

GROWTH AREAS TOWARD BUILD-OUT

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

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

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

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

GOAL: DESIGNATE PRIORITY LOCATIONS FOR EMPLOYMENT AND COMMERCE.

- Objective:* Attract desirable, well-paying jobs to Chandler's growth areas.
- Objective:* Encourage mixed-use development with shopping, job training, and workforce housing convenient to employment centers.
- Objective:* Exercise selectivity in land use types and intensities to gain maximum, long-term advantage from Chandler's remaining land resource.
- Objective:* Generate sufficient revenue from non-residential land uses to help sustain Chandler's fiscal strength.

GOAL: UTILIZE EXISTING AND PLANNED INFRASTRUCTURE CAPACITIES.

- Objective:* Plan strategically to accommodate higher densities and taller buildings where services are available and negative impacts can be mitigated, in accordance with the City's adopted Mid-Rise Development Policy.
- Objective:* Stress accessibility for growth areas -- minimizing traffic congestion, promoting public transportation and integrating non-vehicular connections (pedestrian, bicycles).
- Objective:* Protect the flight corridor approaching and departing the Chandler Municipal Airport from high intensity development.

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

GOAL: ASSURE COMPATIBILITY BETWEEN NEW DEVELOPMENT AND EXISTING NEIGHBORHOODS.

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

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

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

Objective: Establish innovation hubs where research intersects with industry.

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

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

Existing Conditions

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Build-Out Policies

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

Fundamental policy guidelines include the following:

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

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

INNOVATION ZONES

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

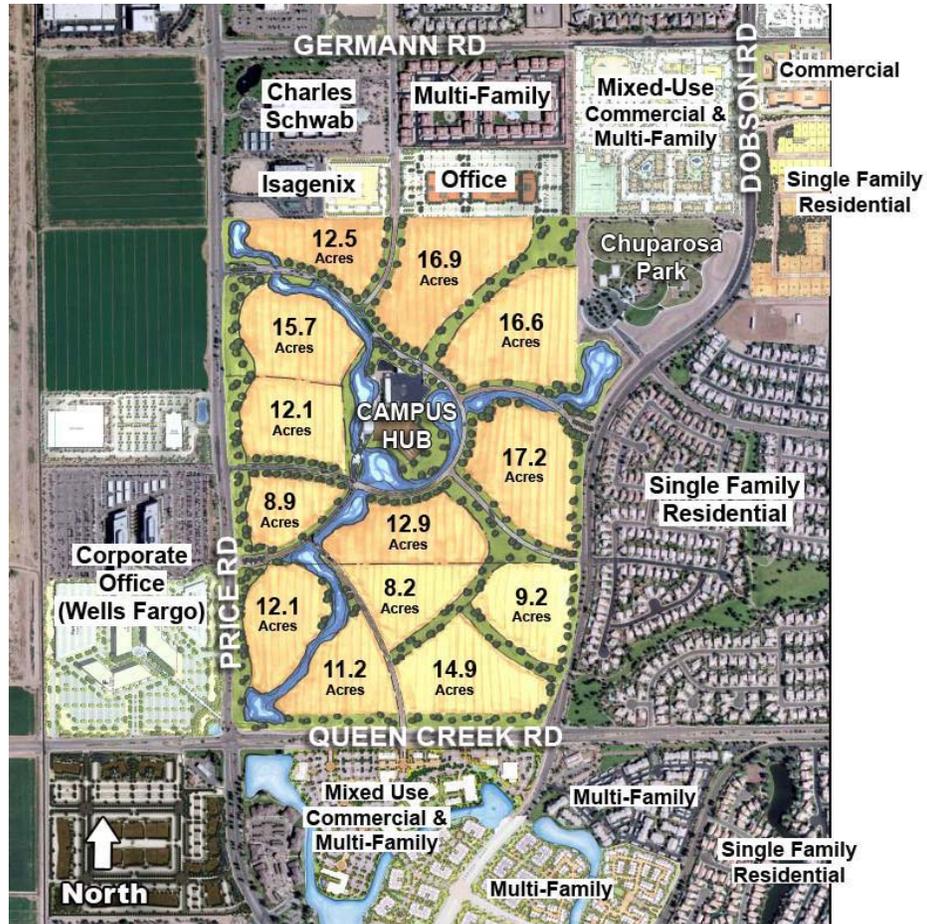
The "innovation zone" concept is envisioned as a hub where research and industry intersect and benefit from close proximity to each other within a campus environment. Innovation zone campuses provide a setting for research institutions such as universities, innovation-based companies (See Glossary) including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

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

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

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

Figure 10 Innovation Zone Concept



Implementation Recommendations

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

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

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

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

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

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

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

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

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

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

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

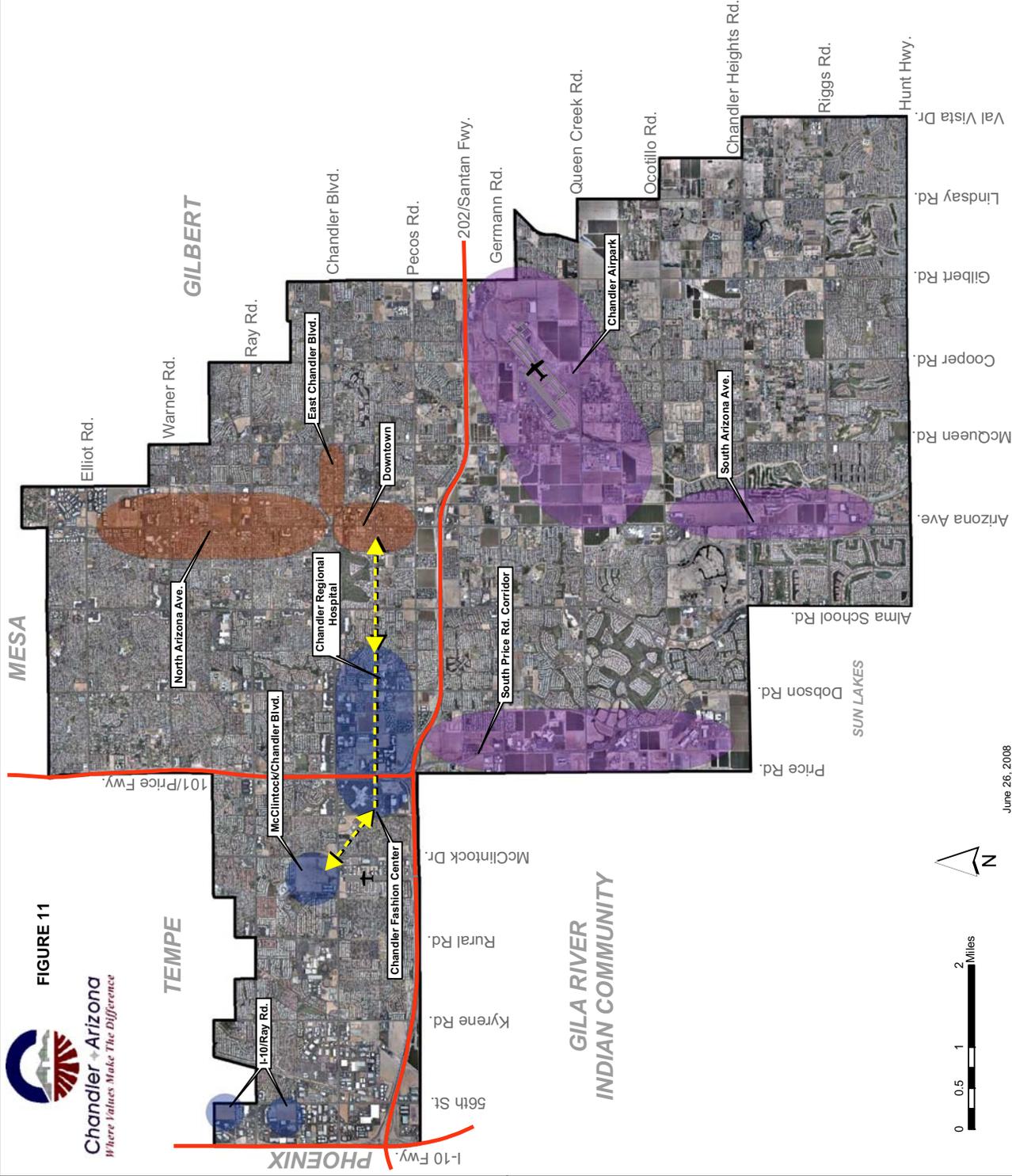
Recommendation: Coordinate growth area project scale with existing roadway, water, sewer and other municipal systems capacities. Future improvements -- especially public transit -- may be considered as special attributes; however, overbuilding should not be allowed far in advance of systems (e.g., light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



Chandler + Arizona
Where Values Make The Difference

FIGURE 11

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



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