



Staff Report

Agenda Item: **WORKSESSION WITH PLANNING COMMISSION -**
Worksession between the Town Council and the Planning
Commission to discuss the Smart Growth Checklist and Form
Based Codes.

Staff Contact: Sherry Bailey, Community Development Director

Meeting Date: February 26, 2008

Background:

The state adopted the Growing Smarter legislation on August 21, 1998. Growing Smarter Plus legislation became effective on May 18, 2000. Taken together, the Growing Smarter legislation provides comprehensive land use planning and zoning reforms including the acquisition of open space. This legislation was intended to give residents of Arizona cities, towns, and counties a number of tools to shape growth in their own communities, such as the right to vote on general plans and restrictions on how general and comprehensive plans can be amended. Both acts required reforms to local planning and zoning laws for municipal, county, and State land including mandatory rezoning conformance with general plans and more effective public participation in planning.

In 2007 the Growing Smarter Guiding Principles were adopted which gave further guidance to towns and cities on future development and handling growth issues. The Governor and the Growth Cabinet Advisory Board have now developed a proposed checklist which is a valuable tool for a community to use to conduct a self-assessment on meeting the goals of the Growing Smarter legislation. Communities are asked to review the checklist and provide comments back to the Growth Cabinet Advisory Board by March 3, 2008.

The Planning Commission reviewed the checklist and had the following comments they would like to discuss with the council:

- a) If the items on the checklist are important “ Growing Smarter” issues then all communities, regardless of size, should be encouraged meet all of the guidelines. This checklist should be considered a communities chance to assess itself and the efforts the communities have taken. Regional approaches to solutions, particularly for smaller communities should receive recognition.
- b) How are the score card answers evaluated and verified?
- c) Sustainability items were not a measureable issue, and they should be.

The Planning Commission felt the focus of the assessment tool should be the value of the process to our community. If the communities subscribe to the guiding principles

for smart growth, a resulting benefit would be a community closer to meeting the goal of a sustainable community.

Looking more closely at the guiding principles the efforts the town is beginning towards a more Form Based Code approach to community development will meet these guidelines. The Preservation of Community Character was seen as a major principal by the public. Form Based Codes and the regulations and standards associated with them are a way to designate the appropriate form and scale (and therefore, character) of development rather than only distinctions in land-use types. Section II of the Smart Growth Checklist assesses the Preservation of Community Character. This speaks directly to addressing the challenges and opportunities that new development presents.

Recommendation:

This is a worksession only, and requires no formal action from the council although direction from the council to staff may occur.

The Arizona Smart Growth Scorecard December 4, 2007 DRAFT

The Arizona Smart Growth Scorecard was developed by a working group of the Governor's Growth Cabinet and public and private stakeholders over several months during 2007. This smart growth scorecard is designed to strengthen the ability of local officials to plan for future growth and development and to adopt comprehensive strategies that address growth related pressures for specific communities and counties. As Arizona continues to attract unprecedented population growth, all levels of government must play a role in wisely planning and managing both the challenges and opportunities that new growth and development present for many years into the future. *The Arizona Smart Growth Scorecard* is a valuable tool for community self-assessment that will assist all of Arizona in meeting this important responsibility.

*"This place of exceptional beauty is not ours to own,
it is only ours to care for, for the time that we are here."*
Governor Janet Napolitano

Why a Scorecard?

Under Executive Order 2007-05, the Governor's Growth Cabinet prepared this scorecard to help state agencies direct future discretionary funding to applicant communities that are "growing smart", and help them assess whether or not they have the right tools in place to do so. The intent is to provide communities, counties, and regions - whether small or large, rural or urban - with a simple, clear, usable means of evaluating how well prepared they are for the pressures of growth and to help spur action on local and regional approaches to growth and development issues.

What's Smart Growth?

Growth itself is neither positive nor negative, but the cumulative effects of population growth, its patterns and form have long-term social, environmental, and economic consequences. Smart growth is guiding growth in ways that result in vibrant communities, strong economies, and a healthy environment. Smart growth means adding new homes, schools, businesses, jobs and infrastructure to Arizona's economy in a way that makes sense and promotes balance. Smart growth enhances the communities where we live, but does not over-burden our transportation and infrastructure systems, pollute our air and waters, or deplete our open spaces and magnificent natural landscapes. Smart growth embodies qualities that make communities great places to live and gives them a sense of place - recreational amenities, historic spaces, vibrant downtowns, choices in transportation, jobs, and housing, prudent investments in capital facilities and infrastructure, and opportunities for diversity and citizen involvement.

Who Can Use It?

The *Arizona Smart Growth Scorecard* is a tool that can be used by different groups:

- local officials for their own guidance or self-assessment
- state and local agencies to evaluate projects and make decisions on grants or loans
- community leaders to prepare for public meetings or planning sessions
- as a tool for public involvement in planning and decision-making
- interest groups and citizens

All communities (cities, towns and counties) are encouraged to fill out a scorecard. State discretionary funds will be available only to local governments agreeing to participate in this process and will be evaluated by this set of smart growth criteria and indicators. Cities, towns and counties engaged in smart growth planning and implementation will receive priority for discretionary funding over applicants that are not committed to sensible growth and development.

How Does the Scorecard Work? What is the Incentive?

A community's self-assessed scorecard should be submitted to the Arizona Department of Commerce. Scorecard results will be posted on the Commerce website (www.azcommerce.com) and will be used by agencies in all programs, where applicable, to evaluate projects and make decisions on grants or loans using agency funds.

A community's score applies to state discretionary funds that are available strictly to cities, towns and counties, and excludes programs that are available to other types of entities (i.e. special districts, non-governmental organizations and private entities, such as ranchers, etc.). If your community or county is implementing smart growth principles as evidenced by your score, state agencies will give **priority** to your community's application for discretionary funding.

An alternate definition of 'applicant' under consideration:

Applicant" means the city, town, county, region or governmental subdivision applying for a grant or loan; and any private applicant applying for a grant or loan. Private applicants will submit an electronic copy of the scorecard for the community in which the applicant's project is located, and if two communities have submitted scorecards for the location of the project (for example a city and a county) the higher scoring scorecard shall be submitted.

In order for discretionary funds to be made available to your city, town or county, you must participate in this scorecard process. Communities and counties that lack resources to be advanced in smart growth planning, or score low on the smart growth scorecard, will still be eligible for state discretionary funding. The scorecard is an incentive-based tool to help cities, towns and counties evaluate how well they are implementing smart growth and look for ways to improve smart growth in their local area. Assistance, both technical and financial, will be available to build the capacity of communities and counties transitioning toward smarter growth and development.

Technical assistance and circuit rider-type efforts to build local capacity to improve planning techniques and practices will be available through the Arizona Department of Commerce Smart Growth Office in coordination with the Smart Growth Interagency Committee, a multidisciplinary, smart growth implementation team involving liaisons from the different Growth Cabinet agencies. These technical assistance efforts should help communities and counties achieve higher scores on future scorecard submittals.

How Will State Agencies Use the Scores?

The scorecard will be used as an additional priority consideration in an agency's scoring or decision making process for awarding grants or providing state discretionary funds to a community or county. **It is important to note that the scorecard criteria do not replace existing agency grant program guidelines or standards.**

Example –

County X scored 90 out of 100 points on their scorecard and County Y scored 60 out of 100 points on their scorecard and both submitted an application to ADOH. Since County X has a high score on their smart growth scorecard, they receive priority funding over County Y who has a lower score. Final grant awards are not based solely on the scorecard results. Therefore, as noted above, County X would still need to be successful in existing ADOH criteria to receive a high overall score.

What Framework Was Used To Develop The Scorecard?

The Growing Smarter Guiding Principles, Arizona's planning statutes, and the implementation of smart growth techniques and tools (such as mixed use zoning, pedestrian oriented design, focusing growth in areas around transportation, and regional planning) provide the foundation for Arizona's smart growth scorecard.

Arizona's Growing Smarter Guiding Principles were developed by the Governor's Growing Smarter Oversight Council through an extensive statewide grassroots process and provide a vision for managing Arizona's rapid growth and long term planning for the next 100 years. The Guiding Principles are organized into six major categories:

- Responsibility and Accountability
- Preservation of Community Character
- Stewardship of Natural Resources
- Opportunity for Broad Choices
- Essential Service Infrastructure
- Economic Development

The Growing Smarter planning statutes provide cities, towns, and counties a number of planning and zoning guidelines, and require the consideration of a variety of planning elements in the general plans of municipalities and comprehensive plans of counties. The scorecard builds on this existing framework by evaluating whether or not local planning goals are being accomplished in connection with effective implementation strategies and solid results.

How The Scoring Works?

The scorecard is comprised of the above six Guiding Principles criteria along with a list of associated smart growth and planning indicators. The overall calculation of these criteria and indicators is used to obtain a "score" for your community or jurisdiction.

Smart growth criteria and indicators are applied differently to each of these three groups of communities. Generally speaking, the larger the jurisdiction, the more criteria will be applicable. This disparate application of criteria acknowledges the fact that planning techniques and funding to support smart growth may differ by the growth pressures facing your community and that the current level of technical and financial resources that a small, mid-size or large city may be significantly different in a state as diverse as Arizona. The scorecard will indicate where each criterion applies to only one, two or three of these different sized communities and counties.

Consequently, separate criteria and indicators have been developed for different sized communities and counties within our state:

- 1) Large cities, towns and counties with populations over 100,000 respond to all indicators
- 2) Medium cities, towns and counties with populations between 10,000 and 100,000 respond to the specified indicators
- 3) Small cities, towns and counties with populations under 10,000 respond to the specified indicators

Tallying Your Results

1. Total each individual section (section subtotals).
2. Add up the subtotals for your overall score.
3. Compare the total overall score to the three scoring categories shown below.

Total score between XX and YY (100% - 80%) = *smart growth*

Total score between XX and YY (79% - 60%) = *in transition*

Total score between XX and YY (59% - 0%) = *needs attention*

What Your Scores Can Tell You?

In assessing your overall scores, we suggest you consider these basic messages:

Smart Growth: Scores in this category indicate that a community has taken initiative to implement smart growth policies in a positive direction.

In Transition: To move in the smart growth direction, look at your weaker section scores. Study individual results and identify steps that can lead you to achieve a higher score.

Needs Attention: It is important to analyze the results carefully to evaluate specific challenges and areas for improvement. Identify steps that will get you on the path for wiser planning and development. The state offers opportunities that can help increase your planning capacity. Contact state planning assistance programs like the Arizona Department of Commerce Smart Growth Office or the Center for Housing Affordability and Livable Communities (CHALC) at the Arizona Department of Housing for help.

While those cities, towns and counties with small or modest populations are not required to answer all the questions, this scorecard should be viewed as a planning and information tool that provides helpful guidance to citizens and officials alike on growth management options that your jurisdiction may want to utilize in the years to come. As communities grow, these self-assessment questions can become increasingly important in providing useful planning concepts and tools for managing growth. Please consider using this scorecard as a planning roadmap for the future.

Is Technical Assistance Available?

The Arizona Department of Commerce will divide the communities' scorecards based on scores as described above. Those communities **which need attention and are in transition** will be given priority for technical assistance by the Arizona Department of Commerce Smart Growth Office in coordination with the Smart Growth Interagency Committee involving the different Growth Cabinet agencies.

Section 1: Responsibility and Accountability

Public officials should embrace the responsibility for guiding local communities toward beneficial long-term growth and development while seeking broad community benefit, engaging regional partnerships and facilitating compliance with local planning and land use decisions. Because many growth issues transcend political boundaries, communities should actively engage in regional cooperation with local, state, federal and Tribal representatives. Planning processes should engage people in issues while facilitating the implementation of a unified community vision.

All Communities

1. How do you engage your local community in planning and zoning activities?
 - We have a public participation plan for engaging the public in planning activities and we utilize explicit notice requirements in our zoning ordinance to engage those who want to participate.
 - Our planning and zoning public meetings are held on a regular basis and citizens are actively encouraged to take part.
 - Our planning and zoning meetings are open to the public.
2. Do you link funding and regulatory action to implement the goals and policies of your General Plan or Comprehensive Plan?
 - Yes, the requirements / provisions of our zoning ordinance, design standards and capital improvement plan are directly linked to the goals and policies set forth in the general / comprehensive plan.
 - Yes, some provisions are linked to the general / comprehensive plan, but not explicitly.
 - No, our general/comprehensive plan, zoning ordinance, design standards, and capital improvement plan are not linked.
3. Does your community plan regionally with adjacent jurisdictions, including Tribal governments and State and Federal land managers, to address regional development impacts?
 - Yes, we meet regularly and utilize cooperative mechanisms, such as joint planning meetings, revenue sharing and intergovernmental agreements, to address regional issues and adjacent land use impacts.
 - Yes, we participate in some committees (e.g. Council of Governments, etc.) on regional issues, such as water and transportation.
 - No, we don't meet regularly.
4. Is your general / comprehensive plan current and inclusive of all required Growing Smarter elements?
 - Yes, our plan is current with the required elements. It is annually reexamined and updated.
 - Our plan needs to be updated and we are in the process of initiating those changes.
 - Our plan needs to be updated, but this process has not been scheduled.

Section II: Preservation of Community Character

Communities of differing character and heritage define Arizona. State and local plans and investments should preserve each community's sense of place by promoting its distinct identity, culture and history through a local vision and careful evaluation of planning and zoning decisions.

All Communities

5. Do you have a vision statement for your community that has been developed with public participation and is reflected in your general or comprehensive plan?
- Yes, we have a vision statement crafted with public participation that guides our general / comprehensive plan.
 - Yes, we have a vision statement but it is not incorporated into our general / comprehensive plan.
 - No, we don't have a vision statement.

Medium and Large Communities

6. Does your community have mechanisms, such as design guidelines, form-based codes, special districts and overlay zones so streets, buildings, and public spaces work together to create a sense of place and promote local character?
- Yes, we have mechanisms in place to protect special districts and connect streets, buildings and public spaces.
 - We are in the process of developing mechanisms and have discussed them with our elected officials. Design standards are encouraged, but not required.
 - No, we don't have any of these mechanisms.
7. Does your community protect historic and cultural resources?
- Yes, we have a defined historic district, along with guidelines for development within it.
 - We emphasize the importance of historic buildings and cultural resources, but we have no specific measures to maintain or enhance them.
 - We have taken no action or have no mechanisms in place to protect historic buildings and cultural resources.
8. Does new development along roads occur in a node or strip pattern of development?
- Development along highways and roads is focused into nodes.
 - Development along highways and roads is mostly in a node pattern with a strip pattern in between.
 - Development along highways and roads is in a strip pattern.
9. Does your community promote art and cultural programs for its citizens through the sponsorship of downtown festivals, farmer's markets, youth events, art fairs, rodeos and other similar activities?
- Yes, we promote art and cultural activities on a regular basis.
 - No, but we plan to initiate a cultural program in the near future and have discussed it with our elected officials.
 - No, we have no plans in place or do not have the resources available to promote art or cultural programs.

10. Does your community have planning policies that promote an integrated system for bicycling and walking?
- Yes, we have bike lanes, trails, pedestrian areas and design features such as landscaping, sidewalks, trees, shade, lighting, benches, etc.
 - We are in the process of creating pedestrian and bicycle connections.
 - No, we do not have a trail system or bike lanes at this time.
11. Does your zoning allow for mixed uses, especially in downtown centers and growth corridors?
- Yes, our zoning allows for mixed land uses in a number of locations throughout the community and in designated downtown/focused growth areas.
 - Yes, but the area in which mixed uses is allowed is very limited.
 - No, most of our community zoning does not allow for mixed uses.
12. Does your community promote infill and compact form development?
- Yes, local planning policies encourage infill and compact development through mechanisms such as expedited permitting, density bonuses, etc, especially in our downtown and designated growth areas.
 - We have undertaken studies of higher density and infill development but have not amended our regulations.
 - No, we have taken no action or do not have the mechanisms in place to promote infill or compact development.
13. How does your community protect natural, scenic and recreation areas and promote regional integrated systems?
- We have a specific Open Space and Recreation Plan that links goals and policies of the General/Comprehensive Plan and is implemented through the zoning ordinance and other specific plans.
 - We have an Open Space and Recreation Plan that provides guidelines for development.
 - We're thinking about creating an Open Space and Recreation Plan.
14. Do you have parking regulations that allow shared parking, credit for parking provided off-site and reduced parking requirements for mixed use development?
- Yes, our general / comprehensive plan and zoning allow reduced parking requirements for mixed use and other higher density development.
 - We intend to study the feasibility of allowing reduced parking space requirements under certain higher density development plans and have discussed it with our elected officials.
 - No, we do not have plans to reduce our parking space requirements at this time.

15. Does your community have a sign and/or billboard ordinance that is protective of the community's architectural and / or historic character?
- Yes, we have an ordinance that includes provisions for dealing with abandoned signs, reducing nonconforming signs, or signs incompatible with the surrounding neighborhood or buildings.
 - We intend to establish a sign and billboard ordinance in the near future and have discussed it with our elected officials.
 - No, we do not have a sign or billboard ordinance under consideration at this time.
16. Does your community have incentives to promote redevelopment of underused and vacant sites and buildings?
- Yes, we provide tax incentives and/or expedited permitting processes to encourage redevelopment of underused or vacant sites and buildings. We also provide direction and/or regulation on how these sites can be redeveloped.
 - We're thinking about providing incentives and have discussed it with our elected officials.
 - We don't think this is an issue.

Section III: Stewardship of Natural Resources

Clean water, clean air, natural open land, agricultural lands and native wildlife are essential elements of public health and quality of life for Arizona residents, visitors and future generations. These vital resources should be preserved and protected by incorporating them into all land use and infrastructure planning decisions.

All Communities

17. Has your community identified its natural assets (rivers, mountains, mesas, open space, agricultural lands, viewsheds, wildlife habitats) and taken steps to restore or protect them?

- Yes, we highlight our natural assets in our general plan / comprehensive plan and have taken steps to protect/restore them (e.g. water and energy efficiency program, wildlife corridor planning, conservation easement programs, urban service boundaries, etc.).
- Yes, we emphasize the importance of our natural assets but we have not taken any steps to restore/protect them.
- No, we do not emphasize the importance of our natural assets in our planning efforts.

18. Do you have a comprehensive water resource management plan(s) in place?

- Yes, our community has a comprehensive water resource management plan, including a drought and conservation plan that is enforceable by ordinance, and we have water supply for 100 years or more.
- We have a water resource management plan in place, and have water supply for 100 years or more.
- We are in compliance with State requirements, but need further water resource planning assistance.

19. Does your community have an ordinance or code that promotes defensible space and/or buffer zones minimizing exposure to wildfires?

- Yes, we have a wildfire defensible space plan and program.
- We are considering the possible adoption of a wildfire defense plan and have discussed it with our elected officials.
- No, we don't expect to adopt a wildfire defense plan.

Medium and Large Communities

20. Do local regulations provide for open space in new development?

- Yes, new developments must contribute additional open space and should provide connections to adjacent open spaces (either existing or planned, such as a planned park or recreation trail).
- Yes, new developments are encouraged to provide open spaces, with access to them. Our regulations do not provide guidelines for types and locations of these open spaces.
- No, there are no requirements for open space within new developments.

Medium and Large Communities

21. Does your community have programs to acquire and maintain open space?
- Yes, we have tax incentives, taxing districts, bonds or dedicated funding for the preservation of open space.
 - Our general / comprehensive plan identifies open space opportunities for the community but we do not have a dedicated source of funding to acquire it.
 - No, currently we do not have programs for the acquisition and preservation of open space.
22. Does your community have a waste management and recycling plan?
- Yes, we have a comprehensive waste management and recycling program.
 - We are considering the adoption of a waste management and recycling program and have discussed it with our elected officials.
 - No, we have a waste management service but not recycling.

Large Communities

23. How much conservation-easement and/or land trust activity is occurring in your area?
- A percentage of viable farmland or ranchland has been established in conservation easements and a land trust is active in the region.
 - Conservation easement and/or land trust activity has begun.
 - There is no easement or land trust activity.
24. Does your community protect open space and focus growth through programs like cluster development, transfer of development rights (TDR), or planned unit developments?
- Yes, we offer one or more of these programs.
 - We are considering developing these programs and have discussed it with our elected officials.
 - No, we offer none of these programs.
25. Does your community plan for and monitor air quality?
- Yes, we fully participate in our regional air quality planning process and participate in the State Implementation Plan (SIP) process.
 - We are monitoring our air quality.
 - No, we do not participate in air monitoring or planning.

26. Has your community adopted an environmental management system to provide a continuous cycle of oversight and review of your environmental programs?
- Yes, we use an environmental management plan.
 - We are considering using an environmental plan process and have discussed it with our elected officials.
 - No, we don't, at this time, plan to use an environmental plan process.
27. Does your community have an energy efficiency plan?
- Yes, we have and implement a community-wide energy efficiency plan that promotes efficiency through incentives such as taxes, grants or regulation and provides an assessment that identifies policies and practices that provide for greater uses of renewable energy sources such as geothermal, solar, wind and biomass.
 - We are considering the adoption of an energy efficiency plan and program and have discussed it with our elected officials.
 - No, we are not currently considering the adoption of an energy efficiency plan.
28. Does your community require that new construction build to Leadership in Environmental Design (LEED) standards (not necessarily certify), National Association of Home Builders (NAHB) Green Building Guidelines or a locally developed green building program?
- Yes, we require some form of green building development in our ordinances.
 - We plan to evaluate establishing a green building program in some of our new construction and have discussed it with our elected officials.
 - No, we aren't planning to establish green building requirements.

Section IV: Opportunity for Broad Choices

Future planning and development should assure the availability of a range of choices in housing, employment, education and other essential services to ensure a better jobs/housing balance and a more vibrant community-based workforce.

All Communities

29. Does your community provide a jobs/housing balance? For all jobs, both existing and newly created, is housing available commensurate with wages?
- Yes, we link our housing studies with our economic development plans and employment studies to provide an ongoing jobs/housing balance.
 - We are thinking about linking housing plans with economic development efforts and employment studies and have discussed it with our elected officials.
 - Housing and economic development/employment studies are not linked.
30. Which option best describes the mix of housing types in your community?
- We have a wide mix of housing types, including affordable housing to buy, multi-family rental housing, and senior housing that reflects the composition of our community.
 - We have a limited mix, including some affordable housing.
 - We have very little diversity in housing and/or very little affordable housing.

Medium and Large Communities

31. Does your community track the mix and affordability of housing and jobs/housing balance at the local or regional level?
- Yes, we conduct (or participate at a regional level) housing studies every few years to assess affordable housing in our area, determine the mix of our housing inventory, and understand the ratio between jobs/income and housing in our community.
 - We have limited information from previous studies, but no current information on our housing market.
 - No, we do not track such information.
32. How does your community plan for future housing needs, especially in or near your downtown?
- Our general / comprehensive plan projects the amounts and types of housing that will be needed over the next 10 years or has established housing goals. We also work with local and regional housing groups to meet these needs within or adjacent to our community.
 - The general / comprehensive plan includes a preliminary evaluation of future housing needs, but does not specify how to meet them.
 - We have not discussed future housing needs.

33. Do local regulations enable your community to meet diverse housing needs and ensure long-term affordability?

- Yes, new developments are required to include housing targeted at more than one segment of the market – for example, apartments along with single-family homes or affordable homes along with market-rate housing.
- New developments have the option of including a mix of housing, but are not required to do so.
- No, new developments are not required to have a mix of housing – and in some cases, they are prohibited from doing so by regulations.

34. Does your community provide incentives to support affordable housing (density bonuses, fee waivers, higher density zones, fast tracking permits)?

- Yes, we have a wide range of incentives to encourage more affordable housing production.
- We offer some incentives, but don't actively promote them as an option.
- No, we do not offer any incentives.

Section V: Essential Service Infrastructure

Meeting each community's long-range needs for adequate, essential infrastructure for public utilities, health, communications, and transportation systems in a timely and fiscally responsible manner should be an essential objective of state, local, and regional plans and implementation efforts. Communities should strive to offer a wider range of transportation options – from walking and biking to transit and automobiles – to increase people's access to jobs, goods, services and recreation. Communities should also plan for development of its public health and social service infrastructure, including public utilities (water, wastewater, power) and hospitals, healthcare clinics, schools, child care centers and emergency facilities.

All Communities

35. Which of these options best describes the layout of local streets?

- Streets are interconnected, in a clear pattern, for getting around the community.
- The community has a network of interconnected streets – but in outlying areas, streets are disconnected.
- Streets are disconnected, with no clear pattern for getting around.

36. Does your community plan and coordinate the development of public utilities, including power, water and sewer?

- Yes. We have a local/regional water resource, wastewater and regional drainage plan and we are coordinating with our local power utilities.
- We have these plans but lack coordination.
- We do not plan for these things, but leave them to the utilities to figure out.

37. Does your community support/coordinate the responsible provision of infrastructure timed with planned growth?

- Yes, we have an agreement(s) with nearby jurisdictions, an adequate public facilities ordinance, or an urban service boundary that encourages new development be linked to existing infrastructure.
- We want to establish intergovernmental mechanisms, an adequate public facilities ordinance, or an urban service boundary that promotes approval of linking new development to existing infrastructure and have discussed these options with our elected officials.
- No, we don't anticipate creating any agreements, ordinances, or service boundaries that link new development and existing infrastructure.

Medium and Large Communities

38. Does your community track travel patterns at the local or regional level to better understand how and why people travel in your area?

- Yes, we conduct (or participate at a regional level) traffic pattern studies every few years to complement traffic counts and identify programs for increased efficiency, such as ride-share, HOV lanes and regularly scheduled public transit.
- We conduct traffic counts but don't yet link them to multi-modal transportation programs.
- No, we don't track this information.

Medium and Large Communities

39. Does your community have a transportation plan with a transit element that increases mobility options for residents and visitors?
- Yes, we have a transportation plan with a transit element that connects the community population center(s), which also connects to a good network of sidewalks and bike paths within the community.
 - We have a transportation plan but it does not have a transit element.
 - No, we do not have a transportation plan.
40. Does your community include in your planning process the reservation of school sites away from freeways and within neighborhoods and in locations that promote a diverse student body (both economically and culturally)?
- Yes, our plans and ordinances require the location of future school sites away from major transportation facilities and within local neighborhoods.
 - We discuss with the local school board the feasibility of requiring school sites to be located away from transportation corridors and within local neighborhoods.
 - No, we do not consider school siting criteria in our planning process.

Large Communities

41. Does your community have a transit program that includes ride-share, HOV lanes and regularly scheduled transit public transit?
- Yes, our transit program includes many of these options.
 - We have considered establishing a program that would offer some of these transit options and have discussed it with our elected officials.
 - No, we do not have and are not considering this type of transit program.
42. Does your community have incentives to promote Transit Oriented Development?
- Yes, transit regulations allow for increased density and different parking requirements depending upon the character of the area and connection to transit.
 - Transit regulations allow some variation in density and parking, but only under limited circumstances.
 - No variation in density or parking requirements is permitted.
43. Does your community's general or comprehensive plan address construction of hospitals, healthcare clinics and location of emergency services facilities?
- Yes, our general / comprehensive plan provides for location of hospital, healthcare and emergency services facilities, such as police and fire.
 - We build police stations and firehouses when we have the resources to do so and locate them where we are able.
 - No, we do not plan these needs.

Section VI: Economic Development

A broad spectrum of business and employment should be promoted to serve diverse community and regional needs as part of a healthy statewide economy in a climate of increasing global competition.

All Communities

44. Can community residents meet most daily shopping needs – food, hardware and clothing –in town?
- Yes, we can meet everyday needs through diversity of local businesses.
 - We can buy some goods in town, but must travel outside town for others.
 - No, we have to travel outside town to meet most everyday needs.
45. Does your community offer services that meet your region's workforce development needs?
- Yes, our community participates in and supports our local one-stop career center. Services at the one-stop career center meet both our business community and job seeker needs.
 - We are working with the one-stop career center to develop workforce development that fits our needs.
 - We are aware of the one-stop career center, but have not taken advantage of its services.
46. How does your community support existing businesses?
- We have an active business retention and expansion program that includes an action plan to meet and conduct annual surveys with targeted business owners.
 - We have a business retention and expansion program that identifies and assists high risk businesses.
 - We assist business owners when contacted.
47. Do you have an active business attraction program?
- Yes, we developed a marketing plan to identify potential businesses that fit the strengths of the community and region, performed effective targeted marketing strategies to those businesses, and ensure the community website provides information crucial to site selectors.
 - We have a website with information to attract new businesses to the community and an established process to meet and greet site selectors. We are on the Prospect Information Form distribution list and respond to requests when they fit our available assets.
 - We have a website with a link to Arizona Department of Commerce (ADOC) community profiles and state incentives.

All Communities

48. Does your community support entrepreneurs and small business owners?
- Yes, we encourage entrepreneurs and small business owners to take advantage of organizations located in our community which provide one-on-one assistance and workshops on how to start and operate a business. (Small Business Development Centers, Community Colleges, Incubators, SCORE chapters in collaboration with the Arizona Department of Commerce and the US Small Business Administration).
 - Yes, we collaborate with nearby communities where Small Business Development Centers, Community Colleges and Incubators are located.
 - No, in our community there is no assistance available for entrepreneurs and small business owners.
49. Does your community foster small business development?
- Yes, we have a Chamber of Commerce or similar organization which allows for networking; our city/town offices are set up to help business owners navigate the licensing and permitting maze and small business owners utilize the Arizona Workforce Connection One-Stop Centers for hiring and training purposes.
 - Yes, we have opportunities for networking for small business owners or a small-business customer service representative at the City or Arizona Workforce Connection One-Stop Center.
 - No, we don't provide tools fostering the growth and development of small businesses.

Medium and Large Communities

50. Does your community regularly track local and regional economic information and trends?
- Yes, we have regular reports on local and regional economic information that includes data on sources of income, job creation, wages and housing affordability.
 - Yes, we have regular reports on local and regional economic information, but the information is limited and/or does not offer a regional context.
 - No, we have a profile of our community, but it is dated and not regularly updated.
51. Does your community's plan and ordinances encourage the designation of land for future employment centers and corridors?
- Yes, employment corridors are clearly identified in the land use element of our general/comprehensive plan with policies to encourage their development.
 - We are in the process of identifying employment centers or corridors.
 - We are currently thinking about including these in our plan.

52. How does your community support communication / broadband services?
- Yes, we either have broadband or have a plan in place for how we are to acquire it (i.e. through WiFi programs, etc).
 - We are thinking about developing a plan for broadband access and have discussed it with our elected officials.
 - No, we are not thinking about broadband access or do not have the resources available to acquire it.

Please tell us about your community. What makes you unique and how are you implementing smart growth?



Growing Smarter

Guiding Principles

for Arizona

Governor's Growing Smarter Oversight Council

September 2006

As Arizona prepares for its Centennial, the people of our state must assess and build upon the landmark Growing Smarter Acts to ensure that Arizona's built environments and diverse landscapes remain desirable now and for its next 100 years and beyond. **One thing is for certain: how we have grown in the past will not necessarily work in the future.** To ensure Arizona's desirability as a geography that combines incredible natural resources with a dynamic and energetic global economy, livability, sustainability, quality growth, must be integrated with our everyday lives, choices, and expectations for our future growth and development.

The Arizona Growing Smarter Oversight Council, volunteers appointed by the Governor, and key state agency representatives, have been given the responsibility of continuously assessing the successes and challenges of Arizona's planning and growth management legislation, the 1998 and 2000 Growing Smarter Acts. For the last five years, we have steadfastly worked for continuous improvement of the statutes. Just as the planning process is dynamic, so must the enabling legislation for planning and growth management provide the best direction and tool box to help communities and counties achieve the best results.

In 2004, Governor Janet Napolitano requested the Growing Smarter Oversight Council initiate a statewide conversation toward a vision for Arizona, and to develop a set of Guiding Principles to help Arizona not just grow, but reach for the next level in developing quality growth. It has been appropriate that this dialogue begin at the same time we prepare to celebrate Arizona's Centennial anniversary. Once adopted, these Guiding Principles will assist Arizona, its agencies, local communities and regions by establishing a framework to:

1. Coordinate the activities of state agencies to enhance quality growth throughout Arizona in collaboration with the efforts of local communities;
2. Incorporate into other statewide plans, such as the Commerce and Economic Development Commission's 10-year Economic Strategy;
3. Guide future updates of local government general and comprehensive land use plans;
4. Highlight best management practices from around the state;
5. Develop performance criteria for state and local decision-makers to assess whether state and local land use planning goals are being accomplished.

The Council, with the able assistance of the Community Planning Office at the Arizona Department of Commerce, held 18 Listening Sessions around the state, from Page to Nogales and Show Low to Yuma. We asked three basic questions:

- Everybody knows Arizona is growing. But where are we going?
- What will your ideal future community be like?
- How will we know when we get there?

Over 600 people across the state participated in the Listening Sessions which resulted in thousands of valuable ideas. We heard a lot. Each listening session was different with comments and thoughts unique to that area of Arizona.



But there was a high degree of commonality as well. So where was that agreement?

- **Water** — developing reliable information for all areas of the state and incorporating long-term available assured supplies in all future planning efforts.
- **Transportation** — ensuring efficient, effective transportation systems and links both locally and regionally simultaneous with future development.
- **Housing** — providing an array of workforce and affordable housing choices to assure that people can live in the same community where they work.
- **Community Character** — preserving a sense of place and distinctive identities.
- **Education** — assuring quality schools, education and workforce development opportunities to prepare for global competition.
- **Economic Development** — pursuing stable, diverse economies statewide and preserving traditional economic sectors, such as agriculture, while moving into the global knowledge economy.
- **Local Authority** — providing cities and counties the powers and means to manage new development, especially giving counties an array of statutorily authorized powers to manage growth, including subdivisions and lot splits.
- **Energy** — making the necessary investments and providing incentives in reliable energy supplies and alternative energy sources.

To test the results from the Listening Sessions and ensure that they were representative of attitudes in the state, we commissioned a random sample telephone survey (sample size 700). The survey data both validated the type of responses we received at the Listening Sessions and gave us additional feedback on Arizonan's thoughts and desires on growth related issues.

Based on our knowledge gained from over five years of work, the listening session results, the survey, and much deliberation, the Council crafted a draft proposal of Guiding Principles and recommendations. The proposed Guiding Principles were publicly distributed and further reviewed over a several month timeframe. Additional public input has helped the Council accomplish putting forth the following Growing Smarter Guiding Principles.

The Growing Smarter Guiding Principles are organized in 6 major categories.

Responsibility and Accountability ★ **Preservation of Community Character**
Stewardship ★ **Opportunity** ★ **Infrastructure** ★ **Economic Development**

The Principles are derived from the Growing Smarter Acts, and the following basic assumptions:

- Arizonans value their quality of life and recognize its importance to our current and future economic success.
- Growth patterns and urban form have long-term social, environmental and economic consequences.
- Free market forces and individual choices will affect growth.
- Solutions to growth-related challenges need to be flexible and respectful of individual and property rights and the uniqueness of our communities.
- Looking well into the future, up to 50 to 100 years, will highlight key issues and inform Arizona’s vision of how we want to grow.
- Arizonans prefer tools, authority, and resources that empower people to make better decisions at the local level.
- Tribal governments play an increasingly important role in community development, and they are a key part of the state’s economic future.
- Arizonans recognize that good planning at the local, regional, and state levels can return higher economic, social and environmental dividends.
- Arizonans have a responsibility to participate in this state’s governance and planning.
- Growing Smarter is about creating and sustaining healthy landscapes, livable communities and vibrant economies.

Each category contains three components:

- *Guiding Principles*
- *Observations from Public Input*
- *Recommendations to Facilitate Implementation*

The Guiding Principles are the foundation for a vision for managing Arizona’s rapid growth and long term planning for our next 100 years. Collectively, they light the path toward an Arizona that works together, that engages its diverse citizenry, that builds great livable communities on a human scale, that grows and prospers, and that embraces the many natural landscapes that called us here in the first place.

Each set of Guiding Principles is followed by Observations the Council made on the public input from Arizona residents on key topics covered by the Principle. The entirety of the public comments we received is available as an Appendix to this report.

Finally, each set of Guiding Principles includes one or more Recommendations for immediate action toward implementation of the Principles. It should be noted that the recommendations are intended to initiate first steps and are not exhaustive work programs that cover every observation. Rather they represent the Council’s considered judgment on some key items to direct Arizona toward success in achieving a common vision, recognizing the diversity of our people, our communities and our landscapes.

Arizona is going to grow. That’s the easy part. Whether we grow smarter is up to us. If we can harness our collective energy, demonstrate our power to think and our will to act for the long term and embrace the concepts embodied in these Guiding Principles, we will prosper as a people, we will enhance the beauty of the state, and we will collectively leave a legacy for the next generations of Arizona in our next 100 years.

Guiding Principles

State and local government officials should embrace the responsibility for guiding local communities toward beneficial long-term growth and development that recognizes the desires and expectations of local residents and property owners, but transcends narrow or immediate interests and seeks the broadest possible community benefit.

Local public officials, property owners (private and public, including state and federal land managers), and other community leaders should work collaboratively to establish, coordinate, communicate, and implement local planning and land use decisions. Local public officials should also facilitate compliance with and enforcement of local planning and land use decisions.

Regional partnerships involving appropriate local, state, federal, and tribal representatives should encourage collaboration on local planning and land use decisions, share revenues as appropriate, and work together to address common concerns to build strong local communities, strong regions, and a strong Arizona. Planning processes should engage people in issues, encourage cooperation in addressing local and regional issues, and facilitate the implementation of a consensus community vision.

State laws, procedures, expertise, resources, and actions should seek to reinforce local planning efforts.

Observations from Public Input

Local Authority

- ★ Local governments need more authority and a greater array of tools available at local option with local control.
- ★ In recognition that fast-paced growth and development is increasingly occurring in unincorporated areas, county governments need tools similar to those of cities to more effectively manage such growth.

Planning

- ★ Increased long-term planning would facilitate greater recognition of the impacts and requirements of future growth and development.
- ★ Current planning requirements are largely unknown to many residents.
- ★ Some citizens favor greater emphasis on mixed-use development and higher densities.
- ★ Planning should reflect the people living within the physical environment, including their diverse needs, desires, character, and history.
- ★ All future planning should recognize the roles and responsibilities of tribes as local governments, while respecting tribal sovereignty, and foster open dialogue among the tribes, state agencies, local authorities, and private development interests, especially in areas of common interest, like transportation, flood control, and others.

Governance

- ★ Arizonans would like their elected leaders to be thoughtful and provide vision, but feel that they often fail to exhibit sufficient leadership or courage.

Public Participation

- ★ The public wants (and expects) the opportunity to be involved in important decisions about their future, but is often not sure how to be involved (or if it matters).
- ★ Public hearings, while mandated, are often an ineffective method of gathering public input,

so creative and respectful ways are needed to facilitate public participation, especially given the large number of new residents.

Regional

- ★ Some of the most crucial components of future local plans, as identified by the public, are regional issues like water and transportation.
- ★ Arizona has benefited from regional cooperation in critical areas, like the Central Arizona Project, and such cooperation could serve as a model for other planning issues and encourage greater collaboration between city and county governments.

State's Role and Responsibilities

- ★ The State should support local efforts – with resources and tools – and state agencies should be responsive to local plans.
- ★ It is the State's responsibility to protect individual rights.
- ★ State agencies should coordinate their efforts to reinforce positive local planning.
- ★ State agencies should practice design solutions that recognize the natural environment and community context in which they operate.
- ★ State agencies should exercise appropriate stewardship of our state's natural environment.
- ★ State agencies should foster constructive collaboration among state and local government agencies as well as private interests, while recognizing the different missions and obligations of each.

Tax System

- ★ Tax revenues and tax distribution formulas should not overly influence planning decisions.

Urban / Rural

- ★ The urbanization of smaller cities and the spillover effects of larger urban cities is a concern to local residents because of the resulting changes in the character of their communities.

Recommendations to Facilitate Implementation

- ◆ Strengthen the State’s capability to provide valuable guidance and assistance to local governments on managing growth and development, especially in areas experiencing rapid conversion from rural to urban or suburban form. The State should also compile information related to “best practices” in local planning activities, including balancing land use, providing adequate and timely infrastructure, and cost of development planning.
- ◆ Modernize and harmonize state law so that county governments are fully authorized and empowered to manage and enforce land use plans and development in the unincorporated areas of Arizona similar to the authorities of cities within incorporated areas. For example, counties should have the authority to meaningfully manage lots splits.
- ◆ Demonstrate state agency leadership in encouraging comprehensive growth planning by coordinating their respective efforts, acting to reinforce local planning decisions, rewarding regional cooperation, and recognizing quality planning efforts through grants and incentives, similar to programs in other states.
- ◆ Appoint a state and local task force to examine future growth and development in the three county region of Maricopa, Pima, and Pinal Counties, as an example of regional cooperation and planning. This region is projected to be one of the four western “megapolitan” areas with populations in excess of 10 million people. The task force should examine potential tools necessary to manage this type of growth, including but not limited to mechanisms to finance infrastructure in advance of development, to facilitate job corridor development, and land preservation and taxation policies. Recommendations should be made on any necessary changes in state law or policy and on any actions that should be take by state or local agencies and report its findings to the Governor, the Legislature, and local governing boards.
- ◆ Examine the fiscal structure of cities and towns, their reliance on local sales tax collections, and how that reliance affects planning and development decisions.

Preservation of Community Character

Guiding Principles

Future local plans should be based on a “vision” of each community’s future that incorporates citizens’ input and reflects the community’s desires within a regional context.

Strengthening and preserving each community’s culture and history are important to local residents and should be important considerations in all future local planning discussions and decisions.

The public and private sector should partner to preserve and/or conserve special places and provide reasonable access to them.

Communities of differing character and heritage define our state; and future state and local plans and investments should conserve and maintain each local community’s “sense of place” and promote distinct community identities.

Access to undeveloped, public, natural areas is critical to maintaining the character and identity of Arizona and its many differing geographic areas and should be included in all future development plans.

The myriad of consequences, both short-term and long-term, some unintended, resulting from zoning and density decisions must be thoroughly and carefully evaluated as a part of the local planning review process for such decisions.

Preservation of Community Character

Observations from Public Input

Community Character and Identity

- ★ Residents would like to see communities around the state preserve their distinctive identity.
- ★ Preserving a sense of community character is an important component of future development.
- ★ Local plans and land use designs should reflect the character, diversity, interests, and expectations of current residents and attempt to anticipate the needs of future residents.
- ★ Planning must address the unique aspects of local communities, including the natural landscape, the built environment, as well as the character diversity, interests, and expectations of residents.

Culture, Diversity and Historic Preservation

- ★ Future local plans should recognize, protect and appreciate local cultural character and history.
- ★ A diverse population including people of different ages, economic statuses, and cultural backgrounds enhance and strengthen local communities.

Urban Open Spaces

- ★ Developed open spaces, such as parks, greenbelts, and access points to surrounding public open areas are important community amenities, and, when well designed, can contribute to overall public health.
- ★ Parks and other open spaces in urban areas should be connected by greenbelts or trails.

Growth

- ★ New development should compliment and enhance the existing character and identity of existing communities.
- ★ Future growth and how it is managed will determine the quality of life in local communities and all of Arizona.
- ★ Zoning decisions, especially those related to density, have a wide variety of growth and development consequences, many of which are unanticipated at the time such decisions are made.

Recommendations to Facilitate Implementation

- ◆ Commission a comprehensive inventory of the natural, cultural, and historic assets of Arizona, which make Arizona unique, to be undertaken by the State, in partnership with regional, local, and tribal agencies and interested stakeholders. Such an inventory would be a blueprint to assist local, regional, state, and tribal agencies and interested stakeholders to conserve assets that define Arizona.
- ◆ Assess the funding tools available to preserve and protect Arizona’s natural, cultural, and historic assets, such as the Arizona Heritage Fund.
- ◆ Amend the Growing Smarter law to require general and comprehensive plans to include a statement of the community’s vision for its future, which is developed with active citizen participation.
- ◆ Amend the Growing Smarter law to include a “checklist” of planning issues that should be considered during the development of all future local plans, such as consideration of the inter-relationships among plan elements (environmental needs relative to proposed land uses), zoning and density choices, infrastructure requirements, open space preservation, and other key planning decisions.

Steewardship

Guiding Principles

Future planning should recognize that clean water and clean air are essential elements of public health and quality of life for Arizona residents, visitors, and future generations. These vital resources should be preserved and protected, and future land use and infrastructure planning should incorporate this recognition.

Natural open land and native wildlife have intrinsic value and are critical to maintaining the character, identity, and health of Arizona for residents, visitors, and future generations and should be accommodated in all future planning decisions.

Effective stewardship of natural areas is essential to preserve and protect their intrinsic character and beauty and should be integrated in all future plans.

Observations from Public Input

Air Quality

- ★ Preserving good air quality should be a component of future local plans.

Natural Resources, Wildlife, and Conservation

- ★ Residents want to preserve Arizona's natural character, wildlife, and environmental assets, including open spaces and natural areas, as development occurs.
- ★ State agencies must recognize and incorporate wildlife needs when designing and operating both new and existing facilities.
- ★ Local planning needs to better recognize wildlife, its habitat (natural landscapes and corridors), and accessible open spaces for active recreation, as having important economic value, especially for tourism and community quality of life, and needs to emphasize development to preserve and enhance these opportunities.

Open Space and Natural Areas

- ★ Open spaces between communities should be preserved.
- ★ Open spaces and effective design in communities can promote public and environmental health and can also play a role in reducing the urban heat island effect.
- ★ Specific financial mechanisms must be developed to facilitate the purchase or preservation of critical open space and such mechanisms must be structured to meet their specific intended purposes, especially preserving natural open spaces.
- ★ Mechanisms should be developed and implemented to compensate both public and private landowners for the value of land that is to be preserved as open space.

State Trust Land

- ★ State and local agencies should work together to plan for the development of State Trust Lands, including the conservation of some state lands as open space, consistent with local planning objectives and the mission of the Trust to earn revenue.
- ★ Appropriate tools, including financing mechanisms, should be developed to facilitate the preservation of some State Trust Lands as open space.

Sustainability

- ★ Energy and water conservation, waste reduction, alternative land use patterns, and green development / infrastructure are important considerations for local, regional, and state planning efforts.
- ★ Walkable communities, alternative transportation choices, open spaces and recreational opportunities can facilitate active and healthy community lifestyles.

Water

- ★ More reliable, independent information and data on existing groundwater and surface water supplies is needed, especially outside the existing Active Management Areas.
- ★ Local governments (especially counties) need the authority to use the long-term availability of water as a criterion for permitting or prohibiting new development.
- ★ Local community and land use planning should recognize and reflect the amount of available good, quality water and incorporate consumption levels that are sustainable over the long term.
- ★ Some have questioned the adequacy of the Ground Water Management Act to address the needs of future growth.

Recommendations to Facilitate Implementation

- ◆ Increase State efforts to develop reliable, independent, objective, information regarding the available supply of water for each hydrologic region of Arizona.
- ◆ Assure that the availability of clean, safe water is one of the criteria for evaluating all future land use and development plans in all areas of Arizona.
- ◆ Create the tools necessary for state and local agencies to manage and balance the current and future use of water for all municipal, industrial, commercial, agricultural, and natural purposes in all areas of Arizona.
- ◆ Work to conserve the open spaces separating Arizona's communities that define much of the character of Arizona. Portions of these open areas, especially key parcels of State Trust Lands and federal lands, should be conserved even as Arizona continues to grow and prosper. Appropriate compensation mechanisms are needed to facilitate such conservation.

Guiding Principles

Future planning and development should assure the availability of a range of choices in housing, employment, education, and other essential services. Safe, secure circumstances to enjoy these opportunities are a fundamental requirement of all future planning.

Future local plans should consider and incorporate the need for school sites and facilities in conjunction with other development activity.

Observations from Public Input

Crime and Safety

- ★ Safe communities with low crime rates are essential aspects of successful future growth and development.
- ★ Forest health based economic development can help mitigate the risks of forest fires.

Education

- ★ Quality schools and educational opportunities that prepare students and workers for global competition should be a priority in future development planning.

Healthcare

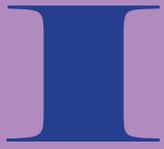
- ★ Adequate, available, affordable health care is a critical issue for Arizonans, especially those residing outside the larger metropolitan areas.

Housing

- ★ An array of housing choices, including both affordable and workforce housing, within communities assures that people can live and work in the same community.
- ★ Variety in housing types helps assure diversity in the residents and the character of new and established communities.
- ★ Effective community and land use planning must balance the trade-off between small and larger lot sizes and the consequent density, affordability, and resource utilization issues.

Recommendations to Facilitate Implementation

- ◆ Develop information and expertise on a variety of approaches and practices to facilitate local communities' growth and development efforts to provide local residents a range of opportunities in housing, employment, education, and other essential services.



Infrastructure

Guiding Principles

M *meeting each community's long-range needs for adequate essential infrastructure such as water, sewer, power, communications, and transportation systems as well as public facilities, in a timely and fiscally responsible manner should be an essential objective of all future plans.*

Future land use plans and community infrastructure plans should be integrated and implementation of such plans coordinated.

Future local planning efforts should encourage public and private organizations, working cooperatively, to efficiently and effectively develop and use community infrastructure and to develop methodologies that provide for the cost of this essential infrastructure to be borne equitably by all beneficiaries.

Observations from Public Input

Sustainable Energy

- ★ Future community design, development and construction should increase energy efficiency.
- ★ Reliance on traditional energy sources can be reduced through increased conservation, greater efficiency, and expanded development of renewable energy sources and should be encouraged with appropriate incentives.

which recognize the natural environment and community context in which they operate. Infrastructure planning and land use planning are inextricably intertwined. Future planning should ensure that community infrastructure, including transportation systems, expands as new development occurs.

- ★ State transportation planning and development should be consistent in purpose and design with local planning objectives.

Transportation, Utilities, and Communication Infrastructure

- ★ Effective, efficient, integrated transportation systems are essential to successful future growth and development and should incorporate context sensitive design solutions,

Water

- ★ Adequate, quality future water supplies (including delivery and treatment systems) should be a prerequisite to future development.

Recommendations to Facilitate Implementation

- ◆ Ensure that state and regional planning agencies work with local communities to fully understand the regional traffic congestion impacts of future, proposed development on both local transportation systems as well as major inter-regional systems. Future local plans should recognize that efficient, effective, and reliable transportation for people and products is essential for economic vitality and quality of life.
- ◆ Adopt local government policies to ensure that residents of newly developed areas can reasonably expect that essential infrastructure, particularly transportation links, both locally and regionally, will be completed within five years.
- ◆ Create appropriate financing mechanisms to allow the development of critical infrastructure, especially transportation, in areas where future development is targeted.
- ◆ Plan at the State level, working with private energy providers, to ensure that reliable energy supplies, especially from sustainable energy sources, will be available to meet to Arizona's future needs. The State, working with private energy providers, should facilitate the necessary investments to ensure that future energy needs are met.
- ◆ Amend the Growing Smarter law to require general and comprehensive plans to include policies that encourage and reward energy efficiency and greater reliance on sustainable energy sources in, at a minimum, construction standards and community development patterns.

Guiding Principles

Future planning should promote a broad spectrum of business and employment that serve diverse community needs and encourage the personal and financial growth and development of existing residents as part of a healthy statewide economy.

Local, state and tribal leaders should work together to strengthen local and regional opportunities for business growth and diverse economic development.

Future planning should encourage regional economic and fiscal cooperation to be more effective in a climate of increasing global competition.

Economic development and vitality should be an integral goal of future local planning activities.



Observations from Public Input

Economic Diversity

- ★ Future local plans should recognize the importance of a stable, diverse local economy, especially in smaller communities.
- ★ While moving toward a knowledge-based economy, future local planning should accommodate the preservation of traditional economic sectors, such as agriculture, mining, forestry, local businesses, tourism, and recreation.
- ★ The development of sustainable energy supplies, such as those resulting from constructive forest management, can benefit some Arizona communities.
- ★ Future local plans should seek to balance the availability of national retailers, businesses, and employers, while encouraging local entrepreneurship and locally owned businesses.
- ★ Encouraging innovation and creativity are important objectives for future economic development efforts.

based economy should be a priority in future development planning. Opportunities for retraining and personal enrichment should also be emphasized.

- ★ Communities should plan for and encourage development that accommodates the needs of senior citizens, including access to housing, health care, transportation, and community services.
- ★ Future local development should encourage the development of employment, housing, and services for younger workers and families.

Growth

- ★ Appropriate growth is different and relative to each community’s character, natural environment, infrastructure capacity, expectations, and regional circumstances.
- ★ While larger urban areas confront the challenges of effectively managing rapid growth, many smaller communities seek to promote growth and economic development.

Education, Workforce Development, Youth, and Seniors

- ★ Quality schools and educational and training opportunities that prepare current and future workforce participants for the knowledge-

Tax System

- ★ An effective tax structure includes regional revenue sharing mechanisms and can be a valuable planning and economic development tool.

Recommendations to Facilitate Implementation

- ◆ Amend the Growing Smarter law to require general and comprehensive plans to include appropriate economic development components to reflect the importance of economic opportunities in future development.
- ◆ Amend the Growing Smarter law to require general and comprehensive plans to include an evaluation of the availability of employment and housing, within a regional context for current and future residents.
- ◆ Establish a state and local task force to consider tools, both financial and regulatory, that are needed to facilitate local communities reserving land designated for future employment sites and corridors.



cknowledgements

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Information about the Growing Smarter Guiding Principles project is available on the Arizona Department of Commerce website at www.azcommerce.com.



ARIZONA DEPARTMENT OF COMMERCE

Our Job is JOBS!