

PLANPHX SUMMIT

- Thank you all for being here!
- Excited to talk to you about the General Plan and advancements in being a Tech-Forward City.
- Please allow staff to complete their presentations and when it comes time for feedback and discussion, we want to provide an opportunity for everyone to share.
- Staff may limit comment to a few minutes per person.



TECH FORWARD CITY

PLANPHX SUMMIT

SCHEDULE OF EVENTS

- Welcome
- Overview of General Plan (What and Why: Unified Policy Framework for the City)
- Highlight of General Plan Update (Theme: A More Connected Phoenix)
- Overview of schedule
- The role that technology plays in being a more connected Phoenix, celebrating accomplishments and how advancements in technology are intrinsically related to growth of our communities and our city.

THURSDAY
December 14, 2023

7:30 a.m. to 9 a.m.

Burton Barr Central Library
Pulliam Auditorium

1221 N. Central Avenue
Phoenix, AZ 85004

Spanish translation available

SPEAKERS



Tricia Gomes
Deputy Director
Planning & Development Department



Joél Carrasco
Acting Special Projects Administrator
Planning & Development Department



Christine Mackay
Director
Community & Economic Development
Department



Chris Camacho
President and CEO
Greater Phoenix Economic Council

**SCAN
TO
RSVP:**



<https://forms.office.com/g/4fx018k0Qv>

This session will celebrate recent accomplishments around how Phoenix is leading the way as a Tech-Forward City and share ongoing work by the City of Phoenix and partners around innovative technology integration and future opportunities. Learn from others and share your own ideas about the opportunities for creating a Tech-Forward City!

PLANPHX SUMMIT

- Welcome!
- General Plan Update
- Advancing a Tech-Forward City
- Q & A

SPEAKERS



Tricia Gomes

Deputy Director
Planning & Development Department



Joél Carrasco

Acting Special Projects Administrator
Planning & Development Department



Christine Mackay

Director
Community & Economic Development
Department



Chris Camacho

President and CEO
Greater Phoenix Economic Council

Overview of the General Plan

- General Plan applies to all parts of the city.
- A strategic outline for growth, preservation, and infrastructure that leads to an intentional future.
- Conveys the stories of our community.



What and Why :

A Unified Policy Framework for the City

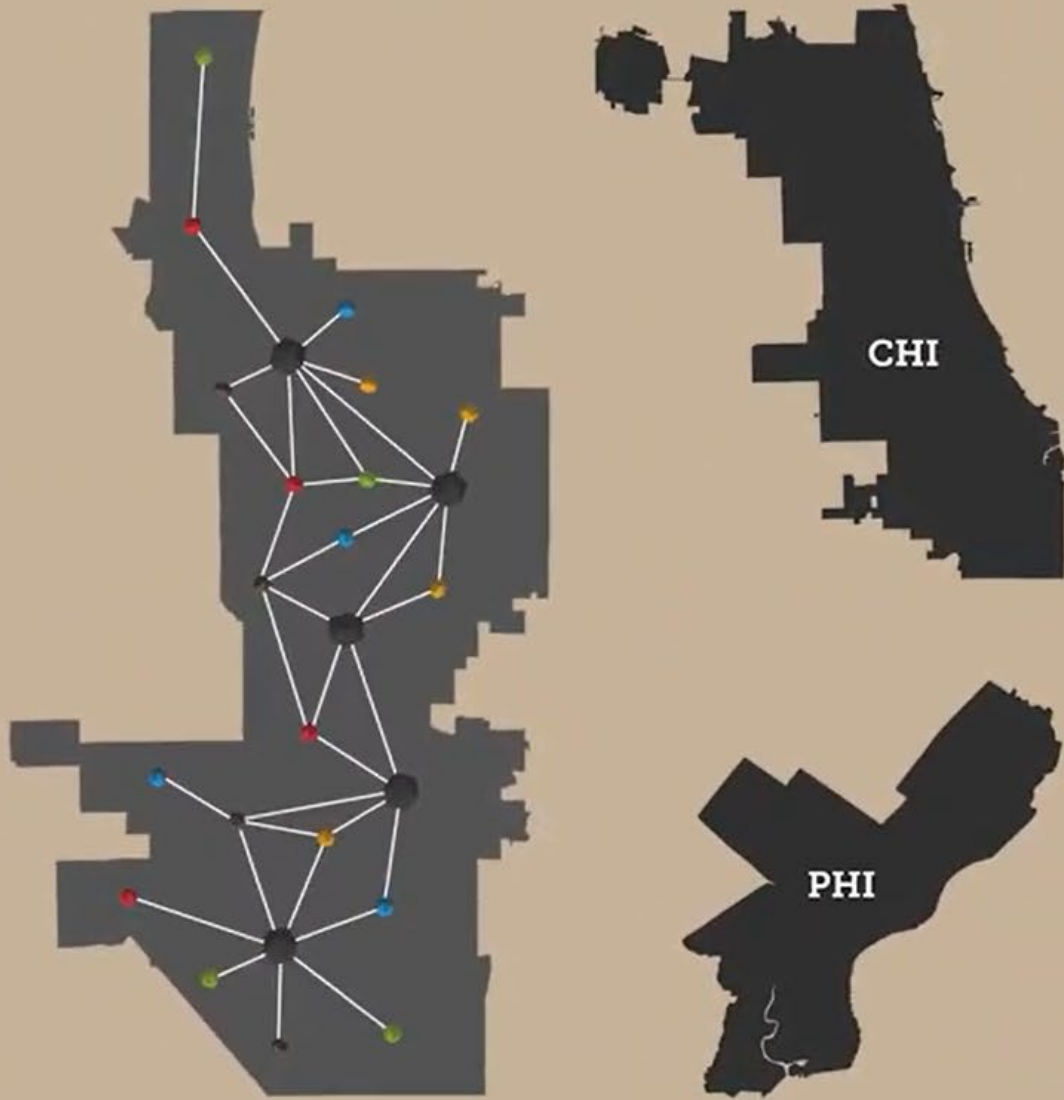
- Sets the conversations for policy directions.
- A living model to be reviewed and maintained.
- Invites all to participate and be involved.
- Measurable results and reporting are essential.



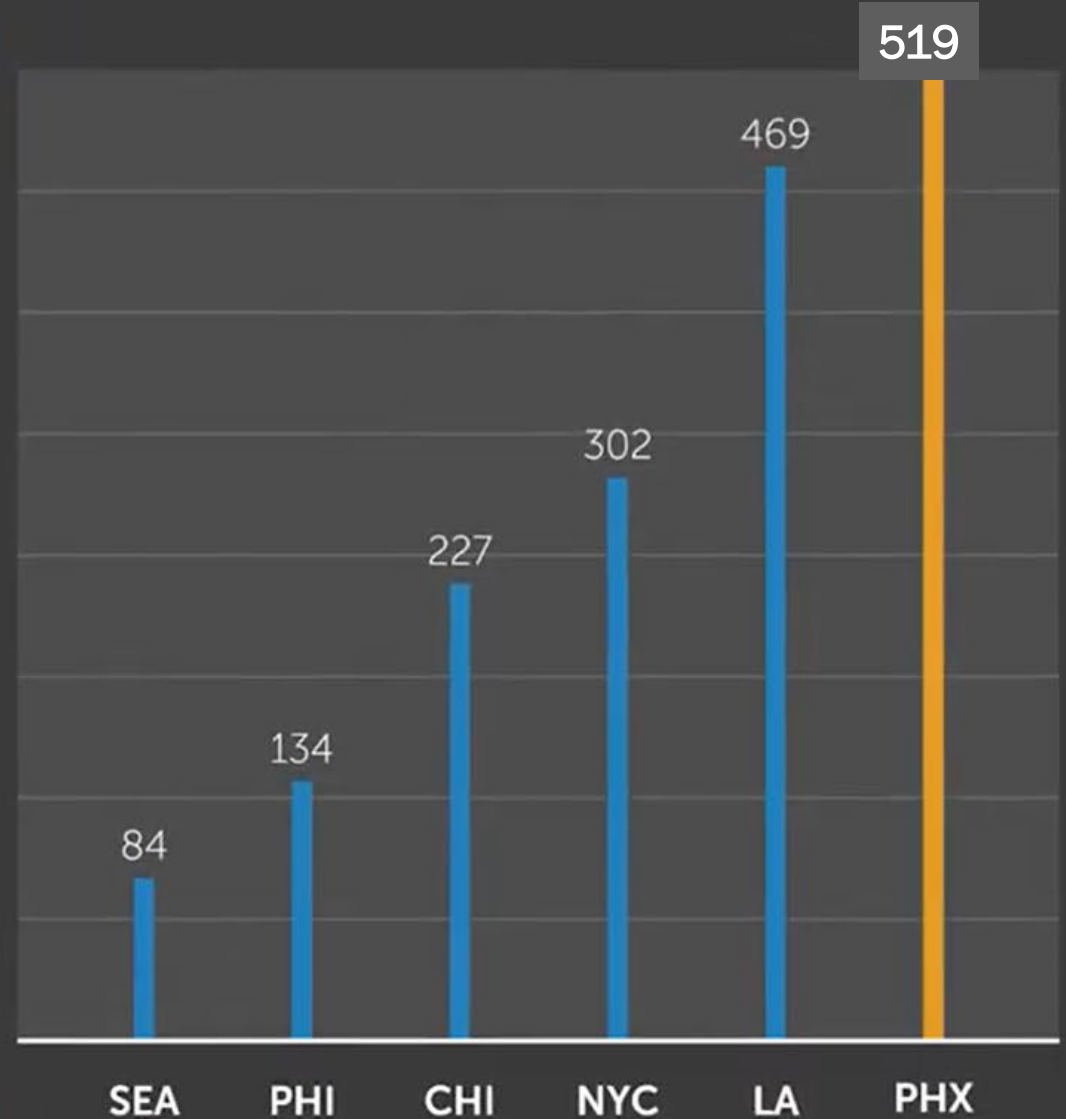
An aerial photograph of a city at sunset. The foreground is filled with a dense, dark green forest. In the middle ground, a small flag is visible on a pole. The background shows a city skyline with several tall buildings and a prominent tower on the right. The sky is a warm, orange-brown color.

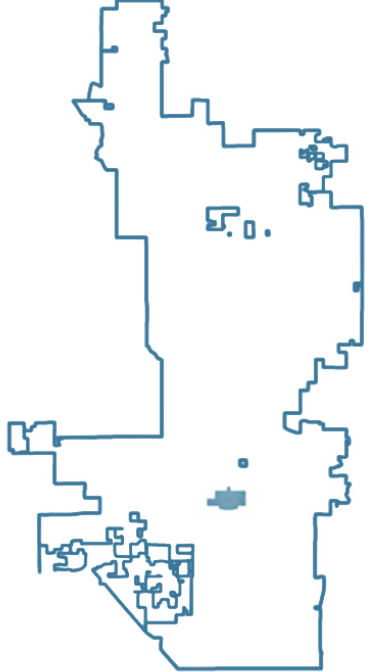
HOW DID WE GET HERE?

We are a big city

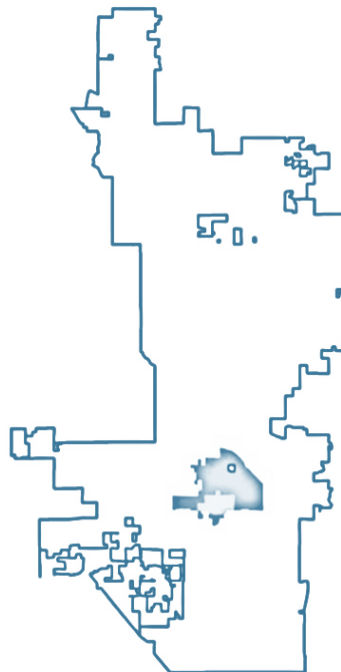


Land Area (mi²)

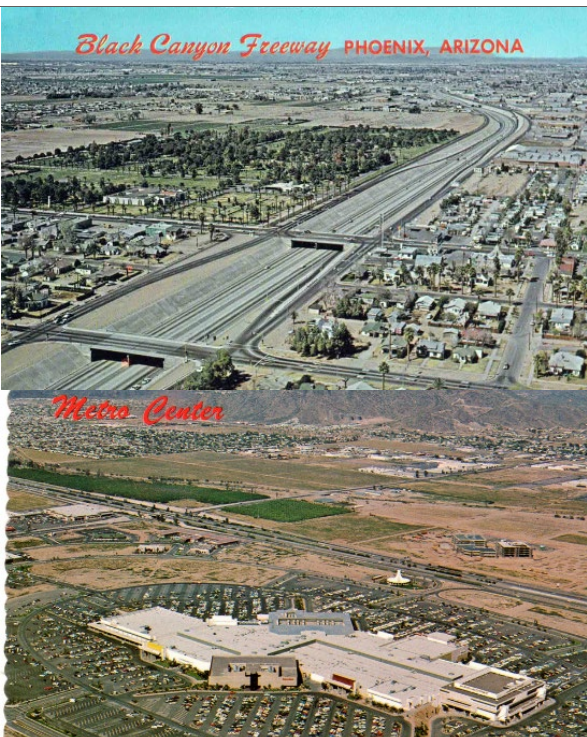
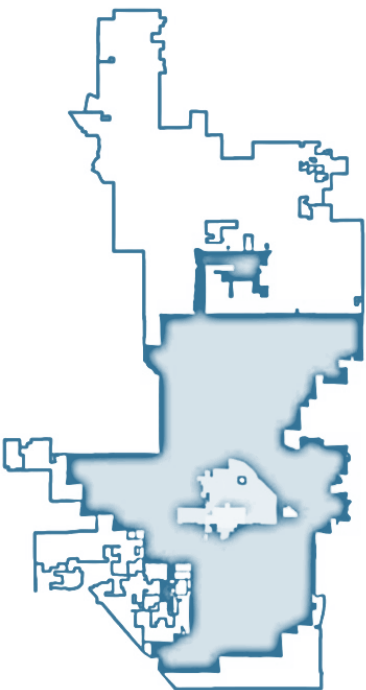




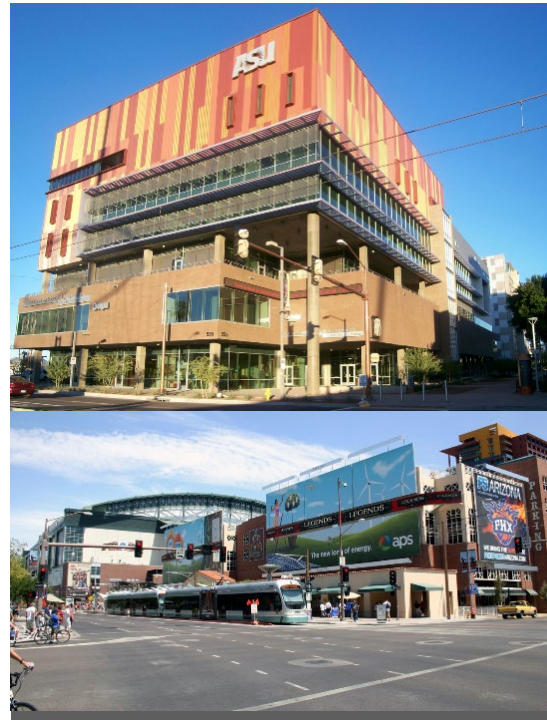
1900



1950



1975



2015

2015 General Plan

- Primary source of land use, growth, and preservation policies for the city
- Vision for a Connected City
- Approved by 76% of voters in 2015



1 Vision



Prosperity



Health



Environment

3 Community Benefits



Connect People
& Places



Build The Sustainable
Desert City



Strengthen Our
Local Economy



Celebrate Our Diverse
Communities & Neighborhoods



Create an Even More
Vibrant Downtown

5 Core Values



Plans



Codes



Operations



Financing



Partnerships



Knowledge



I PlanPHX

7 Strategic tools



Jobs

Renewal

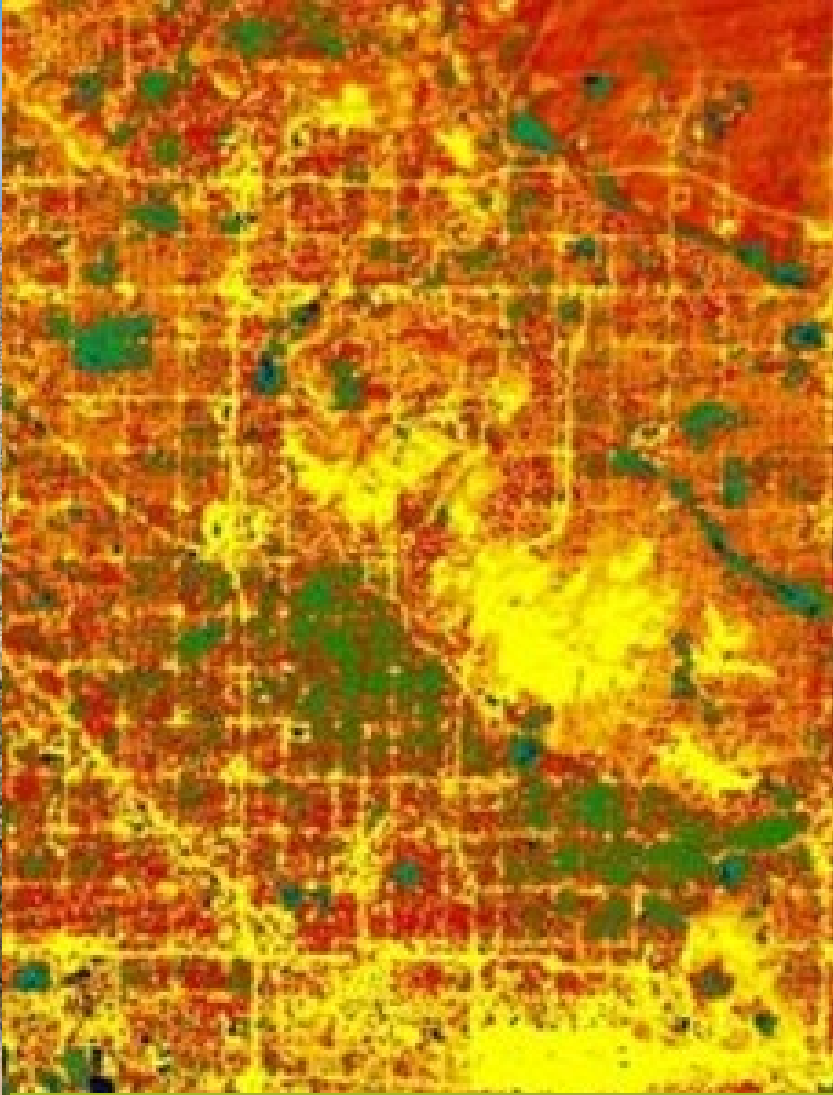
New



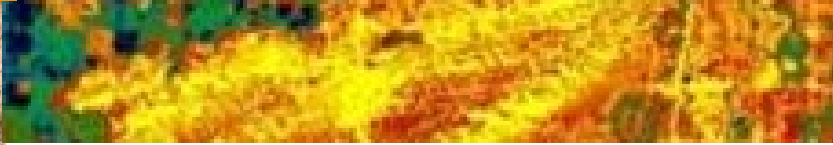
Housing



Water



Heat



A wide-angle photograph taken from a high vantage point on a desert hillside. In the foreground, a dark asphalt road with yellow guardrails curves through the scrubby, dry vegetation. A single car with its headlights on is visible on the road. The middle ground shows a sprawling city with numerous lights glowing against the twilight sky. In the background, a range of mountains is visible under a clear, deep blue sky. The overall mood is serene and expansive.

WHAT WE'VE DONE TOGETHER?

2015 General Plan: What we've done together

- Kept the conversation going with our community
- Kept the General Plan relevant as a living/evolving document

Plans:
Transportation 2050



Operations:
Reimagine PHX



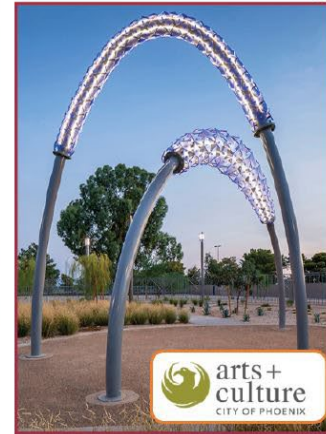
Plans:
2050 Sustainability



Plans:
Housing PHX Plan



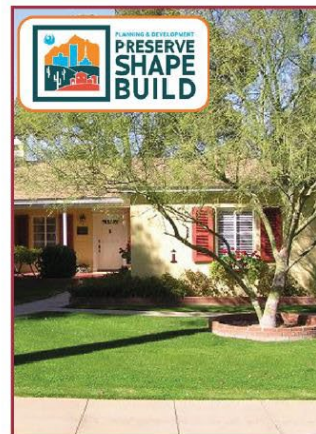
Knowledge:
Arts/Culture Inventory



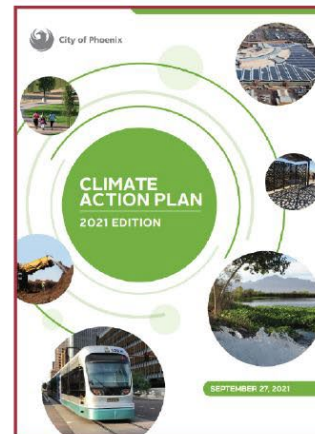
Plans:
PHX Food Action Plan



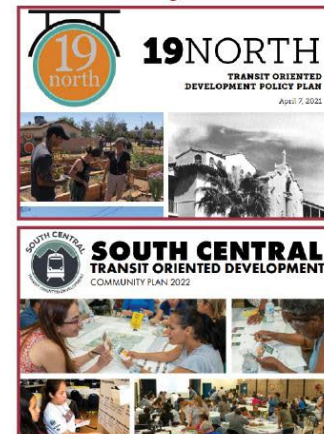
Partnerships:
Historic Preservation



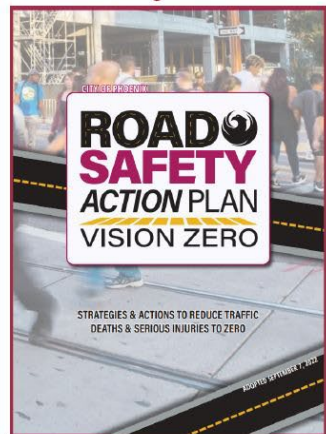
Plans:
Climate Action Plan

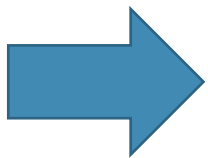
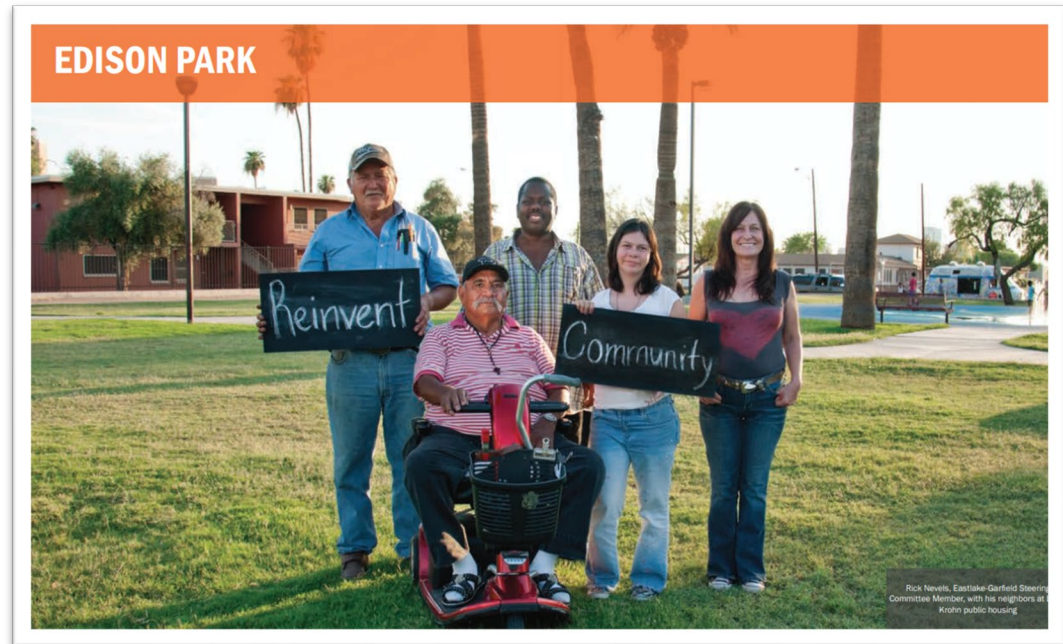
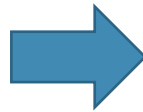
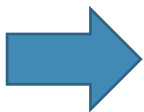


Plans:
TOD Policy Plans



Plans:
Road Safety Action Plan





A wide-angle photograph taken from a high vantage point on a desert hillside. In the foreground, a dark asphalt road curves through the scrubby, dry vegetation. A single car is visible on the road, its headlights on. The middle ground shows a vast, sprawling cityscape at dusk, with numerous lights from buildings and streets glowing against the twilight sky. The city is nestled in a valley, with hills visible in the distance. The sky is a mix of soft pinks, purples, and blues. The overall mood is contemplative and forward-looking.

WHERE WE FOCUS NEXT?



PART I

PLANNING A GREAT CITY

Connecting our priorities to an
evolved framework for growth.

YOUTH ENGAGEMENT

Introduction

During the Spring 2023 semester, graduate students enrolled in the Planning Workshop in the Masters in Urban and Environmental Planning (MUEP) program at ASU's School of Geographical Sciences & Urban Planning (SGSUP) worked with the city of Phoenix (AZ) to address a real-world planning project. The class satisfies the SGSUP's requirement that second year MUEP students complete a culminating project where students are immersed in an integrative academic and professional planning experience with a client. Youth voices are often overlooked in long-range urban planning, yet these are the individuals who both live and will inherit these cities. Youth engagement is an essential component of the city of Phoenix's public outreach plan for informing its vision for the future. The City of Phoenix partnered with graduate students from ASU's MUEP program to both engage with and document young residents' preferences for the future of the city. Ten schools were chosen by the City of Phoenix Mayor and City Council to participate in this youth engagement effort. By implementing the workshops in these schools and carefully analyzing the data,

the ASU team synthesized the major concerns and hopes of elementary and junior high students for use in guiding the vision and goals of the updated General Plan. At the conclusion of this work ASU MUEP students provided the City of Phoenix with the summary report and presented their results to both the City of Phoenix Planning

Department and Phoenix City Council. Chapter 1 provides a brief introduction to the City of Phoenix, as well as additional information about ASU's Planning workshop. Also, presented within

this chapter are the primary goals of this project.

The following pages present the scope and recommendations from this effort, for more information see Appendix X

Youth engagement is an essential component of the city of Phoenix's vision for the future.



YOUTH RECOMMENDATIONS

Putting It All Together

A common thread through all the activities is that students in Phoenix envision a city with vibrant, healthy and happy neighborhoods that have indoor and outdoor activities for youth. The two highest scoring categories in the Dotmocracy activity were 'more nature' and 'indoor entertainment', reflecting the students' desire for activities that appeal to them near their homes. Similarly, during Choose a Side, the students talked positively about 'open space', 'community' and 'things to do', reflecting what they like about their neighborhoods and Phoenix. These analyses indicate that the students like community gathering places, fun events and things to do outside of their homes, but they also perceive a general lack of these developments in their vicinity.

During the guided creation of policies and developments in the City Building Card Game, the students' desire for healthy, happy communities was evident.

About 40% of students chose 'healthy & active communities' or 'lively downtown' as the guiding policy that they think Phoenix should follow. An additional 4% wrote their own framework policy of a 'fun & entertaining city'. While 'lively downtown' was a popular

"Students need safe places to gather with friends and stay occupied outside of home or school"



framework chosen in the game, most students do not go Downtown, so it would be more accurate to say that students want a 'lively neighborhood'. One student explained that they chose 'lively downtown' "because when I am done with school, I don't have anything to do and I just need more fun." The highest coded theme for reasoning behind choosing a certain framework policy

was a positive environment, indicating a desire for fun, happiness and residential satisfaction.

Students need safe places to gather with friends and stay occupied outside of home or school. During the Choose a Side activity, the students expressed negative perceptions of Phoenix, with many comments relating to 'safety' concerns such as "[Want] less

trash on the sidewalk," "No street lights," "Sidewalks are broken," and "[Cars go] very fast, feel unsafe walking around neighborhood." These issues can hinder the potential of activity nodes, if students do not feel safe getting to or being at those locations.

2025 General Plan Update

Young people in Phoenix are aware of the quality of life they and their neighbors experience, even if they are not familiar with the urban planning decisions that affect how they engage with their community. They have a clear idea of the life they want to lead, including having a variety of places to dome or enjoy entertainment, creating spaces for people to connect, and ensuring that these activity nodes can be reached safely and conveniently, even by young students without cars.

The vision of these young residents can be realized

through the goals and objectives of the 2025 General Plan update, particularly within the Core Values of Connect People & Places, Strengthen Our Local Economy, and Celebrate Our Diverse Communities & Neighborhoods. Looking beyond Phoenix, it is widely recognized that the current state of the built environment contributes to the reduced mobility of youth, particularly with growing parental concerns regarding traffic, distance, and strangers (Cox, 2020). These recommendations aim to create more opportunities for youth to access developmental support through the built environment.

RECOMMENDATIONS

Connecting People and Places

1. Identify how the cores, centers and corridors discussed in the Phoenix General Plan 2015 relate to schools, promoting connection where needed and considering schools as a center where appropriate.

2. Ensure existing parks have adequate funding to maintain a clean and safe environment.

3. Consider adopting guidelines for establishing parks designed for youth on vacant land within residential areas.

4. Evaluate connections between schools and libraries to identify where knowledge access can be increased for students.

Strengthening Our Local Economy

1. Facilitate the integration of local businesses into residential areas, especially those that can function as a hang-out space for local youth and/or encourage continued learning and exploration.

Celebrating Our Diverse Communities & Neighborhoods

1. Ensure that connectivity to transportation options, public spaces, and facilities includes facilities and services that can facilitate youth development.

2. Identify multiple centers of activity within each village so development and resources can be closer to residents, especially the youth.

3. In a car-centric city like Phoenix, those who don't own a personal vehicle or can't drive, such as those under 16, are limited in how they can participate in their community. The 2025 General Plan update should consider the perspective and desires of the young people in Phoenix and focus on how to get public spaces and attractive development in places the youth can readily access.



"If every child is valued, respected and treated fairly within a community, if every child's voice, needs and priorities are heard and taken into account, if every child has access to quality essential services, if every child lives in a safe, secure and clean environment, and if every child has opportunities to enjoy family life, play and leisure, then all children will enjoy their childhood and reach their full potential through equal realization of their rights within their cities and communities" (UNICEF, pg 57)

A **Vision** for the Future of **Phoenix**...

PRIORITIZING A MORE CONNECTED PHOENIX

By becoming a more "connected" city, Phoenix residents will benefit with enhanced levels and opportunities for shared prosperity, improved community and individual health and well-being, and continue to support a thriving built and natural environment. Bringing the great people and places of this flourishing desert metropolis opportunities to connect in a variety of places will pay tribute to Phoenix's historically recognized identity as "the Connected Oasis". A city like no other in the world, rooted in history and culture, defined with beautiful desert landscapes, active with fifteen unique and diverse urban villages, and connected across vibrant and welcoming communities and neighborhoods. As Phoenix continues to grow and evolve to meet the needs of the future, our people and places will continue to be the heart of our great city.



Blueprint from our Past

A More Connected Phoenix

Part I: Planning a Great City > Vision

VISION: A MORE CONNECTED PHOENIX

The Vision of 'A More Connected Phoenix' was derived from all the major themes and participants' ideas from major planning efforts, initiatives, and policies across the city. It is a concept that has been around Phoenix for some time and continues to stay relevant. The vision of 'A More Connected Phoenix' goes well beyond the physical infrastructure of the city. It is an ideal with deep roots in Phoenix's history and one that provides a simple, yet intriguing direction for the city to follow into the future.

A History of Connections: Shaping Our Future!

Ancient Canals

When early Euro-American settlers arrived in Phoenix in the late 1860's, they observed the vestiges of a sophisticated irrigation system for farming that included about 250 miles of ditches leading out of the Salt River. This effective irrigation system was constructed by the Huhugam Indians and was used in the Valley for more than 1,000 years before the arrival of European and American explorers. Despite the obvious disadvantages of attempting to farm in the Sonoran Desert, early settlers could see the potential of the Salt River Valley – the terrain was flat, the soil rich with alluvial deposits, and the climate perfect for an extended growing season. Prominent among the early Euro-American settlers in the Valley was Jack Swilling, an adventurer and entrepreneur who had worked with irrigation canals. He saw the genius of the ancient canals and worked to re-dig them to re-establish farming in the Valley. The first permanent canal was dug on the north bank of the Salt River, about 8 miles northeast of present-day Phoenix in 1868 and was initially called "Swilling's Ditch," and eventually was named the "Salt River Valley Canal." Canals proliferated throughout the

Valley, many utilizing the pre-existing system. At the turn of the twentieth century, Phoenix was an oasis with lush trees sprouting tall along wide canal banks that crisscrossed Phoenix and its suburbs. In fact, Phoenix was once called – "A city of gardens and trees."

Canals Today

Today Phoenix is home to more than 1,811 miles of canals, far more than even Venice, Italy with only 125 miles. Beyond delivering Phoenix's most precious resource, water, throughout the city, the canals have the potential to be a catalyst for connection. There is no other city in the world with a resource so uniquely tied to its past that provides such possibilities for its future. Second only to our street network, the thousands of miles of canal banks provide a tremendous

Arizona Canal under construction 1884



Grand Canal Looking towards Brophy School in 1937



service in giving the opportunity for residents to cut across Phoenix's vast urban and desert landscape without the use of an automobile. The canals represent a multimodal infrastructure that no other city in the world can lay claim to.

Connectivity Infrastructure: A Blueprint from our Past

Street Network

At 4,818 miles, Phoenix's network of streets' ability to connect residents and visitors across Phoenix and all of its neighborhoods, businesses, parks, and other destinations remain a defining element of Phoenix's quality of life. Like many western cities, the street network was built on a grid. This grid system has arguably had the greatest influence on how the city has taken shape over time. As Phoenix continues to grow outwards, its growth has extended the grid. This simple and efficient transportation layout allows residents and visitors alike to easily navigate the city. Phoenix's streets have been utilized by many different forms of transportation throughout the years.

Early Streets

Streets were originally designated for horse drawn carriages and pedestrians, but eventually several major thoroughfares included streetcars. After World War II, the automobile became the most popular means of transportation, and the geographic size of Phoenix grew rapidly. The street network scaled up to a one-mile grid, reflecting the expansive nature of development at the time. In recent years, Phoenix's streets have once again expanded facilities for other modes of transportation besides the automobile such as walking, biking, and high capacity transit to help increase mobility and

access for those who do not own a car.

Early Rail Network
Phoenix's introduction of transportation came in the form of the streetcar. The streetcar system was named Moses Sherman and was responsible for the

Cyclists on Washington Street 1890s



Washington Street, 1900s



Many of Phoenix's historic neighborhoods were built during this time. The primary route ran along Washington Street connecting the original townsites with the Territorial Capitol. Over time other routes were added connecting additional destinations like the State Fair Grounds, the Phoenix Indian School, Arizona State Hospital, and Phoenix Park (now known as Eastlake Park).

Streetcars

Early streetcars were pulled by horse following tracks that helped reduce friction on the wheels. The cars were open or balloon-style that could face either direction, allowing the car to change directions without a turntable or loop. Fares were kept reasonable to encourage ridership—5 cents for many years. The system was later electrified, allowing the streetcar system to run by electricity rather than be pulled by horses.

In 1925 Sherman sold the streetcar system to the City of Phoenix. The City continued to operate the streetcars but also added buses to accommodate new routes for a growing population and expanding city boundaries. Over time costs increased and automobile use expanded, and in 1947 a fire destroyed several streetcars in 1947, which prompted the City to close the streetcar system in 1948 after over 60 years of service.

Phoenix's Transit Future
In 2008, rail service returned to Phoenix in the form of light rail. Like the prior rail system, the new system connected Phoenix with other nearby municipalities, has prompted development, and

Horse-drawn streetcars in front of the old City Hall (no longer standing)



Streetcar turning North on 2nd Avenue from Washington Street 1940s



improved accessibility to many of Phoenix's destinations. Since its inception, the light rail has expanded north and south from its original route. Phoenix's 21st century light rail has expanded transit services making new connections, spurring new development and growth opportunities. The Capitol Extension, which runs from Central Avenue and Washington Street to the State Capitol, is an important extension of the

system, connecting city and county government offices in the downtown core of Phoenix with state government offices along the Capitol Mall. This route will serve several historic and established residential and commercial areas again just like they were in the past. In the near future, the system will be expanding west to connect with the State Capitol and Desert Sky Mall.

South Mountain Park and Preserve



Phoenix Mountain Preserve System

Phoenix saw significant growth during the decades following World War II, and the desire to preserve and incorporate the beautiful desert setting was a priority for Phoenixians. As a result, in 1972 the City Council established the Phoenix Mountain Preserve system, which at the time included North Mountain, Shaw Butte and Dreamy Draw totaling 7,500 acres.

Today, Phoenix's mountain and desert preserves total more than 35,000 acres and includes 200 plus miles of trails. Phoenix

residents have continually demonstrated a commitment to preserving and expanding the city's open space network.

In 2008, 83 percent of voters renewed the Phoenix Parks and Preserve Initiative for 30 more years. The initiative sets aside one cent of sales tax for every \$10 of purchases to improve and renovate existing parks, and to expand and improve the city's desert preserve system.

Growing Upon Assets
Given the historical context that connections have had in shaping what Phoenix is today, it is a natural fit for the plan's Vision. Building upon systems the city already has to make them more extensive, efficient, and accessible will help Phoenix connect residents and visitors to the wonderful assets that the city has to offer in greater ways than ever. Connections will be the transforming catalyst for Phoenix's future.



PART II

BLUEPRINT FOR A MORE CONNECTED PHOENIX

Achieving the vision of a connected oasis will require Phoenix to employ a strategic approach when planning for growth, infrastructure and land use. By using the five core values this new strategy begins to take shape.



Blueprint from today:

A More Connected Phoenix

Part II: Blueprint for a more Connected Phoenix

VILLAGE CORES PRIMARY & SECONDARY

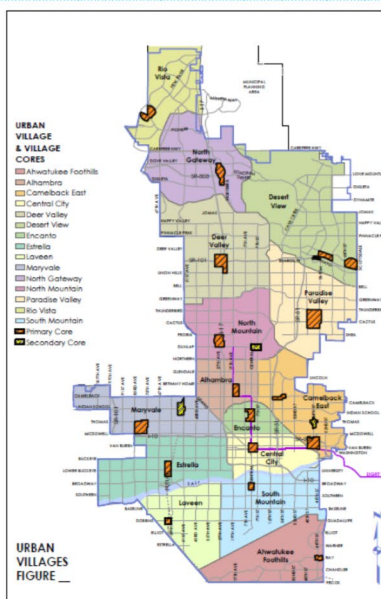
The Village Cores have always been the central focus for each village. The cores should contain a mix of uses including office, retail, public, governmental, and residential. The variety of uses are determined by the uniqueness of each village and the character of each village. The cores often contain the most intense land uses and generally the tallest scale of buildings. The concentration of intensity and scale create vibrancy that is unique to each village.

Primary Cores

Primary cores are characterized by a development pattern which maximizes buildable area and minimizes use of land for parking. Buildings are positioned in a way that provided definition to public streets, pedestrian accessways, and public plazas or urban open spaces. The compact and connected nature of this development pattern creates a strong emphasis on providing more pedestrian amenities. Cores also serve as the focus for the development of multi-modal transportation systems to support a larger concentration of employment and housing opportunities.

Secondary Cores

Secondary cores often provide services to areas that are more suburban in character. Development patterns consist of more freestanding buildings with larger setbacks. Pedestrian amenities are encouraged but are may be more dispersed. Public transportation serves all residents and their daily needs. The secondary cores also have a mix of land uses, however in some instances a particular land use may predominate, e.g., retail or office.



EMPLOYMENT CENTERS/CORRIDORS

Phoenix is home to many employment centers and corridors. Phoenix is a booming, growing city, and in 2021, employment around manufacturing, and services.

Guiding Investments

Planning within and around Phoenix's employment centers and corridors is a critical part of addressing the Five Core Goals of the General Plan. One way we can become a more connected city is by ensuring that existing employment centers and corridors continue to thrive. A vibrant network of employment centers and corridors at additional investment in city strengthening the local economy and allows residents to be closer to employment opportunities. The close proximity of these centers can be better positioned to address challenges to commute times, congestion, and air quality. Ensuring sustained growth of the existing employment centers and corridors will require a renewed commitment to collaborate with employment centers and corridors.

Part II: Blueprint for a more Connected Phoenix

PHOENIX URBAN VILLAGE MODEL

The purpose of the model was to provide a physical place for Phoenix residents that promotes a strong sense of community, promotes a healthy and viable economy, promotes the efficient provision of high quality urban services, and protects the quality of life in established neighborhoods. This model provided the basis for updating the Phoenix General Plan.

Village Model History

The Urban Village Model is a refinement of the Phoenix Urban Village Concept. This concept was originally identified as the urban form for Phoenix by a citizen committee that worked from 1974 to 1979. This work resulted in the adoption by the City Council of the Phoenix Concept Plan 2000. This Plan defined the Urban Village Concept and was used as the basis for developing the General Plan adopted by City Council in 1985. The Plan initially established nine villages and the urban form for Phoenix.

The Plan also established Urban Village Planning Committees, charged with providing advice to the City Council on planning related issues in each village. In 1989 and 1990, the City sponsored the Futures Forum, a series of meetings which provided an opportunity for the community to discuss and articulate a vision for Phoenix's future. Some of these discussions focused on Phoenix's existing urban form and the strengths and weaknesses of the Urban Village Concept. In 1991, as part of an update of the General Plan, the City used the results

of these discussions as a basis to refine the existing Urban Village Concept into a new urban form model for Phoenix. From 1991 through 1994, the City worked with the Village Planning Committees and other citizens to refine and finalize these concepts into a new Urban Village Model still in place today.

Principles from the Past

The Urban Village Model was based on five principles that have been built upon for decades and continue to influence the next iteration of planning for a more connected Phoenix.

Principle 1. Balancing housing and jobs

The idea of living, working, and playing in the same village is a basic principle of the Model. This principle focuses on creating a sense of community by providing living, employment, and recreational opportunities in close proximity to village residents. Residents of Phoenix, and the entire metropolitan region, have many choices as to where they will live, work, and play. Factors such as the transportation system, disparities in educational system quality, ongoing changes in provision

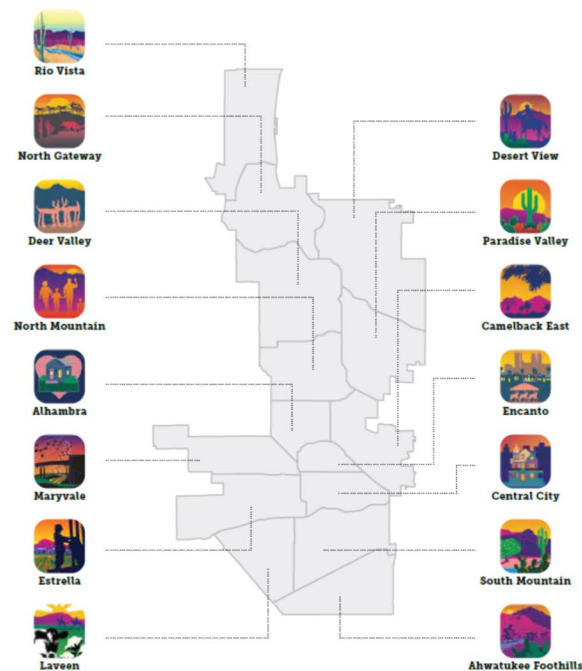
of retailing services, a range of job opportunities available, and a variety of lifestyles, are examples of what impacts where people live, work, and play. Although it may be difficult to achieve a standard citywide ratio for each village, consideration should be given to identifying a ratio for each place today.

This should be based on the long term economic development goals of the community, the unique characteristics of each village, and the opportunities for future employment and population growth for each. Thus the appropriate ratio of jobs to population will be determined for each village. This will result in a range of ratios based on the historic development patterns of each individual village.

Principle 2. Concentrating intensity in village cores

The core is considered the central focus for each village from both a physical and social standpoint. To become that focus, the core should include a variety of land uses that will create a reason for village residents to come to and congregate in the core. Because the core is the central focus for

A PURPOSEFUL AND INTENTIONAL,
URBAN VILLAGE MODEL
TO BE A MORE CONNECTED PHOENIX
ACROSS ALL OUR COMMUNITIES.





Blueprint from today:

A More Connected Phoenix

Part II: Blueprint for a more Connected Phoenix

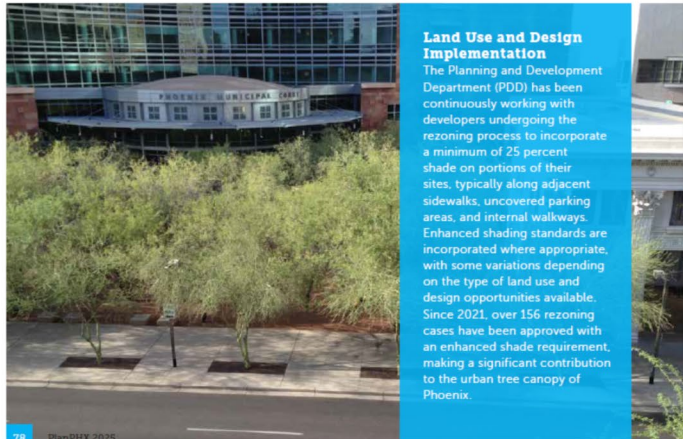
LAND USE AND DESIGN PLANNING PRINCIPLES

Land Use and Design Principles

The 2015 General Plan Update introduced a series of Land Use and Design Principles which have continued to provide guidance on how development should take shape when addressing unique and site context specific topics. They continue to be used to evaluate development proposals when reviewing consistency and compliance with Village and City-wide Policies, Goals and Values.

Next Steps

Part IV of the General Plan outlines an approach to incorporate the city's employment centers and corridors into the larger planning framework for Cores, Centers, and Corridors. This will provide some of the necessary planning analysis and policies to support revisiting all Land Use and Design Principles together to refine and update in alignment with other actions outlined in Part IV. The following pages being to articulate some of the leading Land Use and Design Principles for consideration and continued dialogue with the community to refine these important components of the General Plan Framework together.



Land Use and Design Implementation

The Planning and Development Department (PDD) has been continuously working with developers undergoing the rezoning process to incorporate a minimum of 25 percent shade on portions of their sites, typically along adjacent sidewalks, uncovered parking areas, and internal walkways. Enhanced shading standards are incorporated where appropriate, with some variations depending on the type of land use and design opportunities available. Since 2021, over 156 rezoning cases have been approved with an enhanced shade requirement, making a significant contribution to the urban tree canopy of Phoenix.

TOP 2015 LAND USE PRINCIPLES

The following **Top Ten Land Use and Connect People and Places** provides a critical foundation for the **Principles** in alignment with the **General Plan 2025 Update** has **CORES, CENTERS, AND CORRIDORS**

Part II: Blueprint for a more Connected Phoenix

15 VILLAGES ONE CITY CHARACTER PLANS

The Phoenix General Plan is meant to provide a citywide vision and strategy for how the city will continue to grow and develop. Implementing this vision and strategy across the 519 square miles of the city must be done in a way that allows each of the city's diverse communities and neighborhoods to ensure that their unique assets and challenges are addressed and their individual character is reinforced.

Phoenix's 15 urban villages have provided a planning model that has embraced the diversity of the city's neighborhoods and guided growth and development for the last several decades. To connect the 2015 General Plan framework for growth and development with the village planning model, Village planners and the village planning committees developed Village Character Plans. The Character Plans celebrate the unique assets of each village and highlight policies and principles from the General Plan. In addition, the Character Plans have the following components:

Narrative & By the Numbers
Each Character Plan starts with a description of the village and highlights a unique set of facts and figures, from the size of the village in square miles, to the number of households.

Character & Assets
The Character Plans showcase the character and assets for the villages through a series of photos and maps. Village Planning Committee members took a leading role in identifying locations that embodied the village's character and that they see as the village's assets.

Plans and Codes & Planned Areas
Each village has had its fair share of past planning efforts. The Character Plans contain an overview and links to the adopted plans and zoning cases that have helped the village take shape.

Land Use & Design Principles
The Character Plan contains Land Use and Design Principles from the General Plan that each Village Planning Committee found to be consistent with their existing and desired character. The selected Land Use and Design Principles will serve as important policy guidance when evaluating planning related requests.

Opportunities for Growth and Investment
The Village Planning Committees, using feedback from the General Plan Update process and their own perspectives, identified areas where the village has opportunities for growth and improvements. These areas may serve as a foundation for future planning efforts.

Goals
The Character Plan concludes with a list of goals developed by the village planning committee. The Character Plan's goals are juxtaposed with the General Plan's Five Core Values as a means of illustrating how aligned the goals are with the planning framework of the General Plan.

Note: Links for each of the Character Plans can be found on the following page.

Part II: Blueprint for a more Connected Phoenix

TRANSIT ORIENTED COMMUNITIES

Achieving the vision of a more connected Phoenix requires a merger of planning policy from the past with more recent focused and strategic approaches of today. When planning for growth, preservation, and infrastructure, land use and transportation have become more intrinsically related than ever before. By using the five core values, building upon our past and present strengths, and being conscientious of long term opportunities and challenges, a new strategic framework begins to take shape as a blueprint like no other.

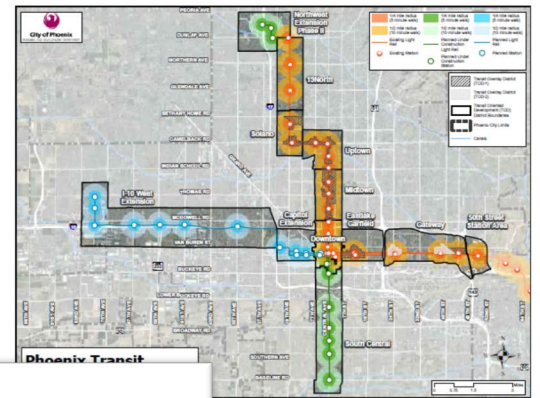
Introduction

Phoenix's Sonoran desert setting with mountains, rivers and washes has offered a unique and picturesque landscape in which to build a city. This landscape and the city's transportation network help to define Phoenix's communities, each with their own character, history and scale. These communities, the

we coordinate land use and infrastructure planning in a more strategic way.

Our Renewed Strategy
Redevelopment and new growth to be guided near supportive infrastructure. By growing near public transit, parks, trails and shops, Phoenix can become a more connected network of

extraordinary winter weather and breathtaking mountain preserves. At a more micro level, Phoenixians value the many parks, neighborhoods, and other points of pride that support their daily lives. While Phoenix is changing and growing, these assets should be preserved and strengthened. This does not mean "remain unchanged" but



using types surrounding commercial nodes situated on the star line. Even in Phoenix, a number of these places today such as Roosevelt, the Grand Avenue Arts district, and portions of the Granddorado Neighborhood to a few. While the streetcar have been removed, pattern remains and have been to both resilient and places in our city. Much Phoenix developed during age of the automobile and median zoning which produced landscape where uses were related from one another and commercial ventures lined

arterial streets. This has led to an environment where residents often refer to geographies by their cross-streets rather than by a place name.

The Transit Oriented Development Strategic Policy Framework proposed a new paradigm for urban growth in Phoenix. This plan defined a series "Place Types" for the 42 station areas along the growing light rail system.

Like the streetcar suburbs of old, these Place Types will become the central nodes from which a newly reinvented and reinvigorated community will arise.

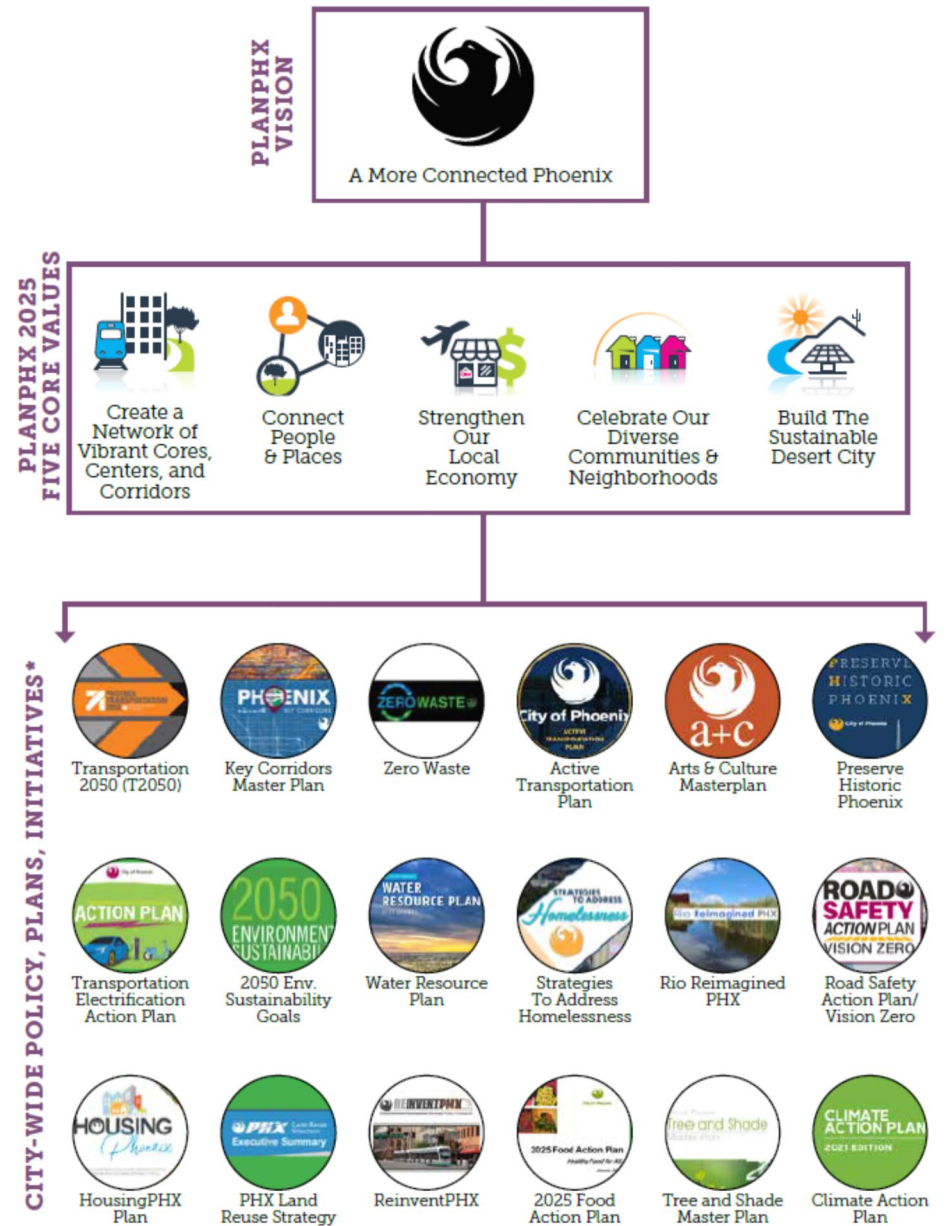
PHOENIX TRANSIT

A UNIFIED POLICY FRAMEWORK FOR THE ENTIRE CITY!

The PlanPHX Five Core Values and Subsection/Goals provide a purposeful and strategic alignment with a variety of City and community driven Policies, Plans, and Initiatives celebrating the city's commitment to continuously improving, evolving, and addressing opportunities and challenges through a holistic and unified policy framework to become a more connected Phoenix! The following page articulates this policy alignment to the Five Core Values, whereas subsequent pages celebrate policy alignment under each respective "Subsection/Goals".

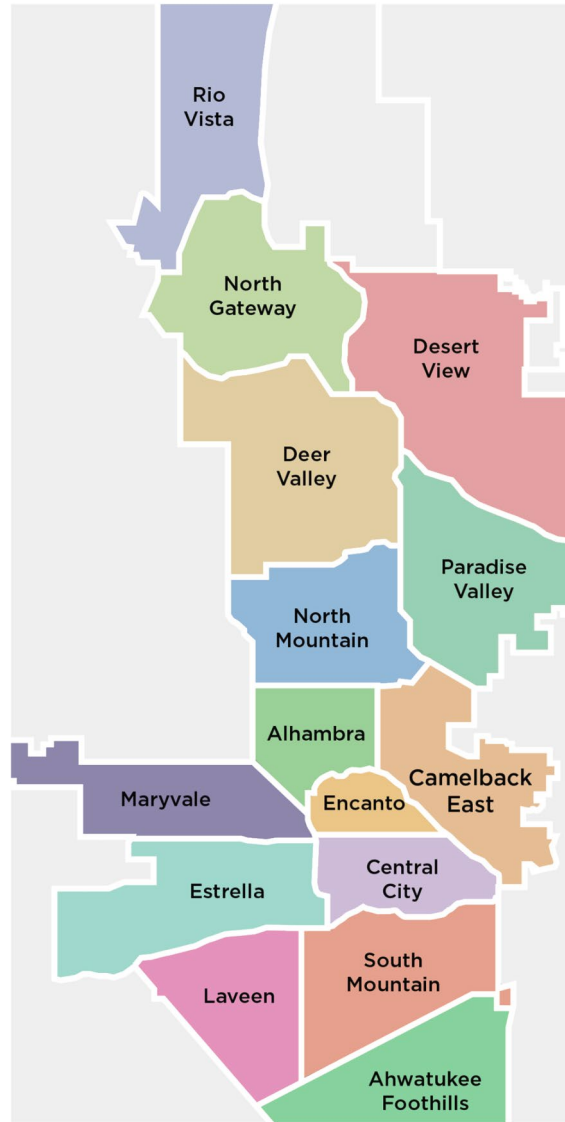


Orpheum Theater

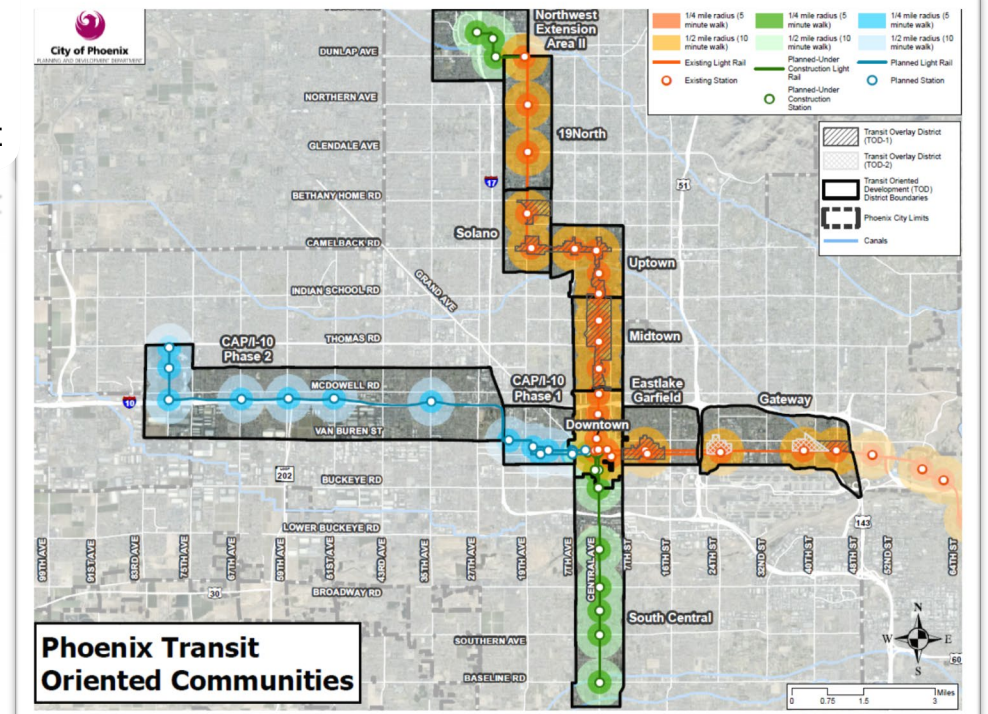
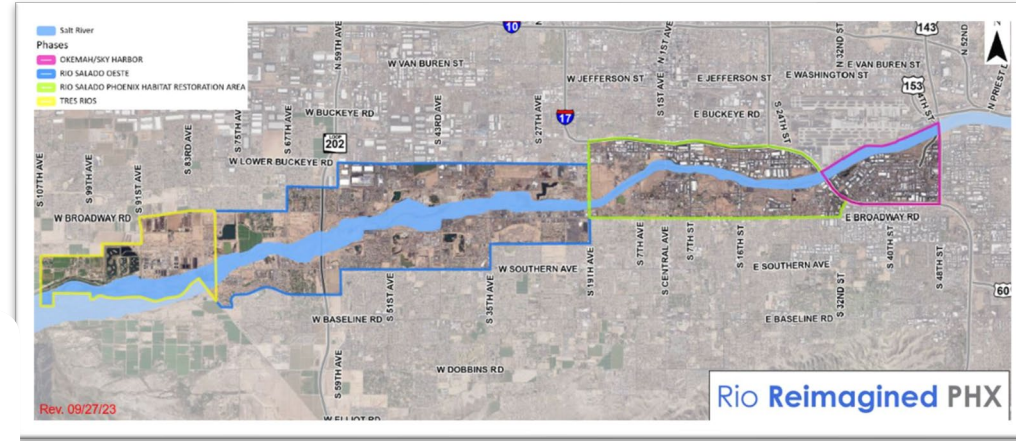




CREATE A NETWORK OF VIBRANT CORES, CENTERS, AND CORRIDORS



A More Connected Phoenix



PLANPHX 2025 FRAMEWORK FOR THE FUTURE



A More Connected Phoenix

VISION:
What we want to be as a city...where we want to go.

1 Vision



Prosperity



Health and Well-Being



Environment

3 COMMUNITY BENEFITS:
The challenges we want to address and the strategic benefits we want to provide.

3 Community Benefits



Create a Network of Vibrant Cores, Centers, and Corridors



Connect People & Places



Strengthen Our Local Economy



Celebrate Our Diverse Communities & Neighborhoods



Build The Sustainable Desert City

5 CORE VALUES:
What we want to focus on to be the city we want to be? How we'll measure success along the way? How we see our city taking shape.

5 Core Values



Plans



Codes



Operations



Financing



Partnerships



Knowledge



I PlanPHX

7 STRATEGIC TOOLS
How we will make it all happen.

7 Strategic tools



Create a Network of Vibrant Cores, Centers, and Corridors

- **Downtown as the Core**
- Transit Oriented **Communities**
- Arts, Culture & Entertainment
- **Infill Development**
- History & Local Businesses
- **Evolving Communities**
- **Dynamic City**
- **Mix of Housing**
- Surrounding Neighborhoods
- Opportunity Sites



Connect People and Places

- **Rio Reimagined**
- **High Capacity Transit**
- **Active Transportation**
- **Road Safety**
- Complete Streets
- Public Transit
- Parks
- Canals & Trails
- Access & Functional Needs Infrastructure
- Knowledge Infrastructure



Strengthen Our Local Economy

- **Tech-Forward City**
- **Resilient & Integrated Communities**
- Entrepreneurs & Emerging Enterprises
- Manufacturing & Industrial Development
- Highly Skilled Workforce
- Airports
- Tourism Infrastructure
- Local & Small Business



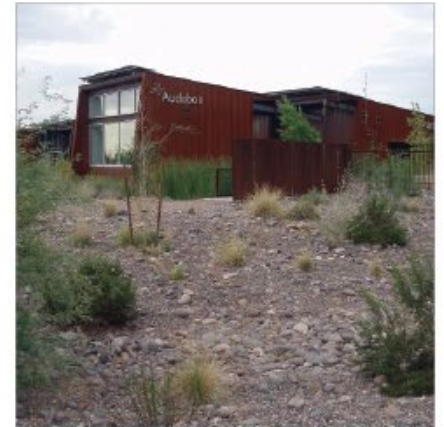
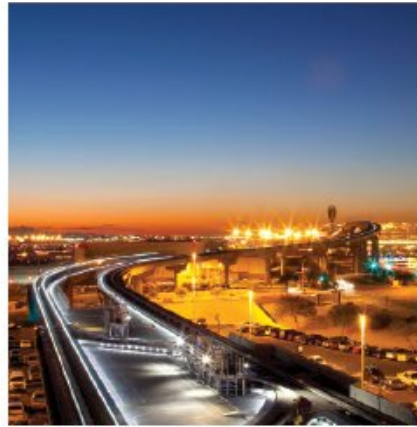
Celebrate Our Diverse Communities & Neighborhoods

- **Historic and Cultural Resources**
- Certainty & Character
- Safe Neighborhoods - Police
- Safe Neighborhoods - Fire
- **Evolving Neighborhoods**
- **Welcoming Neighborhoods**
- **Encourage Housing Options**
- Arts & Culture
- **Open Space**



Build the Sustainable Desert City

- **Water Sensitive Planning**
- **Cool Corridors**
- **Community Shade**
- Desert **Natural** Landscapes
- Rivers, Washes, & Waterways
- Redeveloped Brownfields
- Green Building
- Healthy Food System
- Energy Infrastructure
- Waste Infrastructure



HOW TO USE THIS PLAN

The General Plan was designed to be a document that is easy for the reader to understand and use. Each of the Core Values' subsections is divided into the following six parts highlighted below

Core Value

Subsection Description

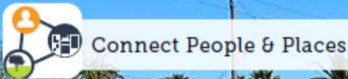
This is a brief overview of the subsection topic and its importance to the future of the city.

Goal

One or two statements about what we aspire to achieve with respect to this topic.

Additional Implementation Resources

A list of additional policy, plans, codes, standards, information or other implementation resources.



Connect People & Places



ACTIVE TRANSPORTATION

Phoenix is committed to promoting active transportation, which includes self-propelled, human-powered modes like walking or bicycling, to address the challenges of physical inactivity contributing to rising rates of obesity, diabetes, heart disease, and other chronic conditions. However, concerns over safety due to heavy traffic and inadequate infrastructure, like sidewalks and crosswalks, hinder the widespread adoption of active transportation within communities. To tackle this, the city focuses on improving infrastructure to encourage active transportation, making it safer and more accessible for everyone. By expanding transportation networks and enhancing pedestrian-friendly features, Phoenix aims to facilitate connectivity and pedestrian accessibility, integrating active transportation as a crucial design element in developments to meet the growing demand for connected and amenity-rich communities.

GOAL

Develop the city's Active Transportation system into an accessible, efficient, connected, safe and functional network which promotes safe bicycling and pedestrian access to any destination. Establish a network of bicycle and pedestrian scaled amenities at major destinations.

MEASURES/METRICS FOR SUCCESS:

- City Manager's Dashboard
- Environmental Social Governance (ESG) Dashboard
- City of Phoenix Open Data

ADDITIONAL IMPLEMENTATION RESOURCES:

- Map of city bike-way system
- Comprehensive Bicycle Master Plan
- Active Transportation Plan
- Road Safety Action Plan
- Transportation 2050 Plan (T2050)

Policy Alignment

Primary City Policies, Plans, and Initiatives aligned to the Subsection/goal.

Spotlight

The spotlights profile places in the city that are already helping to achieve the goal. They are meant to celebrate the many community assets that Phoenix already has in place and serve as examples that can be followed in other parts of the city.



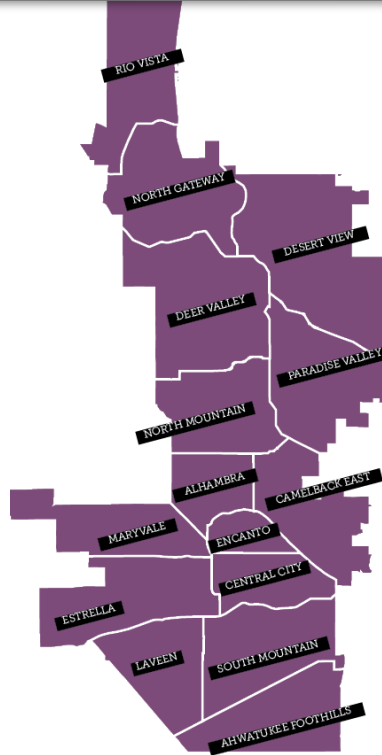
planPHX
GENERAL PLAN 2025 UPDATE

ROAD SHOW

SERIES OF EVENTS!

Come see the unveiling of the
Draft General Plan 2025 Update!

A More Connected Phoenix



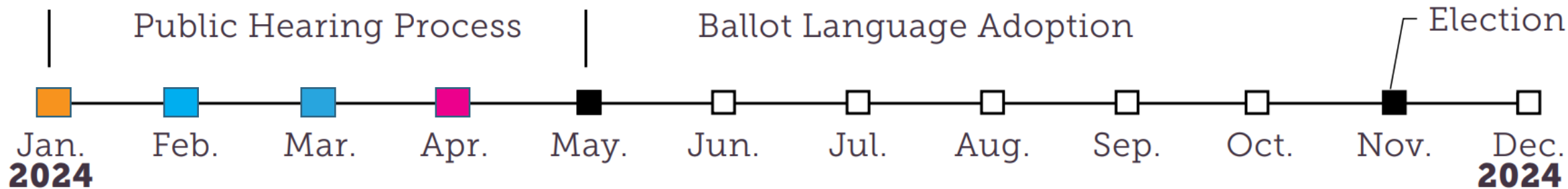
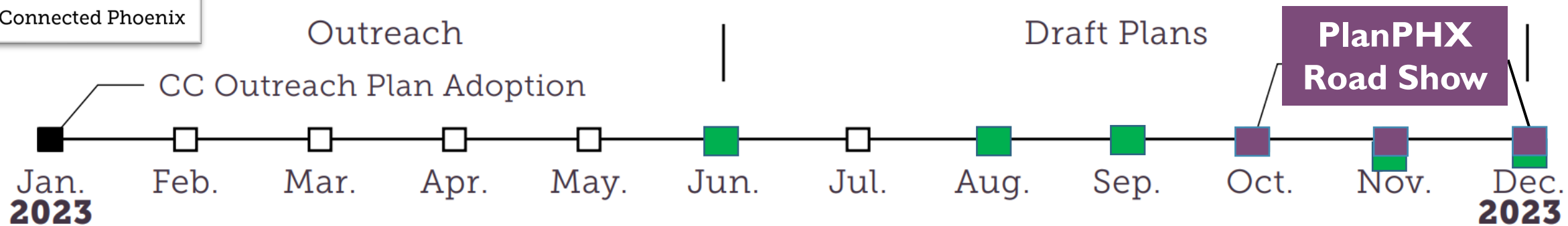
Saturday October 14 10 a.m. - 12 p.m.	Thursday November 30 5:30 p.m. - 7:30 p.m.	Tuesday December 5 5:30 p.m. - 7 p.m.	Thursday December 7 5:30 p.m. - 7 p.m.	Thursday December 14 7:30 a.m. - 9 a.m.	Thursday December 14 5:30 p.m. - 7 p.m.	Saturday December 16 10 a.m. - 12 noon
George Washington Carver Museum and Cultural Center 415 E. Grant Street Phoenix, AZ 85004	Park Central Mall - Goldwater Building 3110 N. Central Ave Phoenix, AZ STE 1400	Cholla Library 10050 N. Metro Pkwy, Phoenix, AZ 85051	Travis L. Williams Family Service Center 4732 S. Central Ave, Phoenix, AZ 85040	Burton Barr Central Library - Pulliam Auditorium 1221 N Central Ave, Phoenix, AZ 85004	Desert West Community Center 6501 W Virginia Ave, Phoenix, AZ 85035	Burton Barr Central Library - Pulliam Auditorium 1221 N Central Ave, Phoenix, AZ 85004
Celebrate Diverse Communities and Neighborhoods Core Value: Historic Character	Create Network of Vibrant Cores, Centers, Corridors Core Value: Trans-oriented Communities	Create Network of Vibrant Cores, Centers, Corridors Core Value: Trans-oriented Communities	Connect People and Places Core Value: Rio Salado Corridor	Strengthening Our Local Economy Core Value: Tech Forward City	3 Community Benefits: Prosperity, Health & Well-being, and Environment	Build the Sustainable Desert City Core Value: Youth Town Hall
The role that history, culture and character play in being a more connected phoenix, celebrating accomplishments and how preservation of our history is intrinsically related to growth of our communities and our city.	The role that Trans-oriented Communities play in being a more connected phoenix, celebrating accomplishments and how transportation and land use are intrinsically related to growth of our communities and our city.	The role that Trans-oriented Communities play in being a more connected phoenix, celebrating accomplishments and how transportation and land use are intrinsically related to growth of our communities and our city.	The role that Culture and Open Space plays in being a more connected phoenix, celebrating accomplishments and how restoring the Rio Salado, an iconic project of regional significance is intrinsically related to growth of our communities and our city.	The role that technology plays in being a more connected phoenix, celebrating accomplishments and how advancements in technology are intrinsically related to growth of our communities and our city.	The role that Planning Equity plays in being a more connected phoenix, celebrating accomplishments and how prosperity, health & well-being, and environment are intrinsically related to growth of our communities and our city.	The role that Youth and our Schools play in being a more connected phoenix, hearing from our youth on their priorities related to growth of our communities and our city.

*All Spanish/Espanol



A More Connected Phoenix

General Plan Update - 2025



- Village Planning Committee Presentation and Discussions
- Village Planning Committee Recommendations
- Planning Commission 1st Hearing (Goelet A.C. Beuf Community)
- Planning Commission 2nd Hearing and Recommendation
- Mayor and Council

Thank you!
See the Draft General Plan:

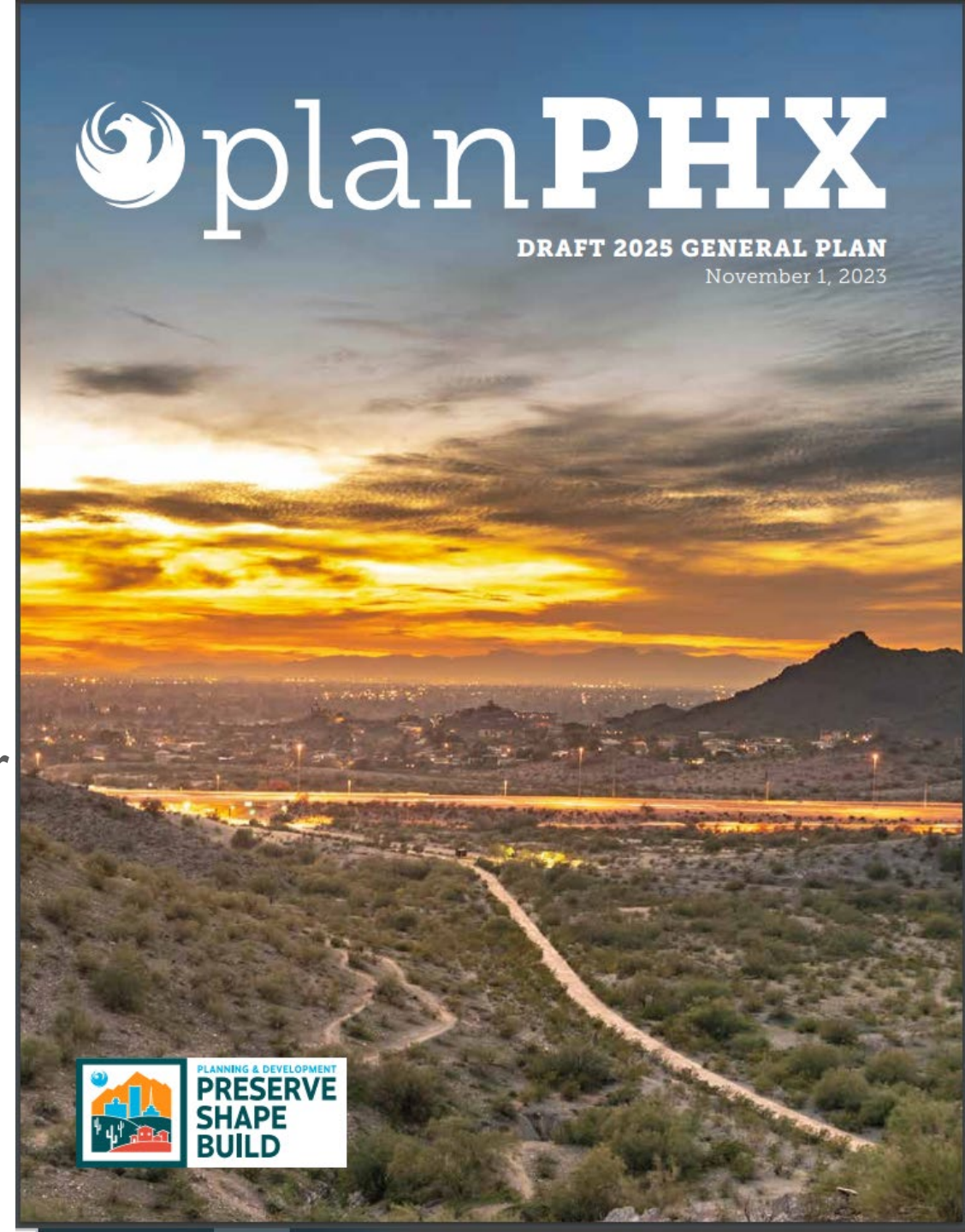
phoenix.gov/pdd/generalplan2025

Tricia Gomes, Deputy Director,
Planning Division

Email: tricia.gomes@phoenix.gov Phone: 602-262-4870

Joél Carrasco, Acting Special Projects Administrator
Planning Division

Email: Joel.carrasco@phoenix.gov Phone: 602-262-6940





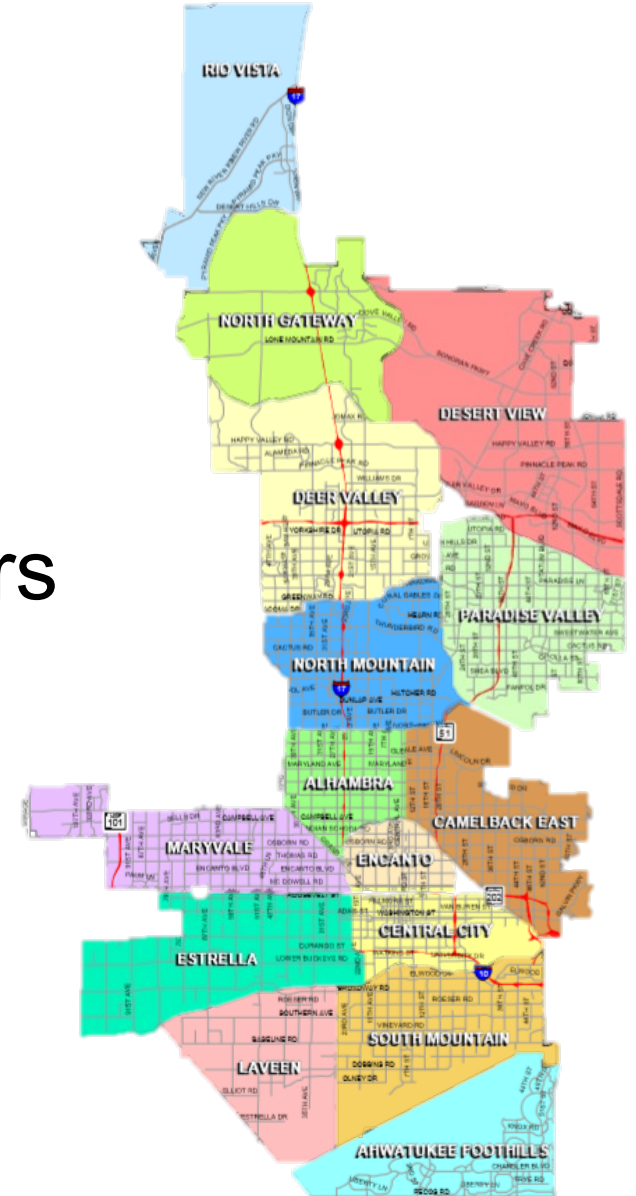
The Future of Phoenix as a Tech Forward City

CITY OF PHOENIX

Phoenix By The Numbers

Top 10 Market

- 517 Square Miles
- 1.7 Million Residents
- 5th Largest City in US
- Fastest growing city in the nation – 5 years in a row
- Fastest growing city in the nation – last decade
- 4.0% Unemployment Rate October '23



Phoenix By The Numbers

Top 10 Market

POPULATION:	1,624,539
2031 POP. ESTIMATE:	1,819,396
MEDIAN AGE:	34.5
AVERAGE HOUSEHOLD INCOME:	\$93,870

AGE BREAKDOWN	
UNDER 5	6%
5 TO 19 YEARS OLD	21%
20 TO 44 YEARS OLD	37%
45 TO 64 YEAR OLD	24%
65 YEARS AND OLDER	12%

EDUCATIONAL ATTAINMENT (POPULATION 18 AND OVER)	
LESS THAN HIGH SCHOOL	11%
HIGH SCHOOL GRADUATE (AND GED)	22%
SOME COLLEGE OR ASSOCIATE'S DEGREE	46%
BACHELOR'S DEGREE OR HIGHER	21%



Strengths and Advantages

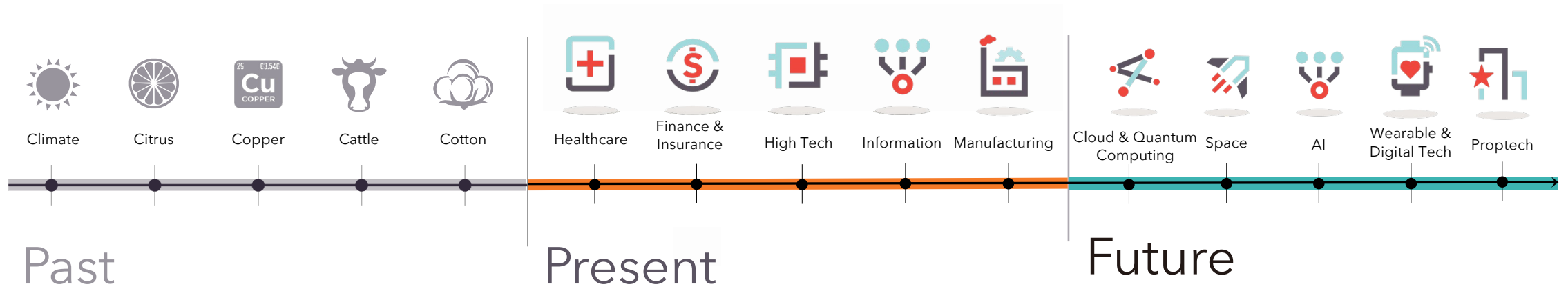
Decades in the making...



 **PHOENIX IS HOT**

Past. Present. Future.

Driving Advanced Economy



Job Creation

Target Industries:

Advanced Business
Services

Emerging Technologies

International Business/
Trade

Manufacturing

Bio/Life
Sciences

Software

In 5 years,
added
73,000+
jobs

WebPT

Sunlit Arizona

Z GIFTCARD ZEN

BY *RetailMeNot*

ROCKET Mortgage



equity**healthcare**



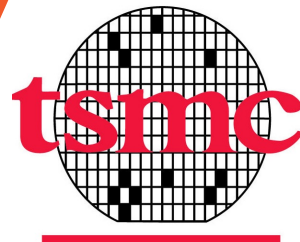
Beacon
biomedical

FARMER'S
INSURANCE

hadrian

Gainsight

SG
SCIENTIFIC GAMES



upgrade

GP Georgia-Pacific



Blue Origin
Aerospace company

Banner Health.



Honeywell

Schneider
Electric

Dignity Health.



EY

Kroger
FRESH FOR EVERYONE™



gouldevans
doubledutch

Synergy Solutions

CVS pharmacy™



INTEGRATE
Where Business Starts

NAGRA
KUDELSKI GROUP

GABRIEL
PARTNERS

CARLISLE

Quicken Loans

tgen
AN AFFILIATE OF City of Hope.

The RealReal

TUFT & NEEDLE

freshly



Phoenix's Competitive Advantage

...and then you put it all together



Healthcare / Bioscience
Financial Technology &
Financial Services
Big Data
Cybersecurity
Robotics
Web/Software Development
Semiconductor Manufacturing
Aerospace and Defense
Autonomous Vehicles
Entrepreneurship
Circular Economy / Sustainability
Agri-Tech

Cities Have Life Cycles

Cities and industry life cycles are cyclical without intentional planning



Transformation Story:

Durham & Wake County, NC

Research Triangle Park (RTP)



1950

North Carolina's agriculture-dependent economy is in decline

1958

UNC, NC State and Duke University establish RTI International

1970

RTP tenants include IBM, the U.S. Forest Service, NIH, and Burroughs Wellcome (GlaxoSmithKine)

1956

The Research Triangle Committee (now the Research Triangle Foundation) is established to bring Research Triangle Park to existence

1959

Research Triangle Park is established with RTI International as its first tenant

Present

RTP is globally recognized hub for E&I in pharmaceuticals, medical devices, biotech and microelectronics

Transformation Story:

Milwaukee, WI

The Water Council



2000

Milwaukee's beer and leather manufacturing industries are symbolic of the region's economic decline

2009

The non-profit Water Council is established to make Milwaukee "the Silicon Valley of water technologies"

2013

The Global Water Center is established in the heart of Milwaukee

2007

Local industry and civic leaders convene the first annual Water Summit

2009

The University of Wisconsin-Milwaukee establishes the School of Freshwater Sciences

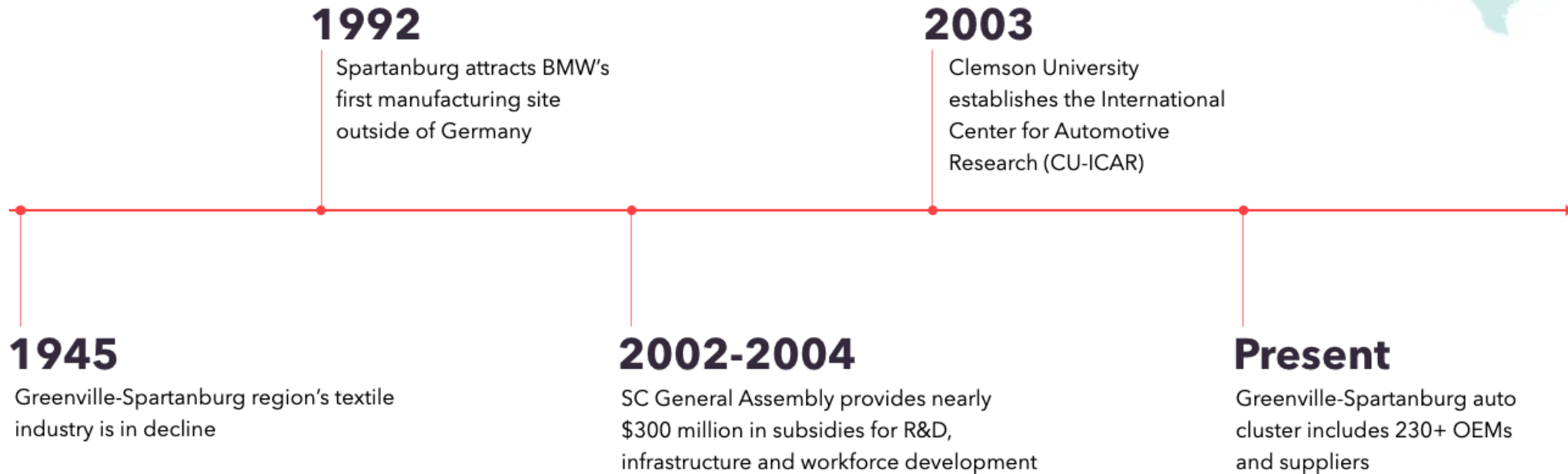
Present

Milwaukee water cluster includes 250 local firms and a global network of 200 members

Transformation Story:

Greenville, SC

The Clemson University International Center for Automotive Research (CU-ICAR)



Economic transformation through innovation

Key Takeaways

01

All were **focused on mature industries** that were **subject to globalization and disruption**

02

Economies went through market cycles **because of the ways industries grow and are replaced**

03

Each city **assembled a coalition** of business, education and the public sector and were in **lockstep on the vision** to move to an innovation-based economy

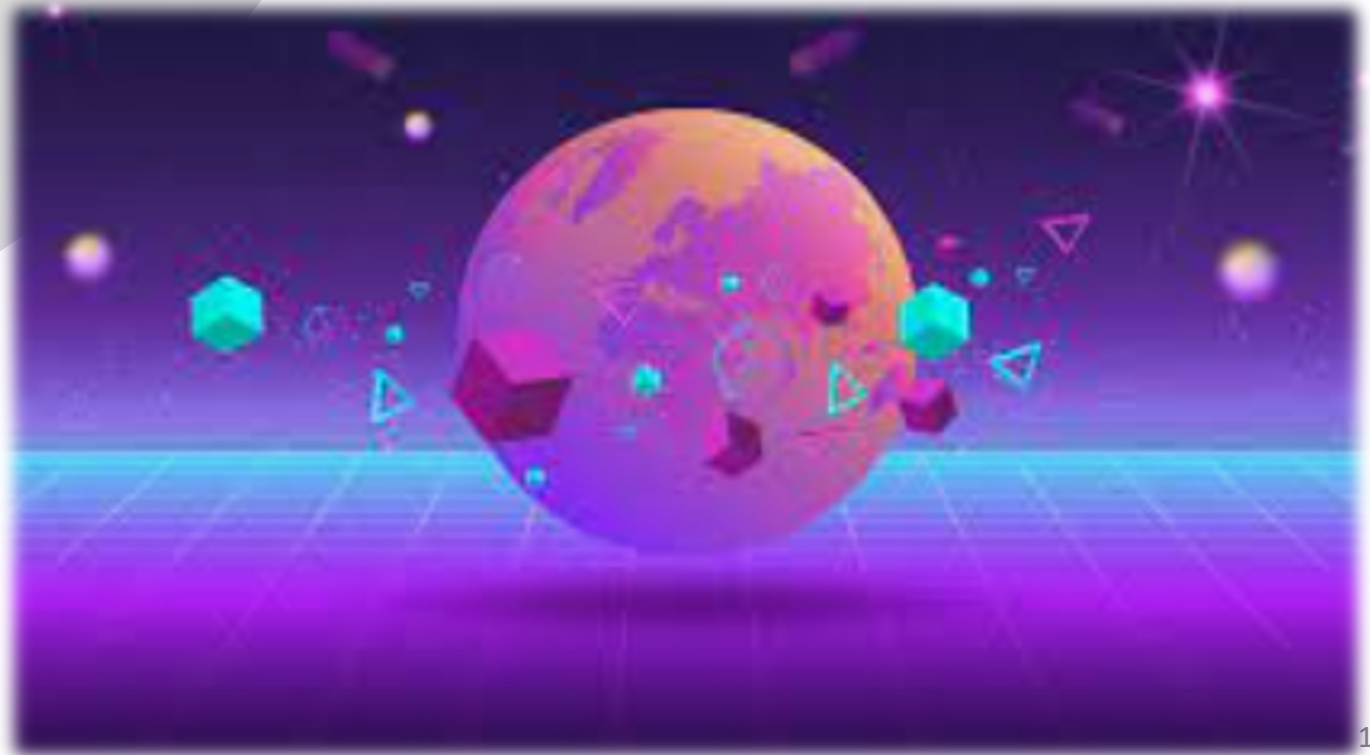
04

Partnerships with education were used to fuel the economy of the future

05

Proactive innovation minimized disruption

How Phoenix is Responding to This Changing Universe



New Industry Sectors

Transformation from Physical to Digital

- Smart Mobility
- Smart City
- Cyber Security / Blockchain
- Industry 4.0
- Human Augmentation (AR/VR)
- Sustainability
- New Pharma
- Space



World Class College System

Supported by strong Phoenix School Districts – Creative educational platforms



Cultivating Entrepreneurship

Creating the next global companies



SEED·SPOT

STARTUPAZ
FOUNDATION

✓ VENTURE CAFÉ > PHOENIX

the DEPARTMENT

LabForce
CEI



CO+HOOTS IN MIDTOWN

"We're now in Midtown Phoenix!"
- CO+HOOTS STAFF

tgen

galvanize

GCU
CANYON VENTURES



Resource Innovation and
Solution Network (RISN)



PATRIOT BOOT CAMP
PRESENTED BY
techstars

ASU Arizona State University
Entrepreneurship + Innovation

CEI
CENTER FOR
ENTREPRENEURIAL
INNOVATION

Wt WearTech
Center

International Reputation

Moving to Top Tier



According to the *Association of Foreign Investors in Real Estate*
Phoenix ranked 6th in the nation for places international
investors intend to increase their real estate holdings

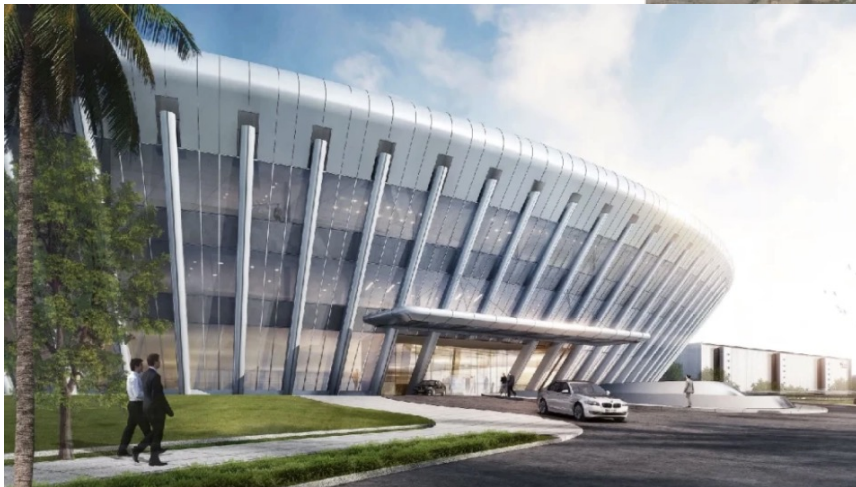
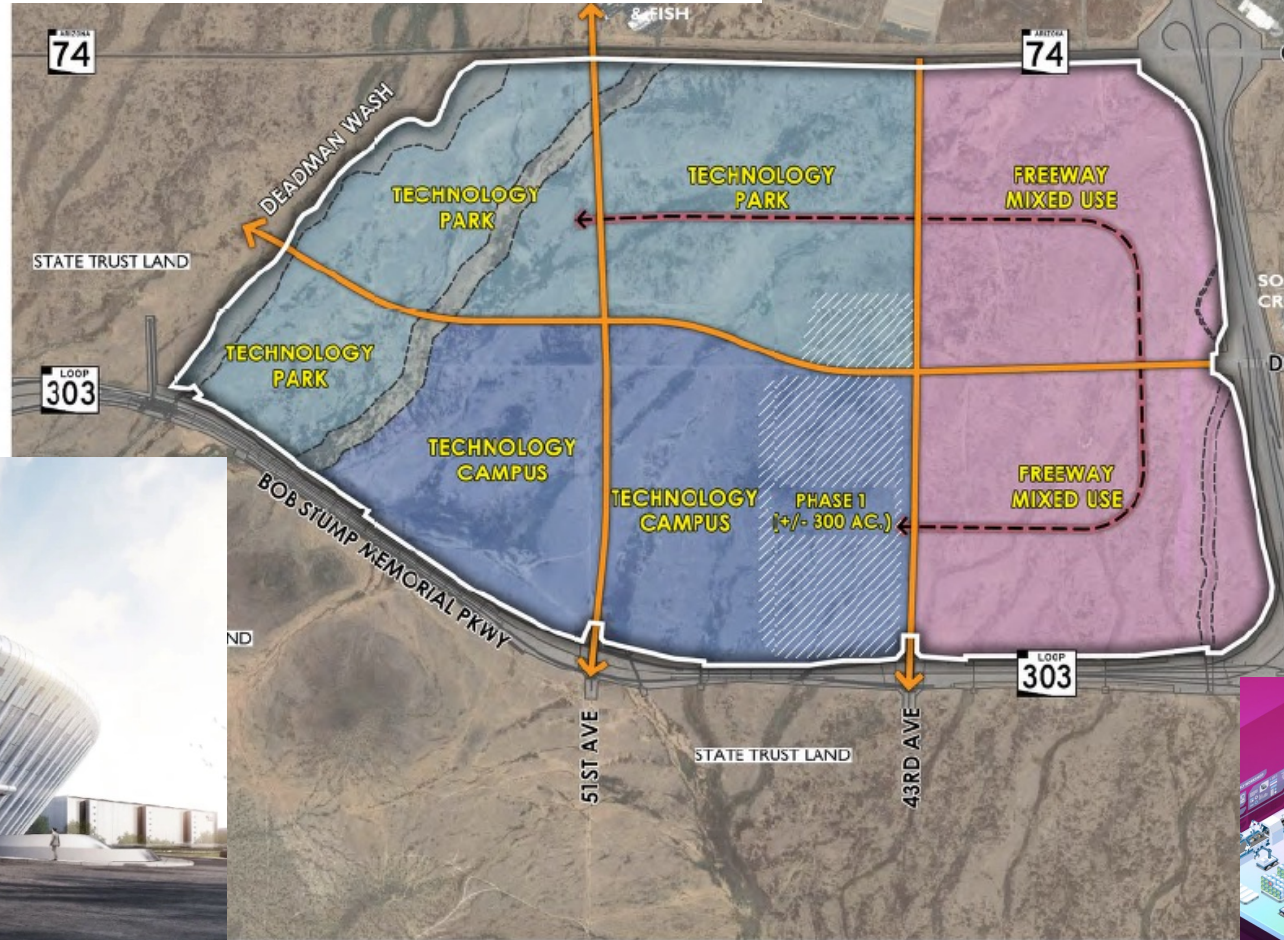
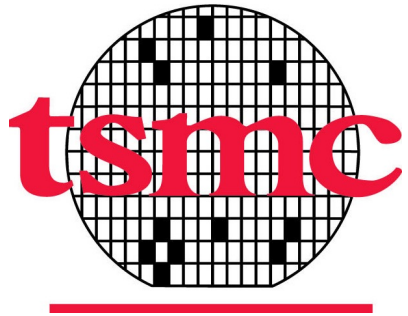
Creating the Hardware

Leading the way to the future

<https://www.americancranesandtransport.com/news>

39 cranes active on Phoenix microchip plant

Jul 8, 2022 — Taiwan Semiconductor Manufacturing Company (TSMC) and Intel are currently building new production facilities in the **Phoenix** area.



Next Generation Technologies

"Wearable Technology Leader"



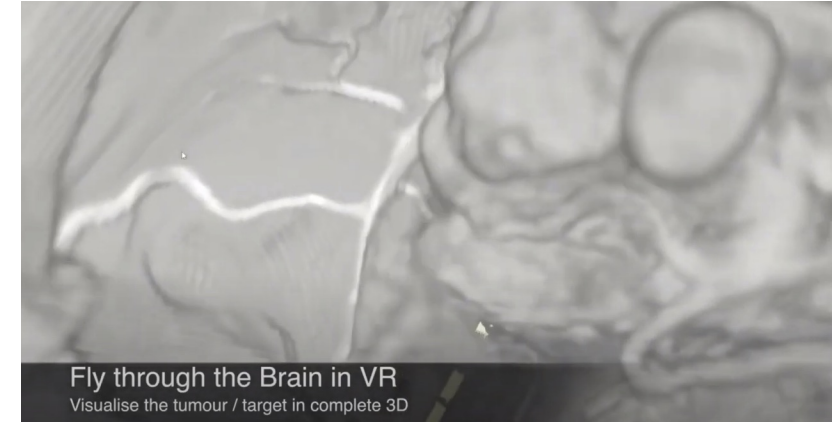
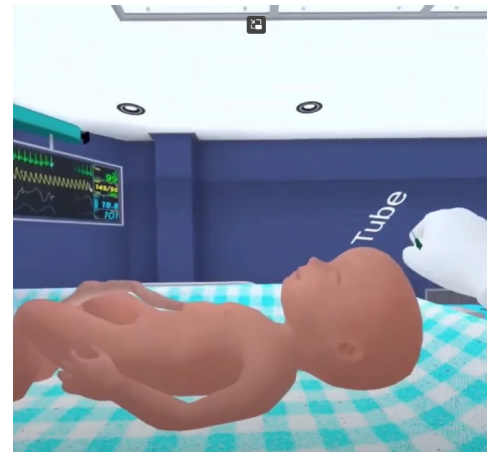
"Next Generation Avionics Lab"



Healthcare in the Metaverse

Leading in new development and life changing medicine

- Super Apps create original 3D Content
- VR program helping train future surgeons and healthcare professionals
- Better healthcare outcomes with virtual options for practice and oversight



Discovery Oasis

Leading in new development and life changing medicine



- Mayo 228-acre acquisition in late 2021
- Creation of Discovery Oasis
- Location to share ideas and technology; from research to medical breakthroughs, even drugs
- ASU Health Futures Campus Partnership between Mayo, ASU and the City of Phoenix
- Phase I - 200,000 SF

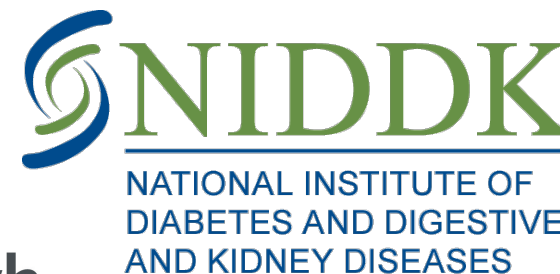
Center for Advanced Molecular and Immunological Therapies “CAMI”



Phoenix Bioscience Core



International
Genomics
Consortium



Sense
Neuro Diagnostics



Dignity Health
Cancer Institute

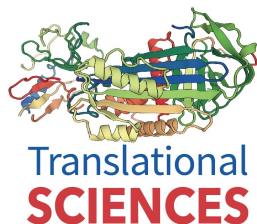


VA

U.S. Department
of Veterans Affairs
Veterans Health Administration
Phoenix VA Health Care System.



Banner Health



**PHOENIX
CHILDREN'S**



WEXFORD
SCIENCE+TECHNOLOGY



cirrus.bio
Improving wellbeing with the right diagnosis



COLLEGE
OF MEDICINE
PHOENIX



Remote Surgery

Saving lives thousands of miles away in another country

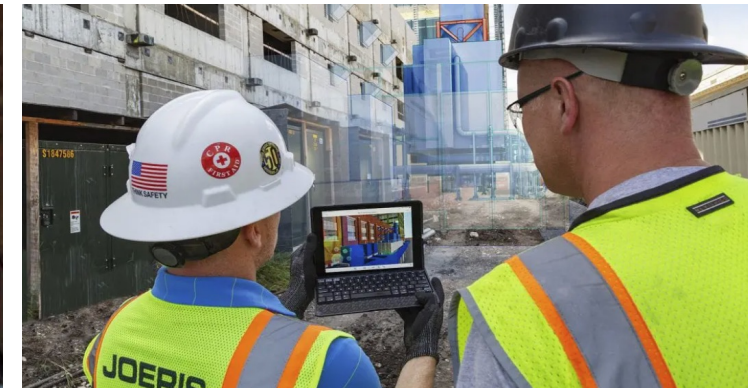
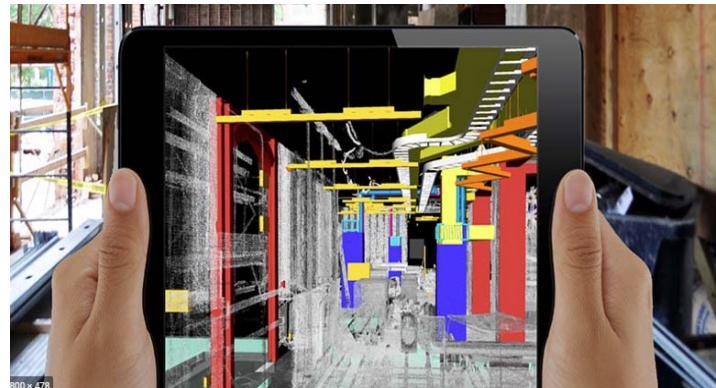
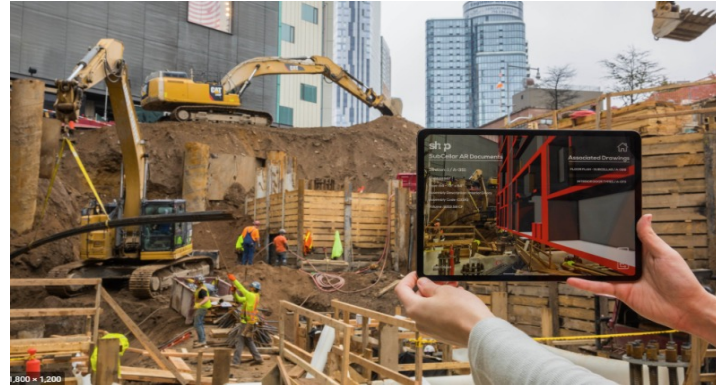


UA doctors guiding surgeries taking place in other countries

Augmented Reality for Construction

Success Story out of CEI

- 3D models are created and combined with all building data
- Building data is displayed digitally over worker's physical surroundings in real time
- Used for:
 - Project planning and modifications
 - Automated measurements
 - On-site project information
 - Safety training



How can we level the playing field

Ensuring equitable economic development for all



Creative workforce training solutions

- Mobile Career Unit
- Innovation 27
- Starting with our students earlier and bringing opportunity to them
- Remove the Digital Divide
- More nimble educational partners
- Remove barriers



Business and Workforce Trends

Recession Forecasted

PHOENIX

2023 recession should be 'short and shallow,' Phoenix economist says



Corina Vanek
Arizona Republic

Published 6:00 a.m. MT Jan. 28, 2023

[View Comments](#)



Danny Court, partner and senior economist with Elliott D. Pollack & Co., addresses the audience at the 2023 IREM CCIM Economic Forecast event. Corina Vanek/The Republic

Phoenix's Job Position

- No longer a construction-led growth state
- Recovered 140% of our jobs lost during the pandemic
- U.S. Only recently hit full recovery
- Significant diversification in business sectors
- Affordability isn't a selling point any longer
- Workforce and infrastructure are key
- Nationwide 10.3 million job openings; 6 million unemployed

Christine Mackay
Director
Community & Economic Development
City of Phoenix

Chris Camacho
President & CEO
Greater Phoenix Economic Council