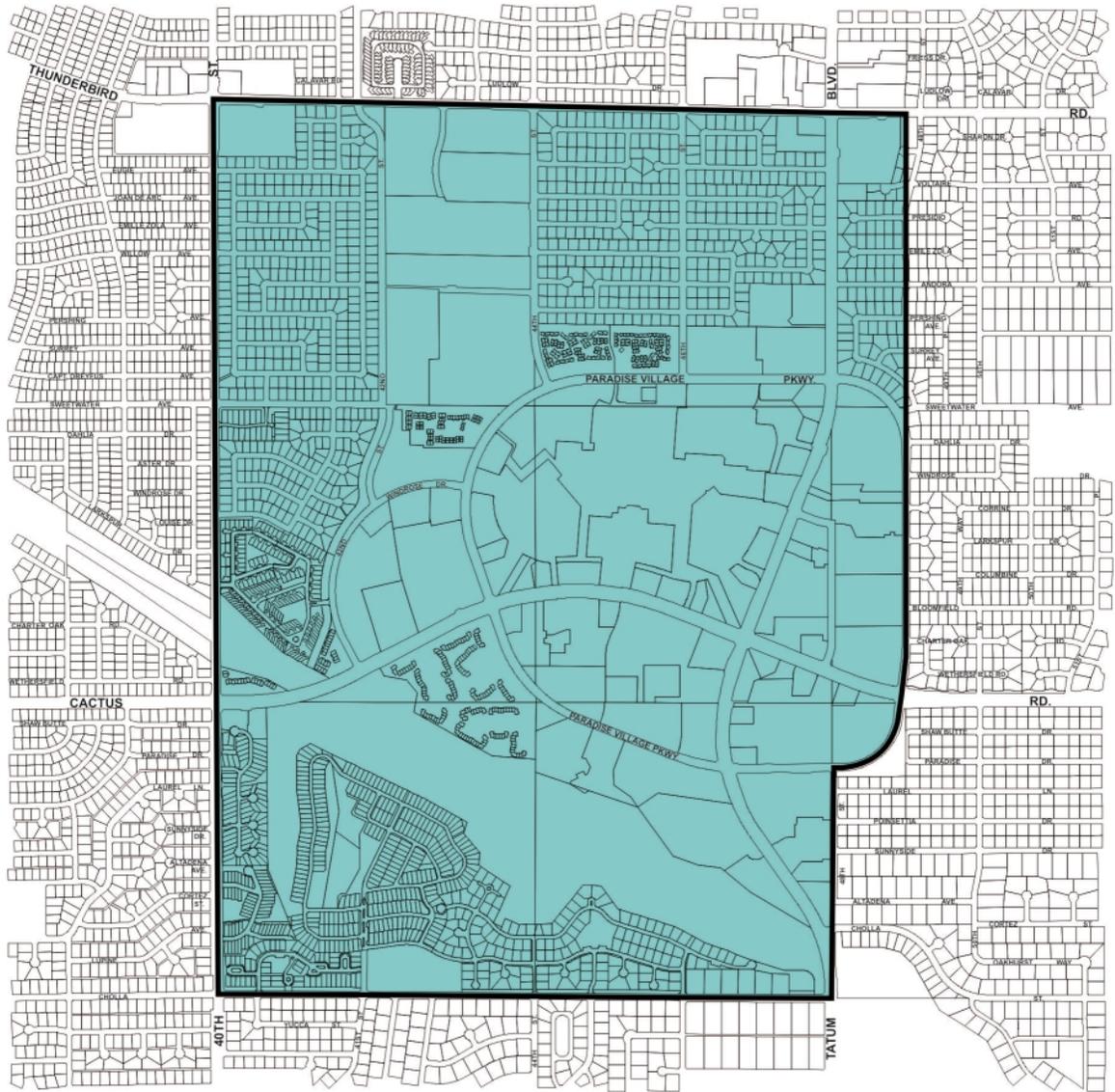
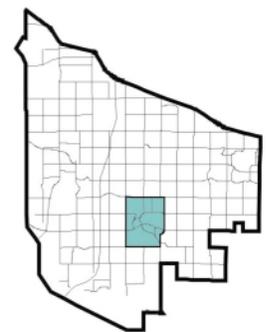


FIGURE 17
PARADISE VALLEY
VILLAGE CORE

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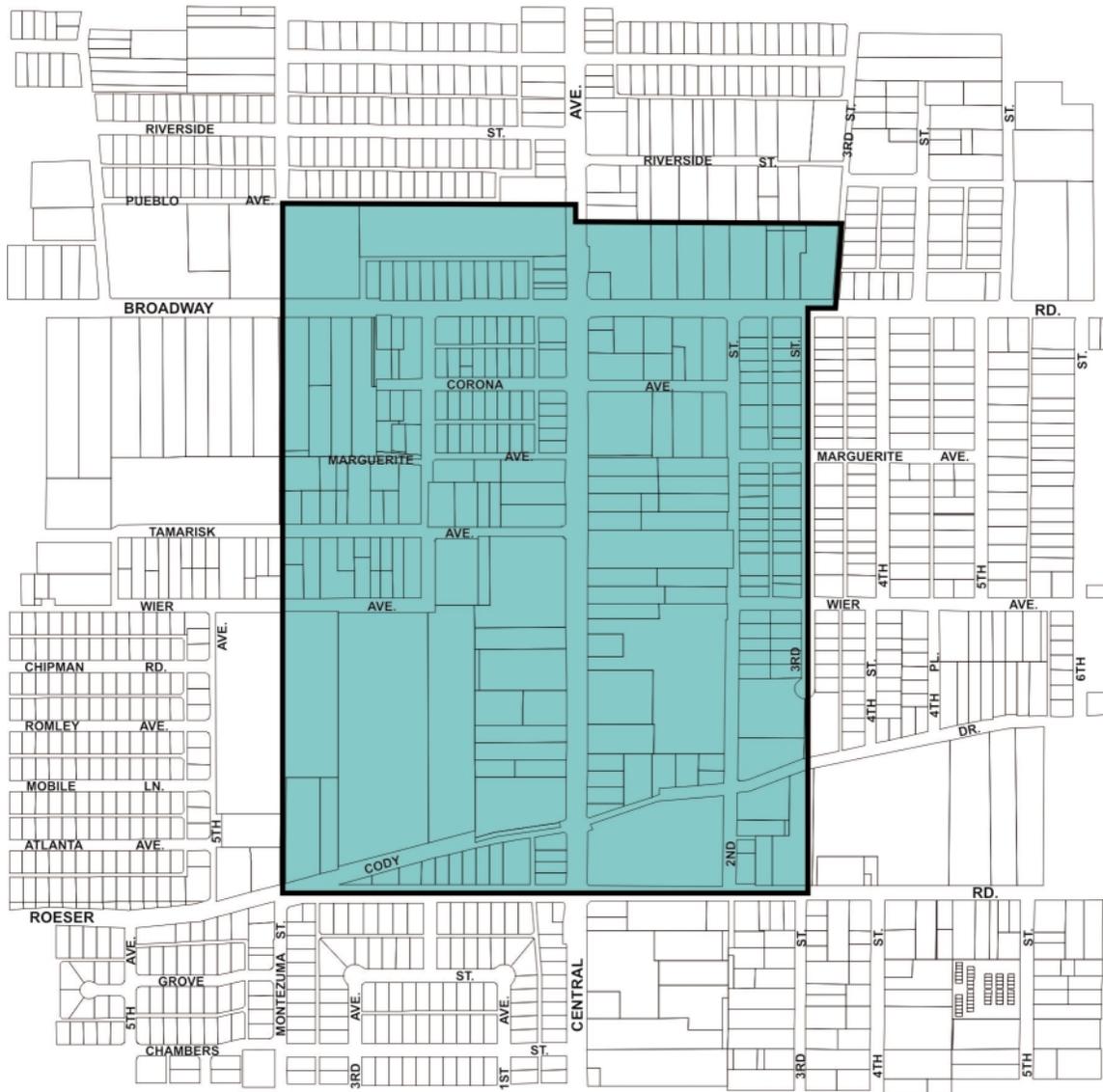
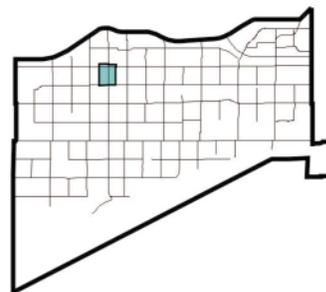


FIGURE 18
SOUTH MOUNTAIN
VILLAGE CORE

 **CORE**



NEIGHBORHOODS

The neighborhoods component of the urban village model recognizes the importance of residential areas as the major land use in each village. Its goal is to preserve and enhance existing neighborhoods and create strong and viable new neighborhoods. The component includes all types of housing and low intensity nonresidential uses that serve the recreational, educational, and retail needs of the neighborhoods as well as neighborhood open space. Clusters of neighborhoods with similar features or issues are often identified as communities. Specific neighborhood issues are addressed in the Neighborhood element. Figure 19 shows a quiet street in a historic neighborhood.



FIGURE 19 - A Quiet Street in a Historic Neighborhood

Neighborhood Policies:

1. Include a mix of housing types and densities that support a broad range of lifestyles.
2. Protect and enhance the character of each neighborhood and its various housing lifestyles through new development that is compatible in scale, design, and appearance.
3. Locate higher density housing in or near the core, and medium density housing near employment, shopping, and transportation facilities, to support and encourage pedestrian, bicycle, and transit trips. Increased densities must be balanced with strong protection of the stability and character of existing neighborhoods. Higher density is 10 units per acre or more. Medium

density housing is 2-10 units per acre. This policy does not support the conversion of viable single-family neighborhoods. See Goal 2, Policy 4 in the Neighborhood element for further clarification.

4. Provide neighborhood-level schools and parks and pedestrian and bicycle paths to connect housing to them.
5. Provide support services such as schools, parks, small-scale offices and stores compatible with the neighborhood residential character.
6. Ensure that neighborhoods have reasonable access to basic neighborhood support services.
7. Provide multi-use trail connections where appropriate.
8. Encourage neighborhood input at the village planning committee meetings on rezoning requests and capital facility and service needs.
9. Encourage neighborhoods to organize and engage in planning activities that would address problems or identify future development desires.
10. Support activities to promote neighborhood character and identity as discussed in Goal 4 in the Neighborhood element.

COMMUNITY SERVICE AREAS

Community service areas provide land uses that primarily benefit residents in clusters of adjacent neighborhoods. Today, these service areas may provide shopping and services in community level shopping centers at intersections, in linear patterns along major or collector streets, or they may be individual facilities such as middle and high schools, large churches, community colleges, community centers and community level parks. Figure 20 shows a shopping center serving several neighborhoods.



FIGURE 20 - Community Service Center Supports Shopping Needs of Several Neighborhoods

Community service area policies:

1. Prohibit additional linear commercial development and promote transitioning obsolete or abandoned linear commercial areas to other land uses. (See the Conservation, Rehabilitation, and Redevelopment element for policies and recommendations).
2. Protect neighborhoods from excessive noise, traffic, lighting, and other impacts of community services.

Recommendation:

- A. Refine and improve locational, intensity (height, building size and total center square footage), and design guidelines for community centers at major street intersections to protect neighborhoods from excessive negative impacts such as traffic, noise, lighting, view blockage, and odors.
- B. Protect schools from adverse impacts of community service land uses.
3. Ensure pedestrian linkages to all community service centers and single community service uses.

REGIONAL SERVICE AREAS

Regional service areas include land uses such as airports, arenas, stadiums, hospitals, government centers, convention centers, and universities, that

serve residents of multiple villages or even the entire city or metro area. They also include large industrial employment areas, automalls and some large retail centers. They may be in or adjacent to a village core or free standing, depending on their need for land and their ability for pedestrian orientation. They typically provide regional shopping or highway, medical, entertainment, transportation or basic employment services. Figure 21 shows a regional service entertainment facility serving multiple villages.

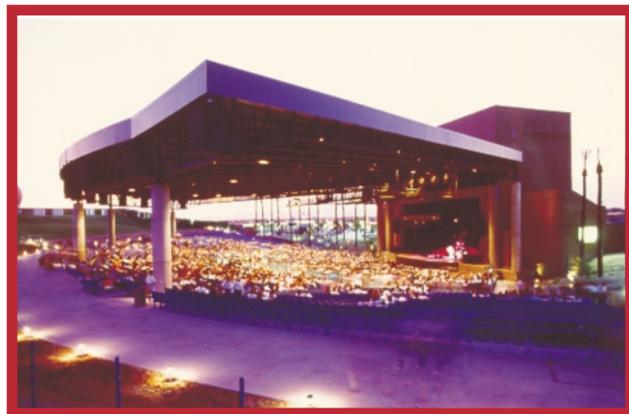


FIGURE 21 - Regional Entertainment Serves More Than One Village

Regional service area policies:

1. Protect neighborhoods from cut-through traffic, parking, and noise and light impacts of regional uses.
2. Involve one or more village planning committees in locational and expansion decisions.
3. Provide transit, bicycles, and non-motorized trail access to regional service areas.

Recommendation:

- A. Discourage development of superblocks (a site consisting of multiple blocks with abandoned or closed streets) and closure of streets for regional service areas in which a high level of pedestrian activity is desired.
4. Identify any needed regional services.

Recommendation:

- A. Identify regional service areas and future needs for expansion, land use availability and land use impacts.

OPEN SPACE

The open space component includes both natural and man made open space that serves multiple villages. South Mountain Park, the Phoenix Mountains Preserve, Rio Salado, Encanto Park, and Papago Park, are examples serving multiple villages. These areas and facilities protect the natural environment and provide recreational, environmental, educational, and cultural opportunities. Figure 22 shows a major open space facility.

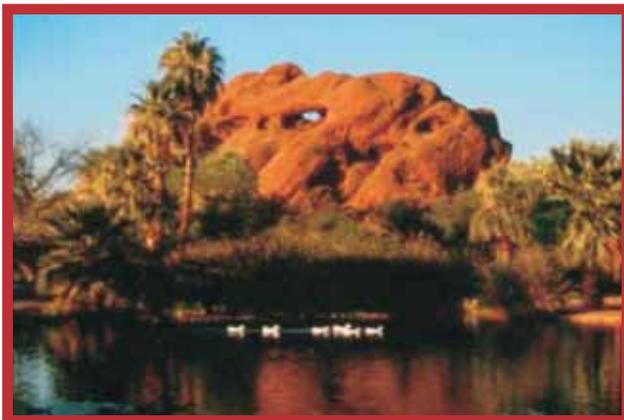


FIGURE 22 - Papago Park Serves Several Villages

Open space policies and recommendations:

Open space policies and recommendations are found in the Open Space and Recreation elements.

GOAL 2 EMPLOYMENT AND POPULATION BALANCE: DEVELOPMENT OF EACH VILLAGE'S POTENTIAL SHOULD BE ENCOURAGED BY DISTRIBUTING A DIVERSITY OF EMPLOYMENT AND HOUSING IN A WAY THAT ACHIEVES A BALANCED CITYWIDE PLAN AND THAT IS CONSISTENT WITH COMMUTE TRAVEL PATTERNS AND THE CURRENT CHARACTER OF EACH DEVELOPED VILLAGE.

The opportunity for residents to live and work in the same village is a fundamental goal of the urban village model. To achieve it requires a balance of jobs and the resident work force. The percentage of the population that works will be higher in villages that have smaller households, except for retired households, and lower in areas with families with children. The citywide employment rate is expected to drop from 55 percent of the population in 2000 to 54 percent by the year 2020. A balance of jobs and housing will contribute to a village's long-term economic strength. The optimal goal of 1.25 jobs per housing unit or .5 jobs to population may not be achieved in each village by 2020 due to the present land use mix and the stage of development of each village. However, plans for each village should strive to improve the balance. Figure 23 indicates actual projected employment, population, and households by urban village. The projections are based on data supplied by the municipalities to the Maricopa Association of Governments which allocates that information to distribute jobs and housing to each jurisdiction based on a computer model, which considers each jurisdiction's general plan land use map, access to transportation and utilities, vacant land, past trends, and approved development plans. During this process, cities participate in reviewing the projections. Opportunities for employment may also occur in an adjacent village that is within a reasonable commute time. See the Growth Area element for a discussion of commute sheds and maps. For the next 20 years, there is a need to promote more housing close in to the central city to support maintaining and expanding the jobs in the central commute shed, and to create more jobs in the outlying areas to support the large and growing number of homes.

The dwelling unit densities depicted on the General Plan Land Use Map are a guide to population accommodation to the year, 2020 and somewhat

beyond, in villages with large amounts of vacant land. However, it is not a saturation plan nor does it assume that all parcels will be developed. The ranges of gross units per acre shown make it impossible to convert the map into a precise population figure as it is not known exactly how many units per acre will be built.

The General Plan projects approximately 2.0 million persons in the 15 urban villages and the additional northern planning area beyond the North Gateway boundaries by 2020, residing in 703,916 households, for an average of 2.87 persons per household. This factor of persons per household will vary by village depending on the housing mix, population demographics, the amount of housing with occupants whose permanent residence is elsewhere, and vacancy rates.

The General Plan also promotes providing jobs on land zoned primarily in commercial and industrial categories in each village, and supports a balance of basic and service employment in each village. Service employment includes most retail jobs and some office jobs, and is located to service nearby population based on the following general standards:

Square footage of office uses devoted to local services, such as medical, real estate and financial, is harder to predict. The amount of service employment in each village will depend on the size of the population, its median household income and the amount of basic employment that it supports.

The amount and type of basic employment (whether primarily regional office or industrial/manufacturing) will depend on the characteristics of the village, including its proximity to transportation facilities. Encanto Village's basic employment is mostly regional office, due to its high land prices and high intensity land use. Deer Valley's basic employment is primarily back office and industrial research and manufacturing, due to large land areas adjacent to freeways and near Deer Valley Airport. Other villages have a greater mix.

Employees per square foot range from approximately two per thousand in shopping centers, warehousing, and some manufacturing to a range of three to eight per thousand in professional, back office, and government offices.

Specific heights, setbacks and coverages are provided in the individual zoning district regulations. The General Plan provides general intensity policies for developments in village cores. Decisions on appropriate building intensities will consider location within the village, adjacent land use intensity, and village needs.

Policies:

1. Strive to provide in each village the number of jobs equal to 45 to 55 percent of the resident population or 1.25 jobs to housing units, recognizing that older, centrally-located villages may always have a higher percentage of jobs to population than more suburban villages have.
2. Focus on expanding housing opportunities in the urban villages within the central commute shed (Alhambra, Camelback East, Central City, Encanto, Estrella, Laveen, and South Mountain) on sites already zoned or as determined appropriate, in accord with the goals and policies of the General Plan through the public hearing process. See the Growth Area element for commute shed maps and discussion.
3. Focus on increasing employment opportunities in the Maryvale, North I-17 and Desert View Village core area and vicinity.
4. Favor development proposals that improve the existing resident/employment balance when those proposals are consistent with other goals and policies in the General Plan.

COMMERCIAL SHOPPING CENTERS

	<u>NEIGHBORHOOD</u>	<u>COMMUNITY</u>	<u>REGIONAL</u>
Service Population	5-25,000	25-100,000	100,000+
Average Site	10-12 acres	20-40 acres	100+ acres
Gross Floor Area	50-100,000 square feet	100-500,000 square feet	500,000+ square feet

5. Encourage development of existing zoned and vacant land before granting additional rezoning.
6. Encourage a balance between basic and service employment within each village: approximately 50 percent basic employment, and 50 percent service employment.

The two major types of employment are described as basic and service. Basic employment accounts for jobs in agriculture, mining, construction, manufacturing, transportation, communication, utilities and state and federal government. Manufacturing, industry, and corporate or

regional headquarters serving customers outside the local metropolitan area are major sources of basic employment.

Service employment includes local government, public schools, retail and wholesale trade, finance, insurance and real estate related services. Retail commercial and small office complexes comprise the majority of service employment. The hospitality and health sectors can fit into either category depending on scale and degree of specialization.

7. Encourage development of regional shopping and office opportunities in villages that lack regional cores.

FIGURE 23
PROJECTIONS OF EMPLOYMENT, JOBS AND EMPLOYMENT/JOB RATIOS
BY URBAN VILLAGE FOR 2000, 2020, AND 2030

Urban Village	ACTUAL 2000						PROJECTED 2010					
	Employment	Population	Households	Employment	Jobs	Households	Employment	Population	Households	Employment	Jobs	
				Population	Household					Population	Household	
Ahwatukee Foothills	19,335	76,194	29,072	0.25	0.67	20,473	82,630	31,063	0.25	0.66		
Alhambra	43,213	135,541	49,098	0.32	0.88	44,694	145,352	52,177	0.31	0.86		
Central City	108,828	135,513	59,247	0.80	1.84	111,669	153,748	63,362	0.73	1.76		
Camelback East	137,488	72,149	19,612	1.91	7.01	166,456	84,306	23,764	1.97	7.00		
Deer Valley	62,742	150,152	56,589	0.42	1.11	80,054	186,160	68,937	0.43	1.16		
Desert View	8,217	28,236	10,707	0.29	0.77	33,858	76,087	28,539	0.44	1.19		
Encanto	78,896	61,222	24,045	1.29	3.28	81,979	69,665	26,455	1.18	3.10		
Estrella	47,242	43,379	9,543	1.09	4.95	72,021	92,173	25,280	0.78	2.85		
Laveen	3,079	9,049	2,552	1.21	3.34	13,781	43,390	13,390	0.32	1.03		
Maryvale	48,719	190,436	52,583	0.26	0.93	57,885	214,778	61,351	0.27	0.94		
New Village	774	157	64	4.93	12.09	3,682	4,646	2,164	0.79	1.70		
North Gateway	2,486	2,910	709	0.85	3.51	9,649	13,616	4,716	0.71	2.05		
North Mountain	70,920	169,306	66,680	0.42	1.06	71,929	179,375	69,428	0.40	1.04		
Paradise Valley	48,967	171,268	65,417	0.29	0.75	52,249	186,403	70,290	0.28	0.74		
South Mountain	58,356	92,300	25,908	0.63	2.25	71,686	133,868	39,230	0.54	1.83		
Undesignated	1,756	12,660	4,668	0.14	0.38	8,016	34,111	12,463	0.23	0.64		
Total	741,018	1,350,472	476,494	0.55	1.56	900,081	1,700,308	592,609	0.53	1.52		

Urban Village	PROJECTED 2020						PROJECTED 2030					
	Employment	Population	Households	Employment	Jobs	Households	Employment	Population	Households	Employment	Jobs	
				Population	Household					Population	Household	
Ahwatukee Foothills	22,307	85,418	31,838	0.26	0.70	22,798	89,559	33,071	0.25	0.69		
Alhambra	45,359	151,475	53,702	0.30	0.84	45,283	154,023	54,032	0.29	0.84		
Central City	116,041	160,234	65,181	0.72	1.78	116,215	163,681	65,768	0.71	1.77		
Camelback East	201,345	92,343	25,665	2.18	7.85	211,162	95,645	26,024	2.21	8.11		
Deer Valley	102,097	197,355	72,281	0.52	1.41	126,262	200,092	72,582	0.63	1.74		
Desert View	52,584	165,208	61,418	0.32	0.86	55,506	179,982	66,308	0.31	0.84		
Encanto	81,997	72,102	26,965	1.14	3.04	82,043	73,692	27,172	1.11	3.02		
Estrella	108,832	118,789	33,041	0.92	3.29	148,201	145,873	40,248	1.02	3.68		
Laveen	25,417	66,702	20,514	0.38	1.24	31,094	84,150	25,664	0.37	1.21		
Maryvale	74,500	225,124	63,974	0.33	1.16	99,554	227,232	64,187	0.44	1.55		
New Village	5,114	8,700	3,901	0.59	1.31	17,825	36,382	16,634	0.49	1.07		
North Gateway	44,285	111,399	44,609	0.40	0.99	90,250	145,427	58,974	0.62	1.53		
North Mountain	73,819	183,701	70,332	0.40	1.05	73,741	186,789	70,764	0.39	1.04		
Paradise Valley	52,387	190,295	70,991	0.28	0.74	52,385	193,128	71,282	0.27	0.73		
South Mountain	77,340	149,060	43,314	0.52	1.79	77,074	151,350	43,616	0.51	1.77		
Undesignated	9,730	44,551	16,190	0.22	0.60	14,669	60,501	21,881	0.24	0.67		
Total	1,093,154	2,022,456	703,916	0.54	1.55	1,264,062	2,187,506	758,207	0.58	1.67		

Source: 2003 Maricopa Association of Governments projections

8. Provide for an optimum population size for each village ranging from 75,000 to 200,000.
9. Promote development of jobs in the state enterprise zone and participate in state or federally funded programs such as enterprise communities, empowerment zones or new market initiatives that are available.

The Phoenix Enterprise Zone is a 99.6 square-mile area in the central and western part of the city. Businesses located within the zone may qualify for income tax and property tax benefits if they create new quality jobs, a percentage of which are filled by residents of an enterprise zone or are engaged in manufacturing that meets certain criteria and invests in new capital assets. The federal programs are defined in the glossary.

Figure 24 is a map of the adopted enterprise zone.

10. Encourage development and employment in the Foreign Trade Zone and Subzones in Phoenix and promote community awareness about foreign trade zones eligibility and opportunity.

Foreign Trade Zones (FTZ) allow businesses located within them to defer or eliminate duty on imported goods prior to actually entering the United States. Phoenix has a 300-acre FTZ located at Phoenix Sky Harbor Center, and site specific subzones (currently three in Phoenix, eight total subzones) which can be located anywhere in the city.

Figure 25 is a map of foreign trade zone and subzones in Phoenix.

11. Promote the development of jobs in employment centers identified on the map below in addition to village cores.

Figure 26 is a map showing both village cores and employment zones. Eleven cores out of 18 primary and secondary cores are located within larger employment centers that are often located along freeway corridors, airports and rail lines. The Growth Area element discusses employment centers in greater detail. This policy assumes that development is in accord with adopted area plans, and the policy does not promote replacement of stable residential neighborhoods for development of jobs.

12. Distribute projected village population by selected residential density categories when indicated on the General Plan Map legend.

13. Preserve stable, cohesive single-family neighborhoods, multi-family and mixed-density neighborhoods.

A. Develop zoning ordinance standards and design guidelines to address big box and small box developments to ensure neighborhood compatibility.

14. Locate multi-family development near specialized public facilities, major transportation services and employment centers.

15. Work with the State Land Department to create conceptual land use plans for all urban state trust land, which encourage sustainable and pedestrian oriented development.

16. Promote the goals and strategies of the Economic Development Plan for Phoenix, adopted by the City Council in 2000, that are designed to increase the number of businesses creating quality jobs in targeted clusters, improve the income of Phoenix residents, improve the quality of life, and increase city tax revenues.

17. Implement area plans (Baseline, Estrella, North Black Canyon, Rio Montaña, and Laveen) for future growth areas (see the Growth Area element for discussion.)

18. Monitor the effectiveness of the North Black Canyon infrastructure limit line, and expand the line when appropriate, in accord with the goals of the North Black Canyon Gateway Plan.

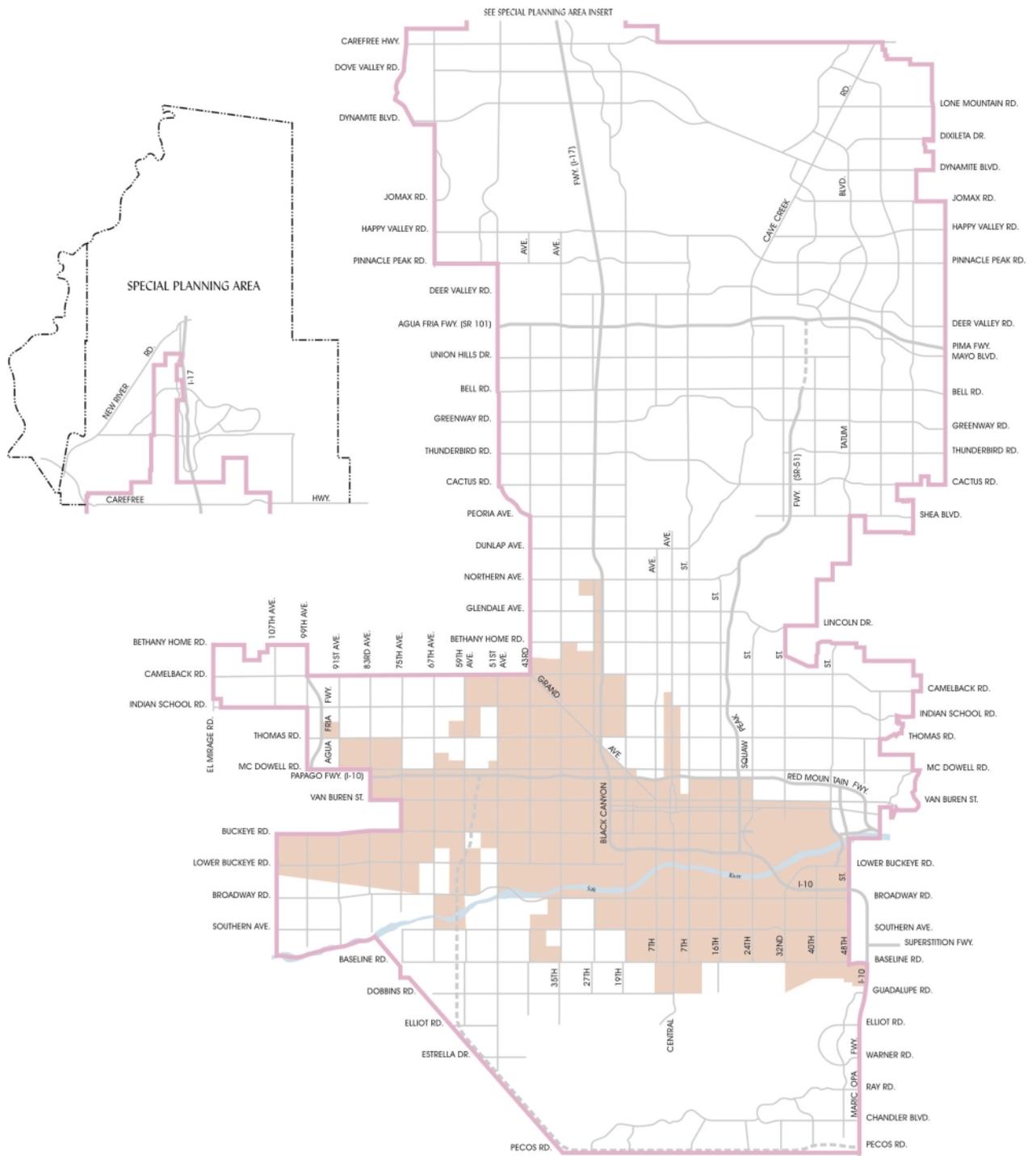


FIGURE 24
ENTERPRISE ZONE